



Mayor's Office of
**WORKFORCE
DEVELOPMENT**

Annual Report FY16

July 1, 2015 - June 30, 2016

Turning Boston's Growth into Opportunities for All

Table of Contents

04	Welcome	22	Office of Financial Empowerment
07	Introduction: Turning Boston's Growth into Opportunities for All	25	Boston Tax Help Coalition
08	Commercial to Economic and Workforce Development	26	Adult Literacy Initiative
09	Boston-Region One-Stop Career Centers	28	YOU Boston
10	Youth Programs	29	ReadBoston
12	Neighborhoods in Need	31	WriteBoston
13	Thriving Industries	32	OWD FY16 Financials
15	Apprenticeships	33	Thank You
16	Serving Diverse Populations		



Dear Friends:

I am pleased to introduce the Mayor's Office of Workforce Development's (OWD) FY 2016 Annual Report. Over the course of this past year, our continued focus on promoting meaningful educational and employment opportunities for Boston residents yielded significant success. Right now, Boston is experiencing unprecedented growth: in population, in industry, in job creation, and in economic vitality. As a City, our top priority is turning Boston's growth into opportunities for all of our residents, in every neighborhood. Boston's OWD is leading the way in our efforts, advocating for innovative workforce development policy and programming that provides career ladders for everyone in our city, especially our most economically vulnerable populations.

This annual report is full of meaningful numbers, and they are detailed throughout the following pages. Some of the highlights are: The Skilled Careers in Life Sciences (SCILS) Initiative served over 500 participants with over 700 training and internship slots. Eighty five (85%) percent of training graduates from the initiative's first three years gained new employment;

Thousands of young people gained valuable job experience in Boston's summer youth employment program. An OWD-commissioned study on the program found that among survey respondents, 87% reported they had learned to be on time for work, 86% reported they had learned to organize their work, and 50% reported they had learned to apply new computer skills; YOU Boston, which helps young people out of poverty and violence and into sustainable employment, placed 229 youth into subsidized jobs. The program further placed 112 young people who had thrived in subsidized jobs into the private sector. Their transformation showed staying power: 92% retained their jobs for 3 months or beyond.

I look forward to continuing to prioritize workforce development, education and financial empowerment in our City, to ensure that all Bostonians have access to the opportunities they deserve, no matter their financial status or background.

Sincerely,

Martin J. Walsh

Mayor, City of Boston

Dear Colleagues:

I am pleased to share with you the FY 2016 Annual Report of the Mayor's Office of Workforce Development (OWD). The policies, programs and outcomes described in this report reflect the vision and leadership of Mayor Martin J. Walsh, and his ongoing commitment to turn Boston's growth into opportunity for all.

Our accomplishments are due to the concerted efforts of our strong city partnerships. Over the past year, community-based non-profit organizations, educational partners and employers have worked together to strategically connect the various components of a successful, comprehensive workforce development effort. Through outreach, recruitment, curriculum development, system alignment, job placement and retention services, our partners have supported career advancement from post-secondary education completion to employment with wage progression. Mayor Walsh cited several of the successes of our Skilled Careers in Life Sciences (SCILS) Initiative, but I should add that over 225 local employers employed SCILS participants in full-time and internship positions. This would not have been possible without our committed employers.

Additionally, with the help of a strong labor market and supportive City policies, we've documented increased wages through



our Neighborhood Jobs Trust (NJT) investments: One hundred eighty (180) Boston residents, the majority being people of color and women, gained employment after NJT-funded job training, and the average wage upon placement was \$14.90 per hour, a wage above the City's living wage. More importantly, 83% of these newly employed residents gained benefits to help support themselves and their families.

Mayor Walsh continues to advocate for quality jobs with sustainable career pathways. These advancements are a result of the efforts of many individuals and organizations committed to ensuring that when Boston's economy grows, all residents should benefit. Thank you for your work. We look forward to a continuing partnership.

Sincerely,

Trinh Nguyen

Director, Office of Workforce Development



Introduction: Turning Boston's Growth into Opportunities for All

The City of Boston is in the midst of historic growth. Between 2010 and 2015, the city saw the rise of nearly 5 million square feet of new office space. Since then, another 4.2 million has been constructed or approved.¹ While this growth brings change and challenges, it also brings opportunities. Over the past year, the Mayor's Office of Workforce Development (OWD) has sought to translate the city's historic boom into economic gains for those who need them most. As new industries and employers flood the area, the OWD works with its partners to help prepare workers for the 45,000 jobs that have been created since 2010.²

Fiscal Year 2016 has been a busy one in other ways, as well. The OWD commissioned a valuable new report on Boston's labor market; created a division to assist victims of wage theft; helped launch a comprehensive apprenticeship program in the construction and hospitality industries; and rolled out the Tuition-Free Community College Plan for income-eligible Boston Public Schools graduates, among other initiatives.

Altogether, the OWD disbursed over \$11 million to 80 community-based organizations and directed another \$7

million to program services. The OWD also continued to support the work of its constituent programs: the Office of Financial Empowerment, the Boston Tax Help Coalition, YOU Boston, the Adult Literacy Initiative, ReadBoston and WriteBoston. The work of these programs is described at the end of this report.

Collectively, OWD's grant disbursements, programming, and workforce development advocacy represent an energetic effort to not just place residents in employment, but to develop career pathways to jobs with benefits, family-sustaining wages, and opportunities for advancement. The OWD looks forward to building on its work of the past year in relentless pursuit of its mission: To ensure the full participation of all Boston residents in the city's economic vitality and future.

¹ CoStar 2010-2015 Office Deliveries, BRA Project Pipeline Database

² Economic Modeling Specialists, Inc.

176

residents gained new employment due to NJT-funded programs in 2014-2015

83%

of these NJT program graduates gained benefits

\$14.90

is their average hourly wage upon placement⁵

Commercial to Economic and Workforce Development

The OWD's mission to develop Boston's workforce is nested within the work of its parent agency, the Boston Planning & Development Agency (BPDA), which develops the city's built landscape. The OWD assists the BPDA in disbursing community benefits funds – money contributed by a developer to benefit the local community. Via a newly created RFP process designed to ensure greater transparency and inclusion, the OWD and BPDA this year awarded **\$937,000 in community benefits funds to 34 organizations**³. In South Boston, community benefits funds from hotel developer CV Properties funded an after-school program for children at the Old Colony Housing Project, adult learning for Latinos, and emergency monetary assistance for women and children, among many worthy causes.

One tool that explicitly transforms commercial growth into workforce gains is the Neighborhood Jobs Trust (NJT). Under OWD stewardship, the NJT collects linkage fees from developers of large-scale commercial projects to fund jobs and job training programs for residents in need. In March, the OWD awarded \$1.2 million in NJT funds to 17 community-based organizations to prepare residents for career pathways in such diverse industries as healthcare, culinary, and banking & finance.⁴ This year, the NJT released its first impact report, for the years 2014-2015. See the report outcomes at left.

The NJT also helped non-profit English for New Bostonians (ENB) and SkillWorks, a public-private partnership, leverage funds for their workforce development programs:

ENB provides adult immigrants with English classes customized to their career trajectories. Although ENB's primary focus is teaching English, its "expansion" programs pair language lessons with life and career services. Of the 208 ENB expansion students who were out of work and seeking a job, 51% found employment – a marked increase from 37% just two years prior.

SkillWorks prepares job-seekers and incumbent workers for the skills-based jobs that employers need to fill. From January 2014 through the end of FY16, 66% of 325 job-seeking graduates found employment at an average starting wage of \$16.40 per hour.

The OWD and Boston Public Schools (BPS) this year launched the Tuition-Free Community College Plan, which pays for up to three years of community college for income-eligible BPS graduates. Funded by the NJT and other city resources, the plan promotes a college- and career-going culture among the city's students. As the OWD's labor market study shows, community college is a proven economic accelerator: a Boston resident with an associate's degree is nearly twice as likely to earn a yearly income of \$50,000 as one with only a high school degree.

Boston-Region One-Stop Career Centers

Boston's one-stop career centers, which have long helped area residents jumpstart their careers, also welcome new workers drawn by the city's growth. With the support of OWD funding, those centers – Boston Career Link and CareerSolution – help job-seekers connect with employers and develop their resume-writing, networking, interviewing, and job searching skills. Together, they served 15,661 job-seekers and 380 employers in FY16. See the most recent complete data on clients' employment and wages, capturing FY15 clients who have since entered the workforce, at right.

³ Community benefits funds are not reflected in the OWD general budget.

⁴ NJT funds are not reflected in the OWD general budget

⁵ Wage data is self-reported and paystub-verified.

⁶ Massachusetts Executive Office of Labor and Workforce Development, Career Center Performance Reports, FY16, 3rd Quarter. (Employment rates are calculated by matching exiting career center customers with unemployment insurance wage records for up to three quarters after their last quarter of service.)

57%

of 14,202 career center customers found jobs within the first quarter of exit

83%

remained employed through the 2nd and 3rd quarters

~\$32k

is their projected annual salary, based on quarterly earnings⁶

Boston Career Link, operated by Morgan Memorial Goodwill Industries, held 217 onsite recruiting events over the past year – every four days per week, on average – and branched into industry-specific job fairs in areas such as retail, healthcare, security, and supermarkets.

“Boston Career Link does a great job of connecting job seekers to the business community. The onsite recruitment events are especially helpful in meeting job candidates face to face. We have always had success there.” - Valerie Foxx, Human Resources Specialist, U.S. Postal Service

CareerSolution, operated by Jewish Vocational Services, recently concluded the first year of its Healthcare Initiative

– a coordinated effort to connect job-seekers to the growing healthcare industry. The center also partnered with the state Department of Transitional Assistance to help Boston-area residents meet the work and training requirements necessary to retain their federal food assistance and to move them toward self-sufficiency.

Youth Programs

Many determinants of career success – education, experience, work habits – take root in teenage years and young adulthood. That’s why the OWD supports initiatives like Boston’s summer youth employment program, which provides young people with jobs and work readiness training



As a student, Nicole Abad struggled with consistent attendance. At the end of her 9th grade year at Madison Park High School, she was told she’d have to repeat the grade – for a third time. “I thought, ‘I can’t do it. I’ll be stuck here til I’m 21,’” she said. Instead, Abad came to El Centro del Cardenal’s OWD-funded HiSET program, where teachers could give her the one-on-one attention and encouragement she needed to pass the high school equivalency test. Abad’s attendance and self-belief improved dramatically. She graduated in June and is now working toward her dental assistant certificate at Lincoln Technical Institute. At 18, she is haunted already by what could have been: “If I would’ve stayed in high school and repeated a grade again, I would’ve fallen off and done nothing, like some people do. Thank God I didn’t.”



87%

of surveyed summer youth employment participants reported they had learned to be on time

86%

reported they had learned to organize their work

50%

reported they had learned to apply new computer skills

over the potentially restless summer months. In a joint study with Northeastern University this year, the OWD found the results at left among over 600 survey respondents in the program. Additionally, the youth in summer employment were found to be 19 percentage points more likely than a control group to have prepared a cover letter and 15 percentage points more likely to have prepared a resume.

Through a YouthWorks grant, the OWD supported the participation of 1,420 young people, ages 14-21, in Boston's summer youth employment program. (An additional 91 participated in similar placement during the rest of the year.) All told, 256 individual employer partners provided these youth with valuable job experience.

Through other youth-focused grants, OWD also served 1,444 young people in alternative education, career exploration, and job training programs. One of the newly funded programs, More Than Words, is an example of an innovative approach to youth workforce engagement. The nonprofit teaches workforce skills to youth – many of whom are in foster care, court-involved, or homeless – by putting them in charge of their own business, a South End bookstore. In addition to funding new programs, the OWD this year helped several youth programs better serve young people with hidden challenges, such as learning disabilities or social-emotional disorders, by supporting workshops provided by Partners for Youth with Disabilities.

Neighborhoods in Need

Like many American cities, Boston has seen the stark effects of income inequality. The OWD tackles this problem head-on by aiming workforce funds where the need is greatest. The OWD's recently commissioned labor market report, for example, found

that the city's highest rates of unemployment clustered around Dorchester, Roxbury, and Mattapan. Fittingly, these same neighborhoods receive intensive support from the OWD-administered Neighborhood Jobs Trust (NJT). While residents from every neighborhood of Boston have been helped by NJT-funded job training programs, the NJT's recent report found that over half hailed from these hard-pressed areas.

Since 2013, the OWD has had a unique opportunity to help transform a Roxbury neighborhood known as the Quincy Corridor. Thanks to a federal Choice Neighborhoods grant, the City of Boston has focused comprehensive resources on improving the area in virtually every public aspect – from housing to safety to education. As part of this effort, the OWD supports the neighborhood's early childhood literacy, case management, trauma services, adult education, workforce development, and after-school programs to help create an environment where people – and their economic ambitions – can thrive.

Thriving Industries

When it comes to optimizing the city's workforce potential, identifying residents in need is one half of the equation. The other half is identifying thriving industries that offer career pathways to quality jobs. One example is Boston's rapidly growing hotel industry, which pays workers 2 to 4 times as much as other hospitality sectors. OWD partner BEST Corp trains workers to fill the hotel industry's demand for culinary workers and room attendants.

The OWD's labor market report, released this year, projected that for workers without college degrees, Boston's growing construction and healthcare sectors also offer

516

SCILS participants engaged in 718 training and internship opportunities

85%

of SCILS training program graduates from the initiative's first three years gained new employment

225+

local employers employed SCILS participants in full-time and internship positions



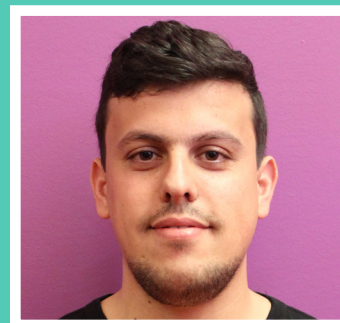
unique opportunities for job entry, advancement, and wage growth. Through its apprenticeship initiative (see page 15), the OWD supports the entry of low-income workers into the unionized construction trades. Meanwhile, the Healthcare Initiative at CareerSolution (see page 10) connects job-seekers with positions in healthcare – Boston’s largest and second-fastest growing labor sector.

Over the past four years, the OWD and the Boston Private Industry Council have administered the Skilled Careers in Life Sciences (SCILS) Initiative, which helps unemployed and underemployed individuals launch careers in metro Boston’s healthcare and biotechnology sectors. Concluding this

year, the federally funded initiative provided participants with scholarship assistance, job training, internship placement, and networking opportunities. Graduates of SCILS degree and certificate training programs found jobs primarily as manufacturing technicians, research associates, quality control technicians, medical laboratory technicians, surgical technicians, and clinical research assistants. These occupations typically pay \$35,000 – \$66,000 annually. See the right sidebar on the previous page for SCILS outcomes.

Apprenticeships

The OWD and its partners this year launched a wide-reach-



Salasse Keffous, 27, immigrated to the United States from Algeria with a finance degree and fluency in three languages. None, unfortunately, were English. Limited in options, he barely scraped by as a Dunkin Donuts cashier. After months of free English lessons, Keffous enrolled at Benjamin Franklin Institute of Technology to pursue his associate’s degree in biomedical engineering technology. With the help of a \$4,000 SCILS scholarship, he graduated on the dean’s list. Today, Keffous is a biomedical equipment technician for GE, working at more than double his previous salary and building a new life with his fiancée in America.

ing, five-year apprenticeship program in the construction and housekeeping industries. Spurred by a \$3 million federal grant and leveraged funds that include \$12.9 million in dedicated apprenticeship slots, the Greater Boston American Apprenticeship Initiative is a coordinated effort among pre-apprenticeship training programs, labor unions, and area colleges to provide career pathways for 405 low-income participants. The initiative is thought to represent the first hospitality apprenticeship program of its kind in the country.

The initiative's pre-apprenticeship training began in February. Of the 35 enrollees in the initiative's completed training programs thus far:

- All 35 (100%) have graduated
- 20 (57%) have begun apprenticeship employment
- 3 (9%) have taken non-apprentice jobs
- 12 (34%) are awaiting the results of their apprenticeship applications

Importantly, apprentices start above the living wage and can work towards higher wages. Hospitality apprentices start at \$16 per hour and can advance to journey-level wages of \$21 per hour. For construction apprentices, starting wages begin at \$19 per hour and journey-level wages begin at \$35.

Serving Diverse Populations

While hewing to best practices in workforce development, the OWD also relies on the on-the-ground expertise of its various partners. The OWD is proud to fund nonprofit partners that understand the unique workforce challenges of the populations they serve. Several of these organizations work with distinct cultural and linguistic communities within Boston's diverse landscape – such as the Chinese, Brazilian, Cape Verdean, Vietnamese, Haitian, Portuguese, and Latino communities, to name a few.

Among this year's new recipient programs of Community Development Block Grants distributed by the OWD, several specialize in serving populations with distinct needs:

- The job resource center at Operation A.B.L.E. provides access to skills training, employment services, and economic security programs to job-seekers 45 years or older.
- The Moving Ahead Program at St. Francis House, which serves Boston's poor and homeless, provides meals and housing during its 14-week job training program.
- The Workforce Development & Employment Partnerships program at Project Hope provides job training tailored to low-income women, especially single mothers.



The Training Program: BEST Corp trained Akaraka in the finer points of American hotel customer service during its six-week pre-apprenticeship program.

How the Greater Boston American Apprenticeship Initiative Works



The Apprentice: Victor Akaraka, a Zimbabwean refugee, took an entry-level food service job at \$10 per hour when he arrived in the U.S. this year. As a housekeeping apprentice in the Greater Boston American Apprenticeship Initiative, he now makes \$20.78 hourly.



The College: Bunker Hill Community College will offer apprentices like Akaraka a total of 12 credits toward an associate's degree in hospitality management.



The Employer: Hotel Commonwealth hired Akaraka, after meeting him at a BEST Corp job fair, to fill staffing for its recent 96-room expansion.



The Union: Local 26, which contracts with Hotel Commonwealth, accepted Akaraka into membership as part of his BEST Corp pre-apprenticeship, guaranteeing his starting wage of at least \$16 per hour.



“Operation A.B.L.E. provides a range of training and employment services – tailored to meet the evolving needs of older job seekers. We’re also targeting employers to talk about the benefits of hiring the mature worker.” - Mark Gyurina, Chief Program Officer, Operation A.B.L.E.

While its ultimate goal is to create career pathways, the OWD also recognizes that serving diverse populations means serving diverse economic needs. Among OWD's grant recipients:

- Crossroads Family Center, which aids families transitioning to permanent housing, helped 62% of its 55 adults served increase their income by at least \$250 per month.
- Through its money management services, Ethos prevented eviction for all 249 of its low- and moderate-income senior citizens served.



After leaving an abusive relationship, Jasmine Vigo, 28, found herself a single mother with four children, ages 2-10, and only a part-time, \$12-per-hour job to support them with. When she joined the healthcare track of Project Hope’s job training program, she said, “I gained a whole new family.” Her case manager ensured she had the necessary supports, such as transportation and childcare, to care for her family while in the program. When water damage from a fire ruined their furniture, Project Hope provided her children with bunk beds and mattresses. After graduation, Vigo took a job handling health insurance claims at Tufts Health Plan. She now works full-time at \$17.10 per hour, with full benefits, pension, 401K, and weekends off. “Prior to Project Hope, I would have been stressed out about buying diapers,” she said. “But now, I can go swipe my debit card and be completely fine.”



OFFICE OF WORKFORCE DEVELOPMENT

programs

Office of Financial Empowerment

To achieve real economic gains, Boston residents must not only access good jobs, but also capitalize on the money they earn. That's where the Mayor's Office of Financial Empowerment (OFE) comes in. The OFE helps residents increase their capacity for wealth-building through financial services and education. At the OFE's Roxbury Center for Financial Empowerment, residents can sign-up for long-term, individualized, one-on-one financial and employment coaching. During tax season and beyond, the OFE offers financial check-ups, administered primarily through the OFE's Boston Tax Help Coalition (see page 25). Financial check-ups are one-on-one

sessions that help residents understand their credit scores and develop asset-building strategies.

New this year, the OFE also launched a credit-building program for young adults, provided financial education via "Immigrant Information Corners" at 24 Boston Public Library branches, and graduated the first class of its workforce development program, "Bridge to Hospitality." In FY16 the OFE administered 3,496 financial check-ups and served 4,500 residents at the Roxbury Center for Financial Empowerment.



After suffering a debilitating depression, Norma Heath was left reliant on an abusive boyfriend. When he died, she became homeless. Her disability check seemed to run out as quickly as it came in. The day she walked into the Roxbury Center for Financial Empowerment was a turning point. After her financial coach helped her set up a spending log, she saw that much of her income went to unnecessary expenses and friends' requests for money. Now, Heath buys groceries in bulk, pays bills right away (including rent, now that she is housed) and puts \$200 in savings every month. "My self-esteem has gone through the roof. When I'm able to fix my car in an emergency without asking anyone for help, I feel proud of myself. I don't have to bother my parents like I used to. I feel more respected by my peers, who can't sucker me like they used to. I don't have to depend on an abusive relationship to live."



Boston Tax Help Coalition

Filing taxes can be an intimidating process. But for low- and moderate-income families, it can also mean a crucial financial boon. Each tax season, the Boston Tax Help Coalition bridges that gap by helping residents recover the refunds they are due, particularly via the Earned Income Tax Credit (EITC), a refundable credit for people who work. At an average of more than \$2,000, the EITC can help families pay down debt, catch up on bills, and grow their emergency savings.

To make that impact, the Boston Tax Help Coalition – a subsidiary of the Office for Financial Empowerment – relies on a massive volunteer effort to provide free tax services at 37

sites citywide. By simplifying the volunteer training process, the coalition this year increased volunteer classroom retention to an all-time high of 87%. The coalition also launched its own volunteer registration system, which saved thousands of dollars and resulted in increased registration and easier volunteer site selection.

In FY16 the Boston Tax Help Coalition secured \$24.5 million in tax refunds for nearly 13,000 taxpayers. If these taxpayers had seen paid preparers instead, they would have paid an average of \$200 each. At that rate, the coalition saved residents nearly \$2.6 million in predatory fees.



The Boston Tax Help Coalition not only provides tax help in eight spoken languages, ranging from Somali to Portuguese, but also offers assistance in American Sign Language (ASL). In conjunction with the National Disability Institute, DEAF Inc., and the Mayor's Office on People with Disabilities, the coalition hosts special tax preparation days for the deaf community, pairing its volunteers with professional ASL interpreters. That service makes all the difference to deaf taxpayers like Theresa Buttiglieri, who must otherwise face formidable communication barriers to receive essential services. "We don't know whether or not we're being taken advantage of," Buttiglieri said through an interpreter. "That's why interpreters are so important." Her assessment of the volunteer tax preparer who helped claim her refund, though, required no interpretation: two thumbs up.

Adult Literacy Initiative

The Adult Literacy Initiative (ALI) is an OWD-led consortium of 29 adult literacy programs throughout Boston that are funded through the OWD or the state's Department of Elementary and Secondary Education (DESE). ALI programs provide English language classes, high school equivalency test (HiSET) preparation, and high school diploma programs. They meet throughout the year to share best practices, pool professional development resources, and advocate for the city's adult literacy ecosystem.

Adult education is a crucial piece of workforce empowerment, as the OWD's recent labor market report makes clear. Residents with less than a high school diploma shoulder twice the unemployment rate as the rest of the city, and two-thirds make less than \$25,000 annually. The majority of those with-

out high school diplomas also have limited English proficiency, which is correlated with lower-paying jobs.

With over \$7 million in federal, state, and city funding, ALI programs served 3,497 students in FY16.⁷ Of these, 46%* showed learning gains on standardized tests. This represents the high end of DESE's standard performance measure of 35-49%. ALI programs are also promoting the next step in work advancement for their graduates. The ALI this year piloted a Career Navigator referral program to connect its adult literacy programs to Boston's one-stop career centers.

⁷ Just over \$1 million of this funding is reflected in the OWD general budget.

* Excludes students who are in PreLit classes or GED Fast track classes, have <12 hours of attendance, enrolled on or after 4/1/16, or have initial TABE scores > 585 and initial MAPT scores > 600.



When he was a high school student, classes just weren't Jomal Warren's priority. After failing to graduate, though, he decided to turn his life around and surprise his family by going back to school to earn his diploma. For two years, Warren told his parents he was working late hours, while secretly smuggling his bookbag in and out of the house to attend night classes at ALI member Boston Central Adult High School. On graduation day this June, he surprised his family by walking down the aisle and delivering the student address. "My mom is a tough woman. I'd never seen her cry like that before," he said.



229

YOU Boston youth were placed in subsidized employment

112

YOU Boston youth were placed in the private sector

92%

of those placed in the private sector retained their jobs for 3+ months

YOU Boston

Youth Options Unlimited (YOU) Boston shows how workforce development can have a ripple effect in a community. By providing intensive case management and career-building services for at-risk young people, many from poor and violent neighborhoods, YOU Boston not only helps steer them toward success, but also helps make their neighborhoods safer.

"Public safety is a complex challenge that requires work far beyond our Police Department. YOU Boston's staff and leadership team work tirelessly to support, build and lift up our young neighbors that are faced with obstacles to their success and replace them with opportunity. They are an invaluable partner in the work of the Mayor's Office of Public Safety."
- Daniel Mulhern, Director, Mayor's Office of Public Safety Initiatives

Professional Pathways

A groundbreaking YOU Boston initiative launched in November, Professional Pathways places high-risk youth in six-month internships, paying \$12 per hour, in departments across Boston city government. After gaining work exposure, new networks, professional references, and resume highlights, 79% (11/14) of the FY16 interns either obtained private sector placement or were slated for extended internships leading to full-time employment.

Operation Exit

Operation Exit is a YOU Boston career training program geared towards court-involved youth. The program's third cycle, which prepared participants for careers in

construction, placed 93% (14/15) of graduates in building trades unions; they now earn \$22-24 on average. A fourth cycle of Operation Exit branched into the web development field with the help of non-profit Resilient Coders, which taught participants how to code.

WriteBoston

For many young people, the entry to post-high school life is fraught with writing demands – whether for college-level academics or for cover letters and applications. WriteBoston prepares young people for these writing challenges in various ways. At two BPS high schools, WriteBoston runs writing centers where volunteer tutors help students with every step of the writing process. The organization also operates Boston's only citywide youth newspaper, Teens in Print, which enables teens to reach a wide audience of readers.

WriteBoston also provides professional development in writing instruction for teachers and other organizations that work with young people. This year, WriteBoston provided training to four new partners: City Year, United Way, Boston Private Industry Council, and the Boston Higher Education Resource Center.

ReadBoston

Early literacy deficits can affect a child's ability to succeed in school and adult life. Research shows that third-graders who lack reading proficiency are four times more likely to drop out of high school. By promoting childhood literacy, ReadBoston aims to

371

students received help at WriteBoston writing centers

173

students published their work in *Teens in Print*

250+

teachers received WriteBoston training and follow-up coaching



make an early, powerful impact on the education and career trajectories of Boston's youngest residents.

ReadBoston trains parents and teachers in literacy activities for young children and equips schools and early childhood programs with lending libraries and reading programs. Over the summer, ReadBoston's Storymobile and BookBike bring live storytelling and free books to children in every neighborhood of the city.

This year, ReadBoston forged new partnerships to reach Boston's diverse families. In cooperation with the Boston Housing Authority, ReadBoston provided children's books and literacy programming at housing developments in

Charlestown, South Boston, and Dorchester. ReadBoston also teamed up with the Boston Tax Help Coalition to create multilingual "reading corners" at the coalition's free tax preparation sites, encouraging parents to read to their children before their appointments and to take books home to read together.

ReadBoston FY16 Accomplishments

- Over 800 parents engaged in workshops, trainings and family events
- Over 14,000 children engaged in literacy programs
- Over 50,000 new books provided to children and families

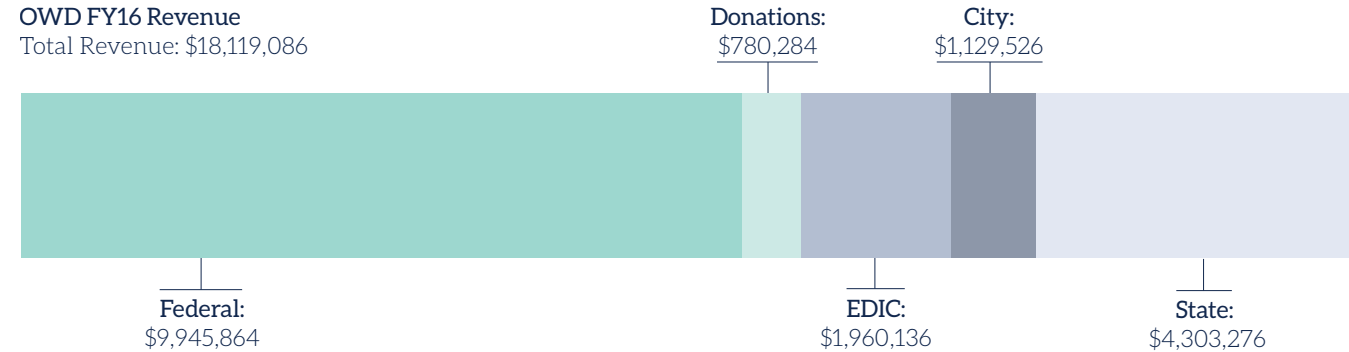


As a ReadBoston parent literacy leader, Malika El Hadeq leads ReadBoston workshops in Arabic and English to teach parents reading and vocabulary-building strategies to use with their children. For El Hadeq, a Moroccan immigrant raising three sons with her husband in East Boston, the opportunity to be a leader in her community has been life-changing. "I know things I can share with others. That gives me a power to face people," she said. "Before I was a shy person, but now I feel more confident in myself. I'm strong."

OWD FY16 Financials

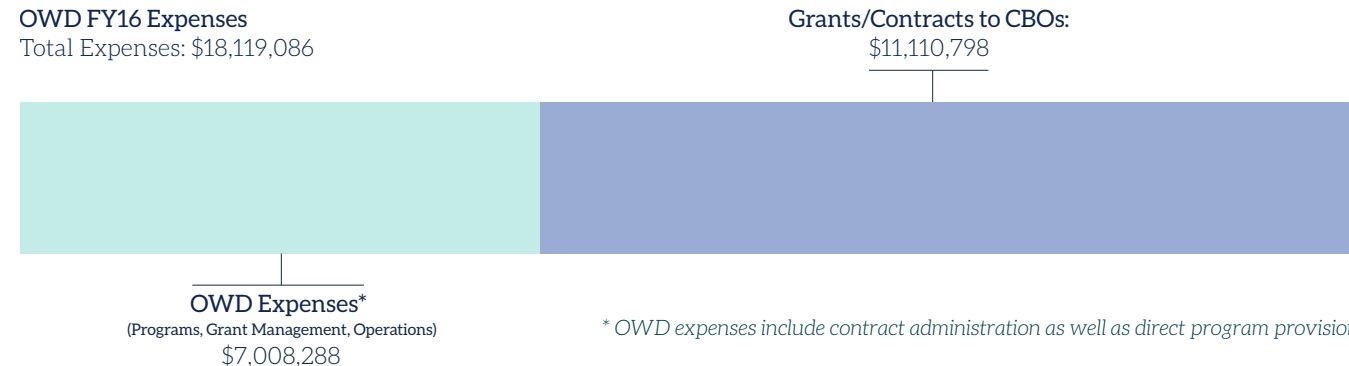
OWD FY16 Revenue

Total Revenue: \$18,119,086



OWD FY16 Expenses

Total Expenses: \$18,119,086



* OWD expenses include contract administration as well as direct program provision.

Thank You

Our Partners

The OWD is fortunate to partner with many non-profits, government agencies, employers, schools, private foundations, and public-private partnerships. The list below represents only a small number of the many organizations whose hard work makes ours possible.

Boston Private Industry Council

Commonwealth Corporation

Massachusetts Executive Office of Labor and Workforce Development

JVS CareerSolution

Career Link

U.S. Department of Labor

Massachusetts Workforce Professionals Association

Boston Youth Service Network

Boston Public Schools

SkillWorks

English for New Bostonian

FY16 Personnel

Anna Adler

Dee-Dee Allen

Jason Andrade

Alan Arrington

Mary Ashley

Shirley Bang

Prema Banger

Caitlin Bartley

Dave Bassett

Mark Beamis

Vroselyn Benjamin

Merle Berman

Kimberly Burson

Sonia Chien

Cindy Chow

Derek Chu

Travis Connolly

Patrick Costello

Christopher Coutsoukis

Andrew DeAngelo

Mattie Deed

Jessica Ding

Norah Dooley

Frantz Dorcena

Victoria Dowd

Edward Downs, Jr.

Danielle Drummond

Joanne Evans

Ying Fan

Shane Ferrick

Lee Fields

Allison Fisher

Charles Galdorisi

Katy Gall

Marsha Gelin

Alan Gentle

Jessie Gerson

Catherine Graham

Alex Gray

Jenna Grunvald

Alissa He

David Hidalgo

Peggy Hinds-Watson

Nathan Howes

Trinh Huynh

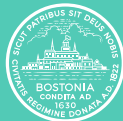
Balkissa Jacobs

Emily Jones

Mallory Jones

Abraham Joya	Martha Matlaw	Lourenco Pires	Betty Southwick
Fredric Kahn	Victoria McCormick	Justin Polk	Doris Spoor
Kelly Knopf-Goldner	Crismeiry Mejia	Sarah Poulter	Josiana Suka
Rose Koumbassa	Quianna Mendez	Jennifer Prandato	Kathleen Sullivan
Jim LaChapelle	Cornell Mills	Ellen President	Torena Webb Thomas
Ming Lao	Alicia Modestino	Elizabeth Qua	Lorraine Trowers-Bell
Perla Lara	Jaseia Monteiro	Daniel Ravikumar	Connie Truong
Jenny LaVigne	Melanie Mora	Damal Ray	Sammy Tse
Todd Lee	Carlos Morales	Morgan Reny	Mimi Turchinetz
Calvin Lescault	Midori Morikawa	Christian Rivera	Gabriel Velasquez
Mary Leviner	Kirsis Morillo	Brian Robinson	Audrey Velez
Robert Lewis	Kaitlin Morrill	Jose Rodriguez	Freddie Velez
David Li	Kerry Nee	Haoyi Ruan	Lyndon Vincent
Katie Liesener	Scott Nelson	Cedric Rucker	Cassie White
Brendan Little	Trinh Nguyen	Sophia Santos	Michael Williams
Roberta Logan	Brian Norton	Kerri Schmidt	Ann Wong
Andrea Lovett	Antonio Nunes	Luc Schuster	Laureen Wood
Kim Lucas	Shanshan Ou	Anne Shackleford	Karen Wontan
Theresa Lynn	Widentza Pacombe	Christina Shea	Nick Zaffiro
Catherine Ma	Leticia Paterlini	Clare Shepherd	Sophie Zeina
Jonathan Makrez	Gina Patterson	Jerisia Silva	Lily Zhang
Sage Marsters	Kim Pelletreau	Larry Smith	Xinzhu Zhao
Constance Martin	Guillermo Perez	Kimberly Sobrinho	

A special thank you to all of the volunteers who contributed to OWD's work, including the 372 volunteers who helped the Boston Tax Help Coalition provide free tax preparation services to residents!



**boston planning &
development agency**