

**THE MAYOR'S OFFICE OF  
WORKFORCE DEVELOPMENT**  
Annual Report | July 1, 2014–June 30, 2015  
*Building an Inclusive Economy*





Dear Reader:

It is with great pleasure that I introduce the Mayor's Office of Workforce Development's first annual report.

This past spring, we made the decision to change the name of Office of Jobs and Community Services (JCS) to the Office of Workforce Development (OWD) to reflect the office's renewed focus on actively promoting meaningful educational and employment opportunities for Boston residents. OWD has made it a priority to advocate for innovative workforce development policy and programming that provides career ladders for upward mobility for our city's most economically vulnerable populations.

From concerned constituents and workforce development experts alike, I often hear concerns that existing workforce development programs could be more helpful in directly leading to good jobs. In response to these concerns, OWD seeks to promote policies and programs that will have the most meaningful impact in the lives of Boston residents.

Many of OWD's accomplishments are detailed in this thorough report, but I'd like to emphasize a couple highlights from this year. We created an Office of Financial Empowerment to provide direct services to Boston residents seeking better financial security through credit building, tax support, and smart savings. And as Vice Chair of the Cities of Opportunities Task Force, I was honored to host mayors from across the United States for the US Conference of Mayors gathering in Boston. The majority of the discussions at our conference were centered on fighting income inequality. I'm happy to report that many of OWD's efforts are on the forefront of progressive U.S. workforce development policy, striving to eliminate economic disparity by providing substantive educational and vocational opportunities to those who need it most.

Please find a more in-depth overview of OWD's efforts in the pages ahead. 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:

We can't thank you enough for your support and endless commitment to not only serving Boston residents, but ensuring that they are well-positioned to succeed in our recovering economy.

With the help of our strong city-wide partnerships, workforce and adult education providers, and policy arms, in FY 2015 we were able to provide over \$19.2 million in funding to 120+ training programs, English for employment programs, bridge programs, youth employment programs and other educational career paths that provide ladders for economic advancement.

We are not satisfied with simply placing residents in jobs of any caliber. Our goal is to provide longer-term, sustainable pathways to careers that enable Boston families to take care of their children, save for the future, and give back to their communities.

Job training alone cannot be a siloed solitary solution. There needs to be a multi-pronged approach to make our vision a reality. In October of 2014, the city launched an Office of Financial Empowerment to couple asset development and wealth creation with workforce development. We believe that building credit and having financial education can help workers lay an important foundation for upward financial mobility. With support from our office, the Boston Tax Help Coalition was able to provide 12,291 Boston residents with free tax preparation. The result was that approximately \$23M in refunds was given back to Boston families. Additionally, almost a third of these households were provided free credit building services. Through our ReadBoston program, over 60,000 new books were given to Boston children, and over 1,000 parents were engaged in their child's reading through ReadBoston's family events. We also assisted over 3,500 Bostonians with adult basic education services.

This annual report provides merely a glimpse of the impact that our office has had during the past fiscal year. While we have made some great strides, there is much more work ahead of us.

I hope that you will continue to partner with us and share in our important mission of making Boston a more inclusive economy.

In solidarity,

**TRINH NGUYEN**

Director  
Office of Workforce Development



Fernando Rondan, BMC employee, moved from Transporter to Radiologic Technologist after completing his Associate's Degree from Roxbury Community College with support from the labor-management partnership.



## BUILDING AN INCLUSIVE ECONOMY FOR BOSTON RESIDENTS

### ENCOURAGING RESIDENTS TO PARTICIPATE IN OUR THRIVING, HEALTHY, AND INNOVATIVE CITY

A city is successful, when no one is left behind. OWD's priority is equitable access—to education, to career ladder opportunities, to jobs, and to life-long dreams. OWD is committed to building career ladders and access points so all Bostonians can thrive.

As Boston continues its growth as a thriving, healthy, and innovative city, many Boston residents are looking to fully harness the economic growth in a way beneficial to them. At OWD, we seek to promote this economic self-sufficiency and ensure the participation of Boston residents in the city's every-growing economic vitality and future.

To help achieve this goal, OWD continues to leverage a variety of local, state, and federal funds. This past year, OWD received over \$19.2 million from a variety of funding streams to redistribute and repurpose to community-based workforce and educational programs. OWD continuously seeks to provide Boston residents with the tools they need to achieve economic mobility and stability.

### ENSURING ACCESS TO ECONOMIC VITALITY THROUGH ADULT EDUCATION

Over the past year, OWD has funded over 150 community-based organizations to provide a variety of services to Greater Boston's adult residents. These services range from hospitality training to construction trades training, and from adult ESOL programs to hiSet programs.

Thanks to OWD's workforce and educational partners, over 8,500 Greater Boston adult residents have participated in some form of training, counseling, or educational opportunity. Through various ABE/ESOL programs, over 3,500 students have participated in ABE educational programs. For adults that have received targeted employment training, over 1,200 have had a direct pipeline to gainful employment.

OWD understands the importance of strong language programs in preparing residents for their future and is committed to continuing this type of programming. Employers and employer partners play a key role in helping Boston residents enter the middle class, and their constant support helps organizations and participants alike share in Boston's economic growth.

Additionally, OWD, in conjunction with the Massachusetts Office for Refugees and Immigrants (MORI), seeks to maximize the participation and integration of recent refugees and asylees in the labor market. Through funding Jewish Vocational Service and International Institute of Boston, 95 immigrants have been placed into jobs, taking the first step toward achieving the American dream.

CVS/Caremark's partnership with OWD's Refugee Services Department has been extremely beneficial to our stores in the Boston area. CVS has hired a number of clients who prove time and time again to be exceptionally well-prepared candidates. We are delighted to have such a strong partnership with Refugee Services and look forward to strengthening it further in years to come.

Rick Laferriere | Regional Learning Center Manager, CVS

“I have health insurance for me and my kids. I have dental insurance. I have sick days and holidays paid. It was like going from zero to 100. Before I made \$8 an hour. Now I make \$19. Before, I couldn't take care of myself or my kids. Right now, I would say, I don't need anybody. It's a huge difference. In two years working at this job, thanks to this program (BEST Corp), I saved a little bit of money. Then I built my credit and now I'm about to buy a house and my daughter is about to go to a four-year college.

BEST Corp Hospitality Training Center

“[SCILS] has enabled us to expand our most popular and widely utilized program, the Internship Challenge, to allow for an additional 110 internships. The Massachusetts Life Sciences Center subsidizes paid internships for small life sciences companies, creating new internship opportunities for college students that offer hands-on training and industry experience. The program has become a model workforce development program that has been replicated by other state agencies in Massachusetts and around the United States.

Skilled Careers in Life Sciences (SCILS)

**PROMOTING WORKFORCE PARTNERSHIPS WITHIN THE COMMUNITY**

Focusing on emerging job markets, OWD also places an increased focus on placing residents into job training programs within emerging markets.

OWD, through a partnership with the Neighborhood Jobs Trust (NJT) and BEST Corp., helped create an innovative pipeline for hospitality training that will lead to jobs for Boston residents. This pipeline directly connects developer linkage money to a training program that specifically caters to, and provides training for, actual jobs within hotel developments. The jobs average \$16.48 in wage and offer union benefits, allowing participants to achieve economic stability. Similarly, through a partnership with the Boston Chinatown Neighborhood Center (BCNC), Chinatown residents were prepared for jobs at 2 new opening supermarkets, training for specific jobs at the supermarkets in their area.



“We were thrilled to be able to direct our jobs linkage funds to a fantastic organization like BEST Corp., Hospitality Training Center. They will provide great training and preparation for the workers who will serve our guests at the new Aloft and Element hotels on D Street.

Dick Galvin | *President and Founder, CV Properties, LLC*

OWD always encourages developers and training organizations to think of unique partnerships that can connect residents to sustainable living wage jobs. The agency is committed to working with developers to help create effective and optimal community benefits packages for residents. In coordination with the Boston Redevelopment Authority, the agency helps negotiate a variety of inclusive benefits that help residents access Boston's economic growth.

Additionally, OWD continues to access careers in the life sciences, ensuring Boston residents are included in the area's life science boom. Through various grants, the agency has placed 192 residents into a variety of life sciences internships at Cytonome, Abazyme, and Shire.

As OWD reflects on this past year, we are continually looking for new and innovative ways to increase Boston residents' labor share and inclusion in the Boston market.

**ACCESSING CAREERS THROUGH THE AMERICAN JOB CENTERS**

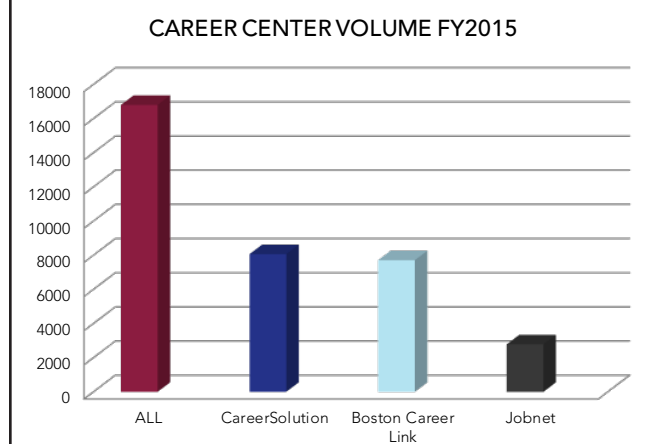
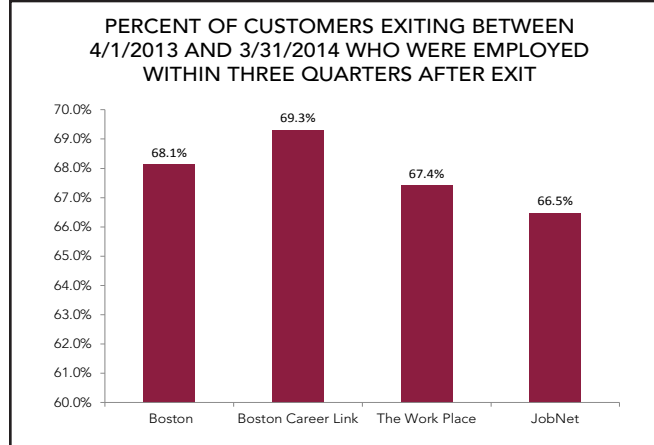
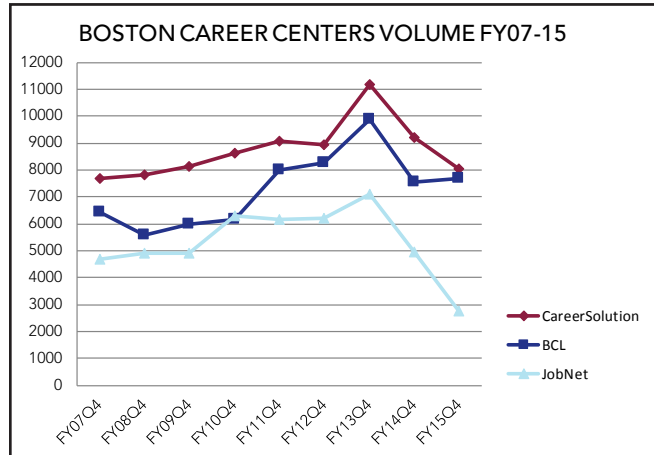
**ONE-STOP CAREER CENTERS FOR EMPLOYERS AND JOB-SEEKERS**

To ensure inclusion and access for all Boston residents, two American Job Centers open their doors to Boston's job seeking population. Boston Career Link, operated by Morgan Memorial Goodwill Industries, and Career Solution, operated by Jewish Vocational Service, Inc., provide job search assistance, career counseling, information and consultation about skills training programs, and connections to businesses and higher education. A third agency, JobNet, discontinued serving as a career center during FY2015.

Boston's Workforce Investment Board, the Boston Private Industry Council (PIC), issues the career centers' operating licenses and is responsible for ensuring that the career centers provide quality services and meet the needs and expectations of job seekers and businesses. OWD serves as the fiscal and administrative agent for the federal and state workforce development funds that support Boston's career centers.

This past year, the career centers served 16,799 job seekers and over 321 employers. As national models for quality service to job seekers and customer satisfaction, Boston's career centers are strengthening their relationships within healthcare, life sciences, and other sectors that offer career opportunities to those with industry specific skills.

Resident job seekers are not the only ones who benefit from these services: employers also benefit. Business service agents assist with recruitment and screening for potential hires, and provide information on workforce training grants and tax credit programs. The career centers help OWD in its mission to provide access to all Boston job seekers.



“We fund ENB because cooperation of city government, corporate and philanthropic orgs and local service providers is effective. In ENB’s unique model stakeholders are on the same page and English language learners get what they need to get a job. Staff is out talking to businesses about their ESOL needs and helping them connect with the right resources to offer classes to their employees. That also gives ENB the know-how to develop customized programs for immigrant business owners themselves to learn English. ENB finds new ways of engaging students and other stakeholders, and of building the ESOL system.

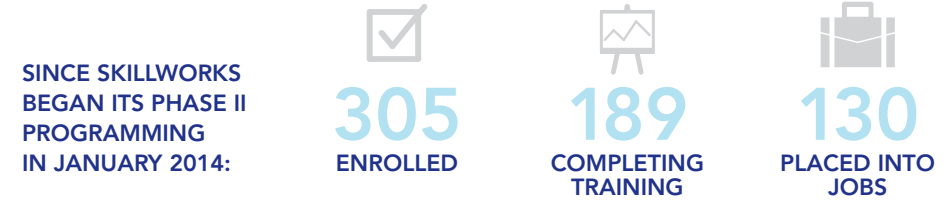
Doug Clowes | The Clowes Fund

“Connecting Boston residents to quality jobs is a main priority of the Neighborhood Jobs Trust. The funds received from large development projects are essential in preparing the future work force. With these funds, people who wouldn’t usually have an opportunity for training now will have the skills to compete for jobs throughout the City.

Councilor Mark Ciommo | Neighborhood Jobs Trust Trustee, City Council District 9

“The Neighborhood Jobs Trust not only provides the building blocks in the development of skill sets but also provides opportunity on a career path. The outcome is an individual who has better self-esteem of themselves and who is highly motivated.

Vivian Leo | Managing Trustee, Neighborhood Jobs Trust, City of Boston Treasurer



## MAXIMIZING OPPORTUNITY

### INVESTING IN PROGRAMS THAT LEVERAGE ADDITIONAL DOLLARS FOR BOSTON’S RESIDENT WORKFORCE

Through its close work with the Neighborhood Jobs Trust, OWD also manages two large NJT grants to funders’ collaboratives SkillWorks and English for New Bostonians (ENB).

SkillWorks is a multi-year, \$25 million partnership with philanthropy, government, community organizations, unions, and employers that actively responds to Massachusetts’ workforce needs. SkillWorks’ mission is to help low-to-moderate income residents transition to sustainable jobs and to help employers find and retain skilled employees. It is the largest public/private investment in workforce development in Boston’s history and served as the inspiration and model for the National Fund for Workforce Solutions. Last year, SkillWorks received \$350,000 in funding from the NJT and, based on this award, was able to leverage an additional \$844,209, making it approximately \$2.41 additional for every \$1 from NJT. NJT funding makes up 25% of SkillWork’s annual budget, but 70% of those served by SkillWorks are Boston residents.

ENB’s mission is to increase access to high-quality English language learning opportunities for adult immigrants. Founded in 2001, ENB uses grant-making, capacity-building, and public outreach to increase the number of ESOL seats citywide and to improve the quality of ESOL programming. ENB’s 26 funded programs serve as a gateway to economic stability and academic success for over 1,100 students and their families each year. ENB grants support integration of career development and technology while focusing on small grassroots programs that serve linguistically or geographically isolated immigrant communities. ENB also supports customized program content for specific student goals, such as ESOL for Entrepreneurs. In addition, the English Works Campaign targets English proficiency as critical to immigrants’ economic success. For every NJT dollar received, ENB leverages \$5 from private philanthropy, individual, and corporate donors.

OVER **1,082** LIMITED ENGLISH SPEAKERS IMPROVED THEIR ENGLISH SKILLS

26 ENB FUNDED PROGRAMS HELPED **309** STUDENTS FIND JOBS, ENTER TRAINING, OR ENROLL IN EDUCATIONAL PROGRAMS

## INVESTING IN CAREER PATHS FOR YOUTH

### ENCOURAGING THE INVOLVEMENT AND INCLUSION OF YOUTH IN BOSTON’S LABOR MARKET

According to the Department of Elementary and Secondary Education, for 2013/14, 5.3% of BPS students dropped out, compared to 2.0% statewide, and higher than any other district except for seven districts--Springfield had the highest rate, at 7.2%, followed by Webster, Chelsea, Holyoke, Fitchburg, Ware, Gardner, then Boston. Also, according to 2013 American Community Survey estimates, of the 2,400 Boston residents aged 16 to 19 who were not enrolled in school (who are themselves only 6% of the 41,382 people that age), 45% were employed, 21% were unemployed, and 33% were not in the labor market. In terms of a traditional unemployment rate, for these unenrolled young people, the unemployment rate is 32%. The unemployment rate for all persons aged 16 to 19 was 29% (down from 41% in 2009, at the depths of the recession).

OWD promotes educational and meaningful employment opportunities that are critical for youth searching for success in Boston’s job marketplace. OWD partners with local community-based organizations to ensure that youth are receiving the network of supportive services they need to succeed.





**MEANINGFUL CAREER PATHS FOR YOUTH**

Earning a high school diploma or comparable credential is the first step for youth seeking success in post-secondary education. Transferable certificates and training programs play a key role in ensuring the upward mobility and trajectory of Boston youth. Similarly, employment opportunities teach students key components to being successful in their professional endeavors.

OWD is proud to participate in the Mayor’s Summer Jobs Initiative through its management of YouthWorks programming. Through leveraged YouthWorks funds, youth have the opportunity to earn hourly wages while exploring a variety of career avenues. This past year, 1,420 youth engaged in full-time summer employment and 90 youth engaged in year-round employment through OWD grants.

**FOCUSING ON INCREASING PARTICIPATION IN GROWING INDUSTRIES**

OWD ensures that programs are targeting employment fields with growth and high potential for earnings, including health care and construction. Building these career ladders for Boston youth often starts with drop-out prevention, which has the potential to lead toward local living-wage jobs.

Youth programs are connected to a network of supportive services for youth, including basic needs, housing, transportation, childcare, and counseling. Regular case management allows youth to create goals and self-evaluate their progress.



“I’ve had a very difficult past and was used to dealing with a lot of different programs, but none of them really worked. YOU provided me with genuine love and support. The staff always goes the extra mile to help youth get ahead. YOU helped me get into a union so I can make ends-meet and better my life.

Nathaniel Awan | *A former YOU client, currently a pipefitter apprentice, Local 537*

“At first when I came to EDCO last September I thought it would be a pain to be there having to meet new people and get use to the staff. After an month or two I became friends with the whole school and build a very strong relationship with Edco staff. Edco helped so much with high school. Without Edco I would probably getting my diploma in 2017 instead of 2016.

EDCO Collaborative Participant



### EMPOWERING ALL OF BOSTON'S YOUTH TO PARTICIPATE IN BOSTON'S SHARED VITALITY

OWD is determined to include all Boston's youth in its workforce development efforts, regardless of background or challenges. Through OWD's Youth Options Unlimited (YOU Boston), a subsidized employment and training program for court-involved youth, YOU Boston youth gain soft skills and relevant work experience through community based service projects in a highly structured environment. This provides hard-to-reach youth with equitable access to Boston's labor market.

450 YOUTH SERVED

RECEIVED CASE MANAGEMENT 377

270 SUBSIDIZED EMPLOYMENT PLACEMENTS

PRIVATE EMPLOYMENT PLACEMENTS 88



YOUBoston.org  
@YOU\_Boston

### PROMOTING SUCCESS THROUGH LITERACY

#### STRONG FOUNDATIONS FOR YOUTH ACHIEVEMENT

While the OWD focuses on equipping both youth and adults with the economic tools required in today's workplace, OWD realizes that many of these efforts start early. Through OWD's ReadBoston program, early childhood literacy is promoted through a variety of engaging activities, including school-based lending libraries, family engagement events, and a robust summer Storymobile program. ReadBoston has cultivated effective partnerships with other community-based organizations to reach children at all points in their day, all year long. ReadBoston understands that the path to reading success is dependent upon a strong collaboration between families, educators and communities.

#### THIS YEAR, READBOSTON HAS ENGAGED OVER

1,000

PARENTS IN FAMILY ENGAGEMENT EVENTS

17,000

CHILDREN IN EARLY CHILDHOOD AND SCHOOL-BASED PROGRAMS

#### AND GIVEN AWAY OVER

60,000

NEW BOOKS ACROSS THE CITY OF BOSTON.



ReadBoston.org  
@ReadBostonMA  
fb.com/ReadBoston



### PROVIDING STUDENTS THE TOOLS THEY NEED TO SUCCEED

Under OWD, WriteBoston promotes deep learning through writing, providing students a foundation they need to succeed.

WriteBoston encourages Boston teens to express themselves through various writing mediums. WriteBoston hosts a TeensInPrint newsletter that allows students to publish original articles, further promoting creativity and civic engagement. WriteBoston also engages teachers, offering professional development courses for teachers that focus on all aspects of the writing process.

**535** HIGH SCHOOL STUDENTS SERVED AT WRITING CENTERS

**149** STUDENTS PUBLISHED IN TEENS IN PRINT NEWSPAPER

**97** TEACHERS SERVED

## LADDERS OF OPPORTUNITIES FOR INCLUSION

### ENSURING EQUITABLE MARKET ACCESS FOR ALL BOSTONIANS

In an effort to address poverty and income inequality in Boston, Mayor Walsh launched the Office of Financial Empowerment (OFE) in October 2014. The Corporation for Enterprise Development's (CFED), through its recent Family Assets Count data profile, reports that while 17% of Boston households live in poverty, nearly half (46.3%) are "liquid asset poor," which means they lack sufficient income to live at the poverty level for three months if faced with a job loss, medical crisis, or other income disruption. The numbers are starker for communities of color: 69% of African Americans are liquid asset poor, while 75% of Latinos find themselves in this financial position. The OFE aims to design and implement programs and policies that will help the most vulnerable city residents reach improved economic circumstances.

The OFE's mission is to develop financial capability and asset-building strategies that actively counter income inequality and promote high-wage growth. Since its launch in October, the OFE has provided 1,634 residents with individualized financial check-ups and coaching.

**1554** FY15 CREDIT REPORTS RUN

“The Program so far has been very informative, I have been able to learn and gain knowledge of programs and services that I was previously unaware of. The Coaches and center has a very positive energy and they drive you to want to excel and do better for yourself and the financial coaching I have received has brought me a new sense of stability. With Jason’s assistance, I was able to make a resume for the first time and he assisted me in practicing interview skills for my upcoming interview. The moral support that is provided by the coaches brings me up when i feel down from the everyday grind and has really helped me feel empowered.

Cheryl Peters

“I’m writing all this to say really, I am very grateful and thankful that God had placed me in a bad space so that I would have to enroll at the Roxbury Financial Empowerment Center to meet you. I took into consideration all the advice you gave me. I fixed my resume and changed my cover letter. I applied to the job on Wednesday, got the call Thursday to come in for an interview. I look to you as another mom now... You were Heaven sent special for me, and I will always thank God for sending you my way. God bless you, and we will be in touch soon.

Jennifer Joseph

**WriteBoston**  
Building a Community of Writers

WriteBoston.org  
 @WriteBoston  
 fb.com/WriteBoston

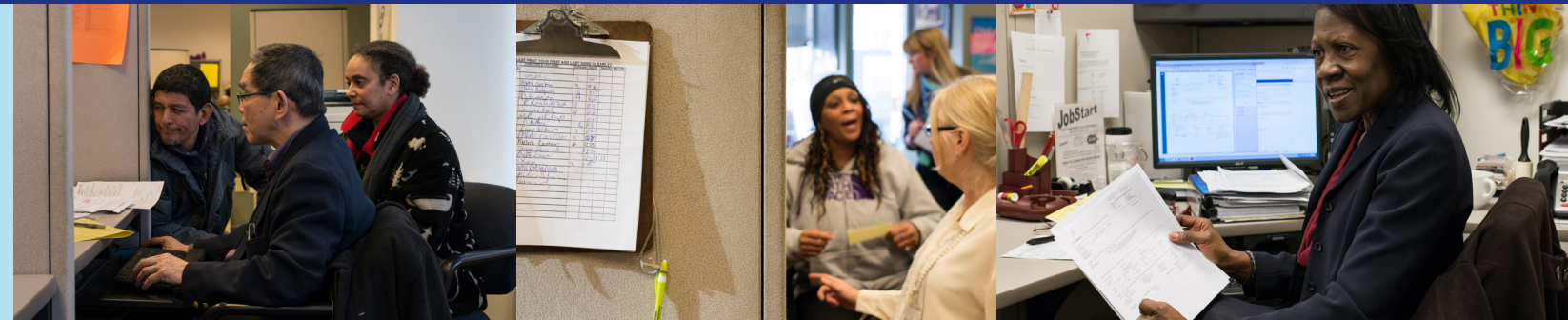


OFE.Boston.gov  
 @OFE\_Boston



APPROXIMATELY **\$22,842,000** TOTAL STATE AND FEDERAL REFUND RECEIVED BY TAXPAYERS WE ASSISTED

8 LANGUAGES OFFERED



**ACCESS TO EARNED INCOME TAX CREDIT FOR WORKING FAMILIES**

Due to the complexity of tax filings, many Boston residents find themselves at a disadvantage every tax season, often forgoing tax credits designed to help put money back in their pockets.

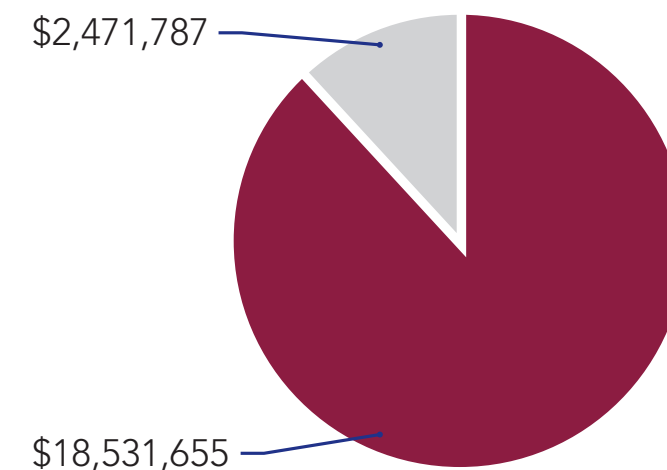
The Boston Tax Help Coalition (Coalition) is a program of the OFE dedicated to bolstering economic independence for individuals and families. This year, the Coalition assisted over 12,941 Boston residents with tax help. The Coalition works to strengthen financial capability by maximizing the impact of the Earned Income Tax Credit and other tax credits through free tax preparation and education.

**MAYOR'S OFFICE OF WORKFORCE DEVELOPMENT**

FISCAL YEAR 2015 FINANCIALS

**OWD REVENUE FY2015**  
\$21,003,442

- Grant Revenue (Federal, State, City, Other)
- EDIC Revenue



“The overall package with the tax service, credit counseling and financial coaching was really helpful to improving my financial well-being. I now feel confident in budgeting and have gained independence to look into the future. I’m showing more responsibility about being concerned about my credit and I’m closely following the advice that was given to me about how best to use my credit cards to build my credit score. In a year’s time with the help of my financial coach I can now read my credit report accurately and have gotten it into good shape. The financial coaching has allowed me to build up my savings so that I am moving down the path to buy a home. It is bittersweet that it is coming to a close but I enjoyed getting the knowledge from the financial coaches services which I know I’ll be able to use in the years ahead.

Boston Tax Help Coalition Client

“The EITC is an invaluable asset for low and middle income households. As a volunteer I have had the opportunity to see first-hand how impactful this credit has been in ameliorating the financial situation of many families. I am indeed grateful for the opportunity to participate in such a meaningful program.

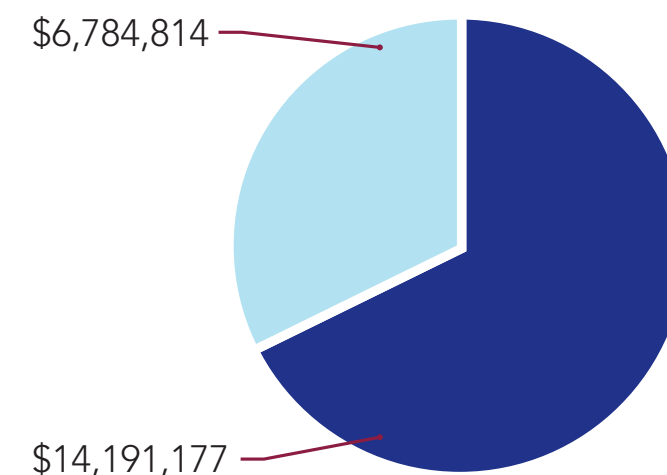
Boston Tax Help Coalition Volunteer



[BostonTaxHelp.org](http://BostonTaxHelp.org)  
[fb.com/BostonTaxHelp](https://fb.com/BostonTaxHelp)

**OWD EXPENSES FY2015**  
\$20,975,991

- Community Based Organizations (Billed Program Expenses)
- OWD Expenses\* (Programs, Grant Management, and Operations)



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

## OUR PARTNERS

### WE CAN'T DO IT ALONE

Our success greatly depends on our partners and their commitment to Boston. We thank thousands of staff and volunteer time, and hundreds of non-profits to making an inclusive economy a reality.\*

Boston Private Industry Council  
Commonwealth Corporation  
Massachusetts Executive Office of Labor and Workforce Development  
Career Solution (American Job Center)  
Career Link (American Job Center)  
Boston Adult Literacy Initiative  
U.S. Department of Labor  
Massachusetts Workforce Professionals Association  
Boston Youth Service Network  
Boston Public Schools  
The Youth Transitions Task Force  
SkillWorks  
English for New Bostonians

*\*Please note this list is a partial list of all our partners. We have hundreds of partners and volunteers that help OWD achieve its mission, and we're thankful for this strong community support.*

## BOSTON PRIVATE INDUSTRY COUNCIL

### BOSTON'S WORKFORCE INVESTMENT BOARD 2014-2015 BOARD OF DIRECTORS

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## THANK YOU TO OUR STAFF!

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Michele Mazzarella

### ANNUAL REPORT DESIGN AND PHOTOGRAPHY

Graphic Design By: Gwen Kidera  
Photography By: Gwen Kidera, Peter Vanderwarker, Vroselyn Benjamin, and Kimberly Burson

*Special thanks to all our volunteers who help make our programs and mission possible, especially our EITC volunteers!*



Mayor's Office of  
**WORKFORCE  
DEVELOPMENT**

[OWD.Boston.gov](http://OWD.Boston.gov) | [@OWDBoston](https://twitter.com/OWDBoston) | [fb.com/OWDBoston](https://facebook.com/OWDBoston)