

APPENDIX

Organizational Profiles

This section contains Next-Generation Workforce Provider organization profiles that reflect key learnings from the Monitor Institute by Deloitte interviews and site visits as part of Project Catapult, an initiative by the Boston Foundation and SkillWorks. The first page of each profile contains background information on the organization (as provided by each organization) and the subsequent page(s) feature the leading practices that are mentioned in the body of the report.

In these profiles, we:

Highlight 2-4 of each organization’s leading practices as they relate to the Project Catapult competency framework (recognizing that each organization has other notable practices not highlighted here)

Feature a representative mix of all identified leading practices.

CATAPULT COMPETENCY FRAMEWORK LEGEND	
 Market Responsive	 Good Jobs
 Untapped Talent	 Organizational Capacity
PRACTICE ID	PRACTICE NAME
 Being Market Responsive	
A	Fostering Deep and Strategic Partnerships with Employers and/or Industries
B	Being Nimble in Response to Regional and Economic Changes
C	Creating Talent Supplier Agreements, Possibly Including Customized Employer Training
 Focusing on Good Jobs	
D	Defining and Identify Good Jobs
E	Leveraging Trusted Employer Relationships to Support Untapped Talent in the Long Term
F	Providing Training and Pathways for Advancement and Retention (Not Just Placement)
 Lifting Untapped Talent	
G	Offering Tailored Programming for Target Population
H	Offering Holistic, Wraparound Supports
I	Offering Laddered Work Experience via Social Enterprise Model
K	Supporting and Leveraging Alumni
 Investing in Organizational Capacity	
K	Cultivating Intentional Partnerships with Other Providers
L	Encouraging Organizational Learning and Continuous Improvement
M	Leveraging Technology and Data Strategically
N	Exploring Innovative Funding Models

Benjamin Franklin Institute of Technology: Background

BENJAMIN FRANKLIN INSTITUTE OF TECHNOLOGY (BFIT) IS AN URBAN COLLEGE SERVING THE GREATER BOSTON REGION AND COMMITTED TO STUDENT SUCCESS AND CAREER READINESS IN TECHNOLOGY FIELDS.

OVERVIEW

BFIT was established in 1908 with the goal of creating a career path by developing a learning environment, through industry partnerships, shared resources, and effective classroom and laboratory practices, that sets the standard for a job-oriented technical education. Under Anthony Benoit’s leadership (as of 2014), BFIT has added five new technology programs, expanded its student support and career services, and created an accelerated degree program for high school students, while not raising tuition for the past seven years. Through personalized support, hands-on learning, and industry-informed curricula, BFIT prepares graduates for work, life-long learning, and global citizenship.

POPULATION SERVED: Boston area youth

GEOGRAPHY: Greater Boston

REVENUE MODEL: Earned revenue (through tuition and fee-for-service workforce development programming) and philanthropy

SELECT PROGRAM OFFERINGS

STEM Degree Programs: BFIT currently offers three certificate programs, 12 associate degrees, and bachelor degrees in automotive management, health information technology, mechanical engineering technology, and electrical engineering. Programs are designed specifically for jobs in high demand. BFIT trains students to diagnose and solve problems, while becoming leaders in technology industries.

BFIT works closely with leading companies to create pipelines for training, jobs, and internships during education and upon graduation. Along with a strong technical foundation, majors incorporate general education courses to prepare students with team building, problem solving, and communication skills.

SUPPORTS PROVIDED

Alumni follow-up services	
Wraparound services	✓
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	✓
Paid work experience	✓
Job Shadowing	✓

IMPACT BY THE NUMBERS (FY19)

~600

Students served per year

85%

BFIT graduates join the workplace with full-time, in-field jobs or continue their education (5-year average)

\$39K

Median 1-year-out salaries for BFIT associate degree holders (\$60K for some majors)

Source: Monitor Institute by Deloitte discussion with BFIT Staff and Alumnus, June 11 and 13, 2019; organization’s website

Benjamin Franklin Institute of Technology: Leading Practices

BFIT PROVIDES TECHNICAL, MARKET-RESPONSIVE PROGRAMMING ALONG WITH WRAPAROUND SUPPORTS TO HELP STUDENTS SUCCEED AND FIND EMPLOYMENT



OFFERING HOLISTIC, WRAPAROUND SUPPORTS TO LIFT UNTAPPED TALENT

Many of BFIT's students come from challenging backgrounds, so BFIT has developed a **case management approach to support them beyond the classroom**. When a student is admitted, a staff member sits down with him or her for two hours to understand their circumstances and **refer them to any wraparound supports needed** (e.g., on-campus food pantry, social worker, financial advisor) via the Student Wellness and Support Office. Students are also able to access **Academic Success Centers** and meet with **success coaches**. All staff and faculty are coordinated around student success, meeting weekly to check in on "students of concern", and **teaching "Life L.O.N.G. (Leadership, Open Communication, Nimble Problem-Solving, and a Growth Mindset) Learning"** to students.

"One thing we do that's unique [compared to others] is to get to know our students very well and make it clear that we care; we anticipate their challenges and put supports around them."

"They don't let you down here [at BFIT]."

(Alum)



BEING NIMBLE IN RESPONSE TO REGIONAL AND ECONOMIC CHANGES TO BE MARKET RESPONSIVE

BFIT offers a number of **technical degree programs** (e.g., computer technology, construction management) and **employer partnerships in response to market needs** for high-demand fields, and consistently looks into opportunities to grow its range of programs. To support these programs, BFIT **hires faculty directly from the relevant industries**. Moreover, classes are designed to help students **apply their skills** so that they can enter the workplace with **hands-on experience**.

"Students' hands-on experience is a huge plus to get them in [employers'] door. The people we are graduating are more in demand than ever."



CREATING TALENT SUPPLIER AGREEMENTS, POSSIBLY INCLUDING CUSTOMIZED EMPLOYER TRAINING TO BE MARKET RESPONSIVE

BFIT has developed "**learn and earn**" and **internship agreements** with several employers that **provide paid work experience** (employers commit to **dedicating a set number of spots** to BFIT students), often leading to full-time roles. BFIT's Career Services team also **engages with employers** on LinkedIn or makes personal calls to **help students get placed in jobs**. For example, Prime Motors has 15 BFIT students working part-time and provides scholarships toward their tuition each year.

"We have dedicated spots for BFIT students, which gives our students a chance to have their resume looked at and not get tossed aside."

BEST: Background

BEST'S MISSION IS TO PROVIDE INDIVIDUALS WITH THE EDUCATION, SKILLS, AND TRAINING NEEDED TO BE ABLE TO EXCEL IN THE HOSPITALITY INDUSTRY AND IN THEIR PERSONAL LIVES.

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	✓
Paid work experience	
Job Shadowing	✓

IMPACT BY THE NUMBERS (FY16)

186

Individuals participated in Introduction to Hospitality Training Program from 2011–16

86%

Placements at GBHE “Hotels with Excellent Benefits” (valued at \$8.88 per hour)

83%

Retention rate since 2011

678%

Calculated social return on investment

Source: Monitor Institute by Deloitte discussion with BEST (June 13, 2019), BEST program graduate (July 11, 2019), Levy Restaurants (July 15, 2019), and Omni Hotels (July 18, 2019); organization's website

OVERVIEW

BEST Hospitality Training combines pre-employment and incumbent worker training designed to meet the labor needs of its hotel partners and the personal and professional goals of UNITE HERE Local 26 (hospitality workers union) members. BEST was founded in 2006 as a nonprofit incumbent workforce development program in response to the growing skills gap in the hospitality industry, specifically based on a needs analysis with major hotel employers, hotel employees, and UNITE HERE Local 26. It has grown to serve, train, and connect low-wage jobseekers to quality jobs in hospitality.

POPULATION SERVED: Adult jobseekers and UNITE HERE Local 26 union employees and affiliates

GEOGRAPHY: Greater Boston, with locations in Medford and Dudley Square

REVENUE MODEL: Labor Management Education Fund, public and private contractual funding, philanthropy

SELECT PROGRAM OFFERINGS

Introduction to Hospitality Training Program

(Pre-Apprenticeship): Six-week, full-time, 150-hour program trains participants for positions in hotel housekeeping departments. This includes hands-on skills training in a model hotel room, ergonomics, chemical safety and blood-borne pathogens, cross-cultural communication skills, customer service, professionalism, workplace harassment, financial literacy, computer skills, interviewing skills, hotel branding, and two weeks of job shadowing. Upon completion, participants work with career coaches on their job search. Graduates also receive a MA Department of Labor Housekeeping Pre-Apprenticeship credential. An articulation agreement between Bunker Hill Community College and BEST awards nine college credits to pre-apprentice graduates pursuing a hospitality certificate or an Associates degree.

Housekeeping Apprenticeship: Graduates of BEST's pre-apprenticeship program seek hotel housekeeping positions in partner hotels. Upon hire, graduates begin their apprenticeship. Upon successful completion of the 2,000-hour apprenticeship, graduates earn a nationally recognized certification from the MA Department of Labor and three additional credits at Bunker Hill Community College.

BEST: Leading Practices

BEST IS WELL-KNOWN FOR STRONG TRAININGS PROGRAMS IN THE HOSPITALITY SPACE; IT FOCUSES EQUALLY ON INCUMBENT WORKER TRAINING AND ON MATCHING JOBSEEKERS WITH QUALITY JOBS AND EMPLOYERS WITH WELL-PREPARED, RELIABLE TALENT.



FOSTERING DEEP AND STRATEGIC PARTNERSHIPS WITH EMPLOYERS AND/OR INDUSTRIES TO BE MARKET RESPONSIVE

BEST has established itself as a **strategic partner to hospitality employers** in the Greater Boston region in several ways. Over the last 10 years, it has built an **Employer Advisory Council with 38 dedicated hotel partners**; these partners through a Labor Management Trust Fund **pay for incumbent worker services** and are deeply **involved in curriculum design** (sometimes offering to teach classes). According to employer partners, BEST is **highly communicative, organized, and flexible**—keeping jobseeker training programs current and relevant and supplying employers with dependable talent.

“Working closely with employers is the bedrock of our programming. All of our curriculum is developed with our employers.”



DEFINING AND IDENTIFYING GOOD JOBS

BEST’s goal is to help move people from “**low-wage to quality hospitality jobs.**” According to BEST, its program participants are often coming out of low-paying jobs with difficult or inflexible hours and just looking for a better job, even if it is in the same industry. BEST **acknowledges its target population’s goals for a quality job** (i.e., good wages, comprehensive benefits, job security, worker voice) and matches people to these through **job shadowing and apprenticeship programs with some of Boston’s highest-quality hotels**. Moreover, the partnership with Bunker Hill Community College is beneficial for program participants who are seeking greater qualifications and want to advance further in their careers. BEST **creates options for people to define what they’re striving for in their careers.**

“BEST holds quarterly advisory council meetings where we can get a sense of what BEST is doing in terms of training and what’s going on in the rest of the city.”



CREATING TALENT SUPPLIER AGREEMENTS, POSSIBLY INCLUDING CUSTOMIZED EMPLOYER TRAINING TO BE MARKET RESPONSIVE

BEST offers a **2,000-hour Housekeeping Apprenticeship Program** registered with the Department of Labor (DOL). (See previous page for details.) According to employers, BEST frequently involves them in **developing training curriculum** focused on the **needs of both the incumbent workers and jobseekers** served in their programs. BEST’s **talent supplier agreements** via the apprenticeship program and **custom training go hand-in hand to place 86% of jobseekers** in Greater Boston Hotel Employees (GBHE) “Hotels with Excellent Benefits” (as of 2016).

“At BEST, I was able to participate in a training program where I learned how to clean, improve my English, communicate, and shadow a hotel employee. Now that I am employed at Aloft, I am excited to go back and take banquet training with BEST to continue learning.”

CONNECT: Background

CONNECT “HELPS PEOPLE ACHIEVE SUSTAINABLE LIVING WAGE JOBS AND FINANCIAL HEALTH AND WELL-BEING BY PARTNERING TO PROVIDE ESSENTIAL SKILLS, KNOWLEDGE, AND SOCIAL CAPITAL IN ONE CENTRAL AND SUPPORTIVE LOCATION.”

SUPPORTS PROVIDED	
Alumni follow-up services	
Wraparound services	✓
Professional development skills	✓
Technical skills	
Career placement services	✓
Credentialing pathways	
Paid work experience	
Job Shadowing	

IMPACT BY THE NUMBERS (FY18)

~2.5K

People served

\$11K

Median annual income change for coached clients who received bundled services

284

Employment placements, with an average wage of \$18/hour

194

Median point increase in credit score

OVERVIEW

CONNECT is a Financial Opportunity Center created by The Neighborhood Developers (TND) to help increase financial mobility in coordination with five separate agencies: TND, MassHire, Metro Housing Boston, Metro Credit Union, and Bunker Hill Community College. TND launched CONNECT in 2012, completing the construction of the Financial Opportunity Center the following year. In 2016, CONNECT 2.0 (a data-driven approach to increase CONNECT’s capacity) was rolled out.

POPULATION SERVED: Underserved local adults, age 17+ (often low-income, Hispanic women with kids, between ages of 28 and 50)

GEOGRAPHY: Primarily Chelsea, with some work in Revere

REVENUE MODEL: Philanthropy (all donations go to CONNECT General Operating Fund)

SELECT PROGRAM OFFERINGS

MassHire (for job placement): CONNECT works with existing training providers to bring content to local participants. For example, they brought in IINE to run hospitality training in preparation for Encore Boston Harbor’s arrival, with CONNECT offering financial capability training in the same program. MassHire also supports participants with standard professional development skills (e.g., resume reviews, job applications).

Coaching: Coaching brings a qualitative approach to the problems facing many Chelsea residents and helps them organize finances/budgets, improve credit scores, and increase assets.

Volunteer Income Tax Assistance: The Earned Income Tax Credit (EITC) and Child Tax Credit (CTC) help “keep nearly 2 million people out of poverty each year. Through volunteer training, client outreach, and operating multiple sites, CONNECT provides a robust VITA programs in the region with 42 volunteers serving 1,100 and returning \$1.7 million to residents.”

Source: Monitor Institute by Deloitte discussion with CONNECT, June 10, 2019; organization’s website.

CONNECT: Leading Practices

CONNECT'S KEY TO SUCCESS LIES IN ITS COLLABORATIVE, DATA-DRIVEN MODEL, WHICH BRINGS A MULTITUDE OF SERVICES TO CHELSEA RESIDENTS



CULTIVATING INTENTIONAL PARTNERSHIPS WITH OTHER PROVIDERS TO ENHANCE ORG CAPACITY

By **co-locating, integrating, and collectively managing the services of five agencies** (Bunker Hill Community College, MassHire, Metro Credit Union, Metro Housing Boston, and The Neighborhood Developers), CONNECT is able to achieve **greater impact for clients** and **greater efficiencies for service providers**. CONNECT is also strategic in **building external partnerships to expand the resources** offered to their constituents, such as delivering partner-led training in customized ways in order to **help participants qualify for jobs**. For example, when the Encore casino opened near Chelsea, CONNECT partnered with IINE to provide hospitality and financial capability trainings to Chelsea residents, boosting their chance of finding a job at the new property.

“We decided we should work with existing training providers vs. coming up with our own—partnerships are in our DNA, and co-location is necessary!”



LEVERAGING TECHNOLOGY AND DATA STRATEGICALLY TO ENHANCE ORG CAPACITY

Collaboration across CONNECT's five agencies is supported by a **secure, shared customer relationship management (CRM) platform**. Each agency has access to the shared system, enabling any CONNECT member to quickly **see and track an individual participant's journey** (e.g., services received, bundling behaviors, outcomes, even referrals to other community partners) in order to **provide appropriate services**. This integrated system allows CONNECT to **holistically measure change** in income, credit score, housing status, debt, and other key metrics, which it uses to **indicate the quality and comprehensiveness** of its programming to employers and jobseekers.

“Partner agencies share the CRM platform to track participant data in an integrated way—it is a godsend and our lifeblood.”

International Institute of New England: Background

THE MISSION OF THE INTERNATIONAL INSTITUTE OF NEW ENGLAND IS TO CREATE OPPORTUNITIES FOR REFUGEES AND IMMIGRANTS TO SUCCEED THROUGH RESETTLEMENT, EDUCATION, CAREER ADVANCEMENT, AND PATHWAYS TO CITIZENSHIP.

OVERVIEW

Founded in 1918, the International Institute of New England (IINE) is one of the oldest and largest social service organizations for new Americans in the region. IINE annually serves more than 2,000 refugees, asylees, unaccompanied minor children, victims of human trafficking, and other immigrants. In addition to refugee resettlement and stabilization, IINE offers legal services; employment; a robust, multi-tiered English to Speakers of Other Languages (ESOL) program; and three specialized training programs designed to prepare immigrants to acquire and keep good jobs in the health care and hospitality industries.

POPULATION SERVED: Refugees, asylees, and other immigrants

GEOGRAPHY: Boston and Lowell, MA, and Manchester, NH

REVENUE MODEL: Public and private funding, including fundraising and affordable fee programming

SELECT PROGRAM OFFERINGS

Refugee Services: For more than 100 years, IINE has helped newly arrived refugee families and individuals during their first few months in the United States. IINE staff helps refugees find a home and a job, registers children for school, enrolls families in health plans, and helps newcomers navigate a new community. During the past 13 years, IINE has resettled nearly 7,000 refugees from more than 70 countries.

Legal Services: IINE offers affordable legal services to people seeking help with immigration forms and procedures, including work authorization, permanent resident status, citizenship, family reunification, and much more. During the past two years, IINE's legal team has helped 400 local immigrants apply for and obtain paperwork that moves them along the pathway to citizenship.

Job Training & Placement: For more than 20 years, IINE has provided immigrants the vocational skills and training they need to be able to succeed in the workplace. The organization's courses are centered on an evidence-based curriculum augmented by job shadowing components that result in 90% of graduates securing higher-paying jobs. IINE staff work with employers to place program graduates in the right position, and offer significant supports for onboarding.

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	✓
Paid work experience	
Job Shadowing	✓

IMPACT BY THE NUMBERS (FY19)

231

Students served in intensive vocational training programs

76%

Clients who arrived between October–September received their first job placement in less than 6 months of arrival

80%+

Clients in skills training programs receive job placements in less than 6 months of program completion

Source: Monitor Institute by Deloitte discussion with IINE, June 11, 2019; organization's website

International Institute of New England: Leading Practices

IINE'S CORE TRAINING PROGRAMS FOCUS ON ENGLISH VOCABULARY, WORKPLACE SKILLS, AND PLACEMENT FOR WORKERS WHO ARE NEWCOMERS. IINE ALSO HAS EXPERIENCE IN TRAINING AND UPSKILLING WORKERS WHO ARE NOT IMMIGRANTS.



PROVIDING TRAINING AND PATHWAYS FOR ADVANCEMENT AND RETENTION (NOT JUST PLACEMENT)

In response to growing employer interest in retaining their workforce, IINE recently launched an **incumbent worker training in collaboration with Tufts**. The program **teaches soft skills and customer service principles in health care** to employees from all departments (e.g., Environmental Services, Billing). The training is a **new way for IINE to earn income for its services** and to play a role in **upskilling the existing workforce** in Boston.

“We’ve had a lot of new interest from employers in retaining their workforce so we are taking a whole different part of the workforce (incumbent workers) and upskilling them.”



OFFERING TAILORED PROGRAMMING FOR TARGET POPULATION TO LIFT UNTAPPED TALENT

IINE offers services ranging from **refugee resettlement to ESOL classes** to support its refugee and immigrant population. Recognizing these jobseekers may face **language barriers** and possess **skills or credentials from different countries**, IINE focuses on helping them communicate their **transferrable skills** and **learn the technical terminology or access the certification** required for specific jobs in the United States.

“Customer service is a key component of our curriculum, and by mastering that skill, our program graduates set themselves apart for success in the workplace.”

Just-A-Start: Background

JUST-A-START (JAS) IS DEDICATED TO BUILDING THE HOUSING SECURITY AND ECONOMIC STABILITY OF LOW- TO MODERATE-INCOME PEOPLE IN CAMBRIDGE AND NEARBY COMMUNITIES.

OVERVIEW

JAS is a multi-service community development corporation (CDC) that creates and maintains affordable housing, provides housing resources and services, offers education and workforce training for youth and adults, and builds community engagement. JAS was founded in 1968 as a community revitalization and youth training program focused on improving Cambridge's then-struggling Wellington-Harrington neighborhood, and officially incorporated as a multi-service organization for community development programs in 1971. Its workforce programs are the Biomedical Careers Program, the new IT Careers Program, and YouthBuild.

POPULATION SERVED: Low- to moderate-income individuals and families

GEOGRAPHY: MetroNorth/Cambridge

REVENUE MODEL: Philanthropy from corporations, foundations, other organizations, and individuals, and public funding

SELECT PROGRAM OFFERINGS

Biomedical Careers Program (BCP): Free, 9-month program that provides instruction in biology, chemistry, medical terminology, computer/lab, and job-readiness skills. It prepares local adults for careers in biotech, life sciences, and medical research, and supplies employers with diverse employees. After graduation, students receive follow-up services for up to one year, until they are placed in relevant employment.

IT Careers Program (ITCP): Free educational and career skills program that prepares individuals for Computer User Support Specialist positions. Launched in 2018, this new program enables students to obtain stackable industry-recognized credentials and certificates.

YouthBuild: Full-time comprehensive youth development program for 16- to 24-year-old out-of-school youth that provides education leading to grade-level increases and credential attainment, as well as comprehensive guidance, counseling, and case management. Youth who complete the program transition to employment, training, and/or college and receive intensive follow-up support for at least one year, with additional support beyond

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	✓
Paid work experience	
Job Shadowing	

IMPACT BY THE NUMBERS (FY18)

51

Individuals served across three programs

\$14K

Average annual salary increase for BCP graduates with their first job placement

100%

BCP graduates secured employment, with a 94% in-field placement rate (2017)

Source: Monitor Institute by Deloitte discussion with Just-A-Start, June 4, 2019; Just-A-Start 2018 Annual Report; organization's website

Just-A-Start: Leading Practices

JAS EVOLVES PROGRAMMING AND PARTNERSHIPS TO MEET THE NEEDS OF EMPLOYERS, JOBSEEKERS, AND THE OVERALL MARKET IN BOSTON, WITH A FOCUS ON BIOMED AND IT.



BEING NIMBLE IN RESPONSE TO REGIONAL AND ECONOMIC CHANGES TO BE MARKET RESPONSIVE

JAS's flagship Biomedical Careers Program has focused on the high-growth biomedical field in Boston for over 27 years. The free, nine-month program provides specialized instruction to place jobseekers in biotech, life sciences, and medical research roles, with a nearly 100% placement rate. JAS also recently launched an IT Careers Program (ITCP) to respond to growing market demands; through this course, students can obtain stackable industry-recognized credentials, which is essential in tech where needs are constantly changing. JAS consistently refines both programs with employer input, and partners with Bunker Hill Community College to ensure the courses offer hands-on learning opportunities for students to grow their skillsets.



CULTIVATING INTENTIONAL PARTNERSHIPS WITH OTHER PROVIDERS TO ENHANCE ORGANIZATIONAL CAPACITY

Just-A-Start has created strong partnerships with other community organizations to support students before, during, and after they participate in Just-A-Start's programming, including bridge programming and community college. Specific partners include:

Community Learning Center: Created "bridge" program to help people build skills in order to eventually enroll in JAS programs

Bunker Hill Community College: JAS students attend classes and receive relevant credentials

Employers (biomed/IT): Strong connections with Cambridge-based firms

"We keep our programs relevant, current, and effective so students can get sustaining careers (more than just jobs)."

"The program pushes you in the right direction, guides you, and opens up pathways."

(ITCP student)

"JAS is well-known in job training — a major provider in Cambridge doing this work. We have a nice relationship with Bunker Hill...and employers know all this about us."

More Than Words: Background

MORE THAN WORDS (MTW) IS A NONPROFIT SOCIAL ENTERPRISE THAT “EMPOWERS YOUNG ADULTS WHO ARE IN THE FOSTER CARE SYSTEM, COURT-INVOLVED, HOMELESS, OR OUT OF SCHOOL TO TAKE CHARGE OF THEIR LIVES BY TAKING CHARGE OF A BUSINESS.”

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	
Career placement services	✓
Credentialing pathways	✓
Paid work experience	✓
Job Shadowing	

IMPACT BY THE NUMBERS (FY19)

80%

Graduates were productively engaged in work and/or school >30 hours/week

83%

Graduates worked in 2019, and 65% held a job for 6+ months

93%

Youth were on track with high school, and 49% pursued postsecondary education

OVERVIEW

MTW is a job training and youth development program that empowers over 350 youth each year to take charge of their lives by taking charge of MTW's \$3.75M bookselling business. MTW began as an online bookselling training program in 2004. After years of planning, MTW recently completed the physical and staff capacity expansions it needed to double space and support 60% more young people. In 2018, it opened its doors on a two-floor hub of social enterprise (SE) in the South End, and is growing in Waltham, too, with 3,000 new sq. ft.

POPULATION SERVED: Youth, ages 16 to 24, who have been court-involved, homeless, in foster care, or out of school

GEOGRAPHY: Boston and Waltham (stores)

REVENUE MODEL: 44% earned revenue from SE, 42% philanthropy, 14% government (as of FY18)

SELECT PROGRAM OFFERINGS

Business Job: Young adults work ~20 hours/week managing MTW's online, retail, pop-up and wholesale bookselling businesses, running a high-end event space, and gaining life skills and work experience while generating revenue that offsets program costs. Youth facilitate peer-led trainings and weekly team meetings, manage sales, and plan/host events. Youth also run daily pickups, sourcing +4M donated books annually to run their businesses.

“YOU” Job: Youth also achieve personal milestones such as obtaining an ID, opening a bank account, and finding housing, and participate in site visits with businesses, trade schools, and universities, hands-on workshops, mock interviews, education coaching and regular meetings with Youth Development Managers.

Career Services Support: After 6-12 months working their Business and YOU jobs in the Core Social Enterprise Program, young adults graduate and receive at least two years of proactive support in the Career Services Program as they apply what they learned in other jobs and education.

Source: Monitor Institute by Deloitte discussion with More Than Words, June 6, 2019; More Than Words 2018 Annual Report; organization's website

More Than Words: Leading Practices

MTW'S LADDERED SOCIAL ENTERPRISE MODEL PROPELS PARTICIPANT GROWTH AND EARNED REVENUE GROWTH FOR THE ORGANIZATION.



MTW'S LADDERED SOCIAL ENTERPRISE MODEL PROPELS PARTICIPANT GROWTH AND EARNED REVENUE GROWTH FOR THE ORGANIZATION

Young adults work ~20 hours/week managing MTW's online, retail, pop-up, and wholesale bookselling businesses and running a high-end event space; they also **gain life skills** (their "YOU job") and **work experience** (their "business job") while generating revenue that helps offset program costs. The **program has four "pods," or tiers**: Trainee, Associate, Partner, Senior Partner, with each tier accompanied by **new expectations, increased responsibilities** (e.g., giving feedback, customer service), and greater pay. **Around 80% of MTW graduates are productively engaged** in work and/or school after completing the tiered social enterprise program.



EXPLORING INNOVATIVE FUNDING MODELS TO ENHANCE ORGANIZATIONAL CAPACITY

More Than Words **generates 44% of its annual revenue from its social enterprise**. Young adult employees collect books and other items via donation trucks daily, and then sell these products for a profit via multiple channels; they also sell products from other local social enterprises in stores. This **integrated business model allows MTW to be less reliant on external sources of funding** and focus on advancing its vision. As stated in its 2018 Annual Report, "Through our innovative social enterprise, youth contribute directly to their futures and our bottom line by generating revenue that offsets the cost of services."

"At More Than Words, you MUST be moving your life and the business forward to get the paycheck. There are distinct responsibilities and privileges that come with each pod. We believe youth are most successful when they've gained skills and experience at each tier of our progressive model."

"Our highly sustainable hybrid-funding model means we can do more with every philanthropic dollar, putting them to work for our youth."

NECAT: Background

NECAT, OR THE NEW ENGLAND CENTER FOR ARTS & TECHNOLOGY, EMPOWERS ADULTS FACING BARRIERS TO EMPLOYMENT THROUGH TRAINING IN CULINARY SKILLS, SOCIAL-EMOTIONAL DEVELOPMENT, AND CAREER READINESS FOR SUCCESS AND LONG-TERM FINANCIAL STABILITY.

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	
Paid work experience	✓
Job Shadowing	✓

IMPACT BY THE NUMBERS (FY18)

~210

Students served per year

71%

Graduates secured employment and 81% retained jobs for 3+ months at Boston site

77%

Employment rate for graduates of first class at Everett site (with graduation rate of 87%)

OVERVIEW

NECAT's Culinary Arts Job Training Program provides free culinary and career readiness training to some of Boston's lowest-income populations. The food service and hospitality industry in Boston is booming, yet many restaurateurs and hotel food service managers face a large shortage of trained prep and line cooks and run their businesses understaffed. NECAT is the nexus. NECAT opened its doors in 2013, inspired by the Manchester Bidwell Corporation in Pittsburgh, a nationally renowned career and cultural training center. NECAT launched its first replication site in January 2018 to serve residents of Everett and surrounding communities.

POPULATION SERVED: Low-income, unemployed, and underemployed individuals, often facing serious barriers to employment

GEOGRAPHY: Greater Boston, specifically Dorchester, Roxbury, Mattapan; Everett site now serves Everett, Malden, Chelsea, Revere

REVENUE MODEL: Philanthropy, government grants, job training vouchers, social enterprise (new for 2020)

SELECT PROGRAM OFFERINGS

Culinary Arts Job Training Program and Placement: The 16-week program serves approximately 210 students annually across two locations, at no tuition cost. In addition to strong culinary training, the program provides job readiness skills, job placement counseling, social-emotional coaching, financial literacy and case management, as well as on-site catering experience.

Social Enterprise (upcoming): NECAT is launching a social enterprise in partnership with Sodexo. Plans are under way to build a commissary on-site at the Boston center that will prepare grab-and-go menu items for local Sodexo hospital clients in Boston. While providing a new source of revenue for NECAT, the commissary will offer part-time employment for NECAT students and graduates and act as a gateway to full-time culinary positions within Sodexo's extensive food service network.

Source: Monitor Institute by Deloitte discussion with NECAT, June 12, 2019; organization's website

NECAT: Leading Practices

NECAT HAS DISTINGUISHED ITSELF AS AN ORGANIZATION COMMITTED TO CONTINUOUS LEARNING AND IMPROVEMENT, WITH A STEADFAST ALIGNMENT TO ITS MISSION OF UPLIFTING INDIVIDUALS WHO HAD BEEN PREVIOUSLY MARGINALIZED.



OFFERING TAILORED PROGRAMMING FOR TARGET POPULATION TO LIFT UNTAPPED TALENT

As the labor market in Greater Boston has shifted in recent years, many employers have turned to untapped talent to fill roles. This growing demand has enabled NECAT to become a pipeline for some of Boston's leading food service employers. NECAT, facing an **increase in program participants with challenging personal narratives**, realized it needed to tailor its program for these individuals. **To prepare program participants for success** with leading employers, NECAT has **expanded its social-emotional training, hired dedicated case managers, and shifted to a trauma-informed approach** to teaching, emphasizing understanding, empathy, and personal coaching. To ensure that staff had the tools to deliver on these changes, NECAT participated in **extensive training on the effects of trauma**. These efforts have led to a nearly **30% improvement to NECAT's employment rate** at its Boston training site in 2019.

“Students come to us with serious challenges and we incorporate that into the way we teach. We are more than a cooking school; our program is balanced with all of the life skills that people need to help them along the journey.”



ENCOURAGING ORG LEARNING AND CONTINUOUS IMPROVEMENT TO ENHANCE ORGANIZATIONAL CAPACITY

In considering its critical success factors, NECAT points to an **organizational orientation toward perpetual learning**. Importantly, this has the full **support of NECAT's board**, enabling the organization to prioritize this need. Examples include:

1. **Reserving two days** between every program cycle to invest in professional development and adapt the curriculum
2. **Hosting an external training** (6-session workshop) for staff on adopting a trauma-informed approach to their work
3. **Adding basic skills**, like note-taking and listening, into the curriculum upon realizing this may be a gap for the target population

“Each cohort ends with a debrief—we look at our failures and ask how do we fix this and at our successes and say how can we do even better?”



EXPLORING INNOVATIVE FUNDING MODELS TO ENHANCE ORG CAPACITY

NECAT **seeks funding from both public and private sources**, looking beyond workforce development funds alone. For example, NECAT **recently accessed pilot grants** targeted to programs serving individuals receiving public benefits, returning to the community from incarceration, and in the transitional phase of substance abuse recovery. **Deepening and expanding its impact with these populations continues to be a focus for NECAT, both for mission and funding purposes.**

“NECAT makes a strong case for the role of job training in helping people stay sober.”

Operation ABLE: Background

OPERATION ABLE'S MISSION IS TO PROVIDE EMPLOYMENT AND TRAINING OPPORTUNITIES TO MATURE WORKERS, AND OTHERS, FROM ECONOMICALLY, RACIALLY, AND OCCUPATIONALLY DIVERSE BACKGROUNDS.

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	
Paid work experience	✓
Job Shadowing	✓

IMPACT BY THE NUMBERS (FY18)

102

Participants complete ABLE skills training program

170

ABLE graduates and SCSEP participants placed into jobs

85%

Job placement rate

OVERVIEW

Since 1982, Operation ABLE, Inc., has provided jobseekers with training programs and employment services. Operation ABLE was originally dedicated to providing technical assistance to area nonprofits. The economic downturn of the mid-1980s had an unusually large effect on older workers, many of whom found it difficult to re-enter the job market after losing their jobs, so the organization shifted its mission at that time to focus on mature workers with updated programming and new leadership.

POPULATION SERVED: Open to all, with a focus on jobseekers ages 45+

GEOGRAPHY: Headquarters in Boston with services and offices in Eastern MA and New Hampshire

REVENUE MODEL: Primarily government funding, supplemented by philanthropy and a growing fee-for-service training program for employers

SELECT PROGRAM OFFERINGS

Skills2Work: 18-week, full-time, computer and office skills training program for low-income mature workers

ABLE Beginnings: 6-week basic computer class with a focus on preparing unemployed individuals for the modern, computer-based job search

Medical Office Skills: 18-week training program which prepares individuals for a range of opportunities in administrative jobs in Boston's health care industry

ABLE Job Resource Center : Computer and job search skills to jobseekers with higher-level skills

Workers Age 55 and Up: Senior Community Service Employment Program (SCSEP): On-the-job training at community-based nonprofit or government agencies for low-income jobseekers 55 and older; supported by Department of Labor

Source: Monitor Institute by Deloitte discussion with Operation ABLE (June 11, 2019) and Operation ABLE jobseekers (July 10, 2019); organization's website

Operation ABLE: Leading Practices

OPERATION ABLE CUSTOMIZES ITS PROGRAMMING AND EMPLOYER PARTNERSHIPS FOR THE NEEDS OF OLDER WORKERS, AND OTHERS, HELPING THEM RECONNECT TO THE WORKPLACE.



OFFERING TAILORED PROGRAMMING FOR TARGET POPULATION TO LIFT UNTAPPED TALENT

Typically, Operation ABLE's mature workers are **returning to work after a gap or are seeking upskilling opportunities for advancement**. Operation ABLE **offers several programs to meet these varying needs**, ranging from basic computer classes to more specialized industry-focused tracks. The organization's staff **works individually with each jobseeker** to understand their needs and coach them accordingly. Moreover, Operation ABLE serves as a **safe communal space for all jobseekers, allowing them to continue their relationship** with the organization. For those who are not sure where to turn for fundamental career needs and connections, Operation ABLE is the **first stop on their career journey**.



PROVIDING DEDICATED EMPLOYER ENGAGEMENT LIAISON TO BE MARKET RESPONSIVE

Operation ABLE's staff is **dedicated to developing internship opportunities with employers**, bringing employers in for presentations and volunteer support, and **connecting program participants to job openings**. As a result, Operation ABLE now has **over 30 employer partners committed to the success of the program**, compared to ~10 just a few years ago.

“I needed to be around other people going through similar things, and I found Operation ABLE. Now I know I’ll be ready to go into the workforce—I’m already feeling strong and confident.”

“Employers rely on us vetting and assessing talent so they know they are getting a qualified and dependable person. We bring them in all the time.”

Per Scholas: Background

PER SCHOLAS WAS FOUNDED 25 YEARS AGO WITH A MISSION TO OPEN DOORS TO TRANSFORMATIVE TECHNOLOGY CAREERS FOR INDIVIDUALS FROM OFTEN OVERLOOKED COMMUNITIES.

SUPPORTS PROVIDED	
Alumni follow-up services	✓
Wraparound services	
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	✓
Paid work experience	
Job Shadowing	

IMPACT BY THE NUMBERS (FY19)

2,000

Students enrolled nationally

400%

Increase in post-training income

85%

PS students graduate training in 10-19 weeks (depending on training track)

80%

...of those graduates land jobs within one year of graduation

OVERVIEW

Per Scholas (PS) is a national nonprofit that drives proven social change in communities across the country. Through rigorous and tuition-free technology training and professional development, Per Scholas prepares motivated and curious adults who are unemployed or underemployed for successful careers as technology professionals, and creates onramps to businesses in need of their talents. Per Scholas began scaling operations in 2012 and now operates in 11 cities nationwide (including Greater Boston, Dallas, and Columbus) with plans to open more sites in the coming years.

POPULATION SERVED: Individuals from overlooked communities who are un- or underemployed

GEOGRAPHY: Greater Boston and 11 other US cities

REVENUE MODEL: Corporate and private philanthropy, state and federal government as well as earned income from paying employers

SELECT PROGRAM OFFERINGS

For Jobseekers

Training Course 1: Network Support offers the CompTIA A+ and Network+ certifications and equips students with the knowledge to fill a wide range of entry-level technology jobs as a support technician.

Training Course 2: Full stack Java Web Developer program offers students curricula customized to specific employer needs, putting local talent in direct hiring pipelines with major technology employers.

Both courses are free, and application-based.

For Employers

Per Scholas works with employers to design industry- and job-specific courses based on their IT needs, and then provides technology skills and professional development training to students to meet those needs.

Its employer partnership program is rooted in five pillars of engagement: Volunteer (sit on advisory board or coach learners), Hire (employ graduates), Invest (support IT job training for students in overlooked communities and/or national initiatives such as Diverse by Design), Customize (invest in Per Scholas training developed exclusively for the company's nuanced job specifications), and Recycle (partner to process company's retired IT equipment).

Source: Monitor Institute by Deloitte discussion with Per Scholas (June 6, 2019), and Per Scholas graduates (July 10, 2019); organization's website

Per Scholas: Leading Practices

PER SCHOLAS EXEMPLIFIES STRONG EMPLOYER AND ALUMNI ENGAGEMENT, INVESTING DEEPLY IN BOTH OF THESE RELATIONSHIPS TO HELP BOOST TRAINING AND BETTER SERVE JOBSEEKERS.



SUPPORTING AND LEVERAGING ALUMNI TO LIFT UNTAPPED TALENT

Per Scholas has a team dedicated to **working with students for two years after program completion** as alumni. In Greater Boston, Per Scholas recently graduated its first two classes of students and continues to host them onsite for **informal career coaching, financial advising, and advanced training opportunities**. Nationally, Per Scholas hires a number of alumni onto the staff and invites several to serve on the board as ambassadors to inform the organization's vision. Having alumni on staff allows Per Scholas not only to **improve training with former student input**, but also to better **reflect the diversity and needs of the student population**. These staff alumni can serve as role models to current students, sharing tips on how to succeed in class and during the job search. Per Scholas has been able to **create a true community for alumni**.

“A good number of our staff are alumni; staff who are alumni can relate in a special way.”

“It really is like having a recruiter work for you [in reference to a Per Scholas staff member]. They assist you in any way that they can.”



CUSTOMIZING TRAINING FOR EMPLOYERS TO BE MARKET RESPONSIVE

Per Scholas **co-invests with technology employers to customize trainings** that fit the employers' needs. For example, Per Scholas partners with TEKsystems (a leader in full-stack technology services, talent services, and real-world application), working together to connect individuals with the critical skills companies are demanding in emerging tech hubs like Boston.

“We rely on our employer partners to inform our curriculum. We also work with companies to customize training to their needs.”



FOSTERING DEEP AND STRATEGIC PARTNERSHIPS WITH EMPLOYERS AND/OR INDUSTRIES TO BE MARKET RESPONSIVE

Per Scholas offers a **robust corporate engagement model**, allowing employers the opportunity to volunteer (e.g., mock interviews with students), invest in the program, hire program participants, customize trainings, and recycle old computers for participant use. Nationally, Per Scholas has **500+ employer partners**, with the newer Greater Boston site working to build up local **relationships with community-based organizations** and the tech sector.

“At the heart: the employer is our customer. We provide them quality talent in the tech field.”

Resilient Coders: Background

RESILIENT CODERS (RC) BELIEVES IN SOCIAL JUSTICE THROUGH ECONOMIC EMPOWERMENT AND IN THE OPPORTUNITY FOR MERITOCRACY IN TECH. “THIS ISN’T ABOUT ONE-OFF CAMPS OR HACKATHONS. THIS IS ABOUT MEANINGFUL CHANGE.”

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	
Professional development skills	
Technical skills	✓
Career placement services	✓
Credentialing pathways	
Paid work experience	
Job Shadowing	

IMPACT BY THE NUMBERS (FY19)

~60

Students served in bootcamps per year

100%

Graduates placed into jobs with an average salary of ~\$96,000 (from first bootcamp cohort of the year)

79%

Graduates placed into jobs to date with an average salary of ~\$100,000 (from second bootcamp cohort of the year)

OVERVIEW

RC is a workforce intermediary nonprofit that trains young people of color for high growth careers as software engineers and connects them with jobs in the Boston-area technology sector. RC was founded 2014

by David Delmar, the current Executive Director, who used to take vacation days from his job at PayPal to give coding lessons to young men in a youth correctional facility; his lessons transitioned from a program embedded in high schools and correctional institutions, to a summer camp for high schoolers, to a full-time bootcamp today.

POPULATION SERVED: Young people of color

GEOGRAPHY: Greater Boston, with a focus on communities of color (e.g., Dorchester, Roxbury, Mattapan)

REVENUE MODEL: Philanthropy and earned revenue

SELECT PROGRAM OFFERINGS

Resilient Coders Bootcamp: For 14 weeks, a select cohort of early-career individuals (recruited through hackathons) meet daily to receive free direct instruction, and begin building their own apps across multiple coding platforms. To graduate, every student needs to build an app from scratch, and to procure, service, and invoice their own free-lance client. Currently, RC is in the process of transitioning this from three 14-week bootcamps per year to two 20-week ones to deepen learning.

Community (open-door, drop-in): Current Bootcampers use this time as a supported study hall; aspiring Bootcampers stop by to learn more before applying; alumni who are in the workforce use this time to improve skills relevant to their jobs; and younger coders in high school are also welcome.

Employment Services: Armed with their knowledge of JavaScript, React, and Node, RC students are ready for full-time engineering jobs at partner companies. RC partners deeply with local tech-based employers to provide bootcamp-trained talent, and continues to work with employers to monitor talent retention.

Source: Monitor Institute by Deloitte discussion with Resilient Coders, June 5, 2019; organization’s website

Resilient Coders: Leading Practices

RC DEMONSTRATES FORWARD-LOOKING EMPLOYER AND ALUMNI ENGAGEMENT PRACTICES TO IDENTIFY GOOD JOBS FOR YOUNG PEOPLE OF COLOR IN BOSTON.



DEFINING AND IDENTIFYING GOOD JOBS

Resilient Coders considers **high pay and strong growth opportunities critical to a good job** for its untapped bootcamp students. To ensure that its students are able to get these jobs, it requires them to procure, serve, and invoice one freelance client at the end of the program to **teach them how to find their own employment**. Moreover, it has **developed partnerships with rising tech companies** to help match students into high-growth roles. Resilient Coders **clearly defines and finds good jobs** for its target population.



LEVERAGING TRUSTED EMPLOYER RELATIONSHIPS TO SUPPORT UNTAPPED TALENT IN THE LONG TERM AND FOCUS ON GOOD JOBS

Resilient Coders works closely with employers as a middleman to **promote inclusive hiring and retention practices that will help its students feel comfortable** in the workplace. On hiring, Resilient Coders tries to show **new ways of evaluating talent** (e.g., signaling that students are fast learners via the 14-week bootcamp rather than by standardized assessments); and on retention, RC has **shared feedback with specific employers** to offer implicit bias trainings after learning about the experiences of its students. This cultivates **longer-term relationships with employers and good jobs for jobseekers**.



CUSTOMIZING TRAINING FOR EMPLOYERS TO BE MARKET RESPONSIVE

Resilient Coders has **built add-on modules** to its 14-week bootcamp to **teach employer-specific skills, teaching general coding first** and then using a few extra weeks to **help students become more competitive for specific employers** (e.g., Wayfair). Wayfair has been a key partner in this effort, **taking on a number of Resilient Coders as employees** in the last year.



SUPPORTING AND LEVERAGING ALUMNI TO LIFT UNTAPPED TALENT

Resilient Coders **relies on its alumni to share feedback on employers** once they are in the workforce, to **share advice with current students** on how to succeed, and to help **shape curriculum** based on what they are seeing in the marketplace. Alumni essentially **serve as a liaison with the employer**, providing Resilient Coders with updates so that it can understand the employer's best practices, issue areas, and **how to serve as an intermediary to help make the relationship work well**.

“We build our program around the number of jobs we feel we can put our students into, and we ensure they are able to access a nice career path through these jobs.”

“We don’t have consensus on what it means to be exclusionary in hiring practices. We have candid conversations with employers where they may have good intentions but may not realize they are exclusionary.”

“Employer-specific training makes our students commercially competitive because they have to complete with 4-year degree holders.”

“Alumni have a stronger voice in curriculum development than current students. They have hindsight after hitting the market.”

UTEC: Background

UTEC'S "MISSION AND PROMISE IS TO IGNITE AND NURTURE THE AMBITION OF DISCONNECTED YOUNG PEOPLE TO TRADE VIOLENCE AND POVERTY FOR SOCIAL AND ECONOMIC SUCCESS"

OVERVIEW

Founded in 1999 as the result of an organizing movement driven by young people to develop their own teen center in response to gang violence in Lowell, UTEC is dedicated to helping young people overcome the challenges of poverty, gang involvement, unemployment, and cultural barriers that are pervasive in the communities served. Through referrals, UTEC streetworkers identify "proven-risk young adults" and conduct outreach/intake into UTEC's social enterprise program; subsequently, young adults partake in these enterprises and receive wraparound supports. UTEC enrollment typically lasts 18-24 months, with two years of follow-up support.

POPULATION SERVED: Justice-involved young adults, ages 17-25, with proven risk factors

GEOGRAPHY: Lowell, Lawrence, and Haverhill

REVENUE MODEL: Philanthropy and earned income from social enterprises (14% of total revenue)

SELECT PROGRAM OFFERINGS

Streetworker Outreach Streetworkers build relationships with proven-risk young adults, conduct gang peacemaking, visit young people in correctional facilities to provide supports, and recruit individuals to engage in UTEC's programs upon their return to the community.

Workforce Development in Social Enterprise (SE) UTEC's social enterprises (mattress recycling, food services, and woodworking) offer young adults paid work experience to develop job and life skills that translate to the workplace.

Transitional Coaching Transitional Coaches are mentors and wraparound service coordinators who meet 1:1 to help young adults overcome barriers and connect them with essential supports, including onsite mental health and substance abuse counseling, throughout the program.

2Gen Programming Includes parenting workshops and intensive family engagement in addition to free onsite childcare from six weeks to kindergarten for all young parents enrolled in UTEC's core programs.

Supplemental Offerings Includes onsite GED education, youth-led policymaking coalition, field trips, monthly celebrations, enrichment, and recreational spaces.

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	
Career placement services	✓
Credentialing pathways	✓
Paid work experience	✓
Job Shadowing	

IMPACT BY THE NUMBERS (FY18)

97%

Young adults achieved no new convictions

63%

Young adults received an industry certification

78%

Young adults who left UTEC programming were employed two years later (FY17)

Source: Monitor Institute by Deloitte discussion with UTEC, June 4, 2019; organization's website

UTEC: Leading Practices

UTEC OFFERS STRUCTURED WORK EXPERIENCE VIA ITS SOCIAL ENTERPRISE BUSINESS MODEL, AND CONSISTENTLY HIRES MISSION-ALIGNED STAFF.



OFFERING LADDERED WORK EXPERIENCE VIA SOCIAL ENTERPRISE MODEL TO LIFT UNTAPPED TALENT

UTEC's three social enterprises (mattress recycling, food services, and woodworking) offer young adults a **paid platform for learning applied "soft" skills** such as punctuality, problem-solving, and leadership as well as **industry-specific skills and certifications**. They also provide flexibility for UTEC to close business on certain days and run professional development workshops. Young adults can graduate to higher levels in the program and move up or down within these higher levels; the staged approach allows them to get used to **higher expectations and stricter consequences over time** while learning a variety of skills to bring to future jobs. As of FY17, **~80% of young adults who left UTEC were employed two years later.**



MAINTAINING A LASER FOCUS ON STAFF-MISSION ALIGNMENT TO ENHANCE ORGANIZATIONAL CAPACITY

UTEC is **intentional about instilling consistency** in its staff. The CEO takes all staff through **values training** to teach / remind team members how to show a **"madd love mentality"** to young adults. In addition, the young adults **help interview candidates for the streetworker role** as part of the arduous hiring process to **ensure proper fit** with the organization.

"We started enterprises intentionally so we could set rules, a platform for young adults to be able to fail, and have discussions about their future. For this population, the structure works well—it gives them enough room to deal with their challenges without turning them away."

"I say that some staff who have been here a long time 'bleed orange' and exemplify behavior for newer folks."

Year Up: Background

YEAR UP'S MISSION IS TO CLOSE THE OPPORTUNITY DIVIDE BY ENSURING THAT YOUNG ADULTS GAIN THE SKILLS, EXPERIENCES, AND SUPPORT THAT WILL EMPOWER THEM TO REACH THEIR POTENTIAL THROUGH CAREERS AND HIGHER EDUCATION.

SUPPORTS PROVIDED

Alumni follow-up services	✓
Wraparound services	✓
Professional development skills	✓
Technical skills	✓
Career placement services	✓
Credentialing pathways	✓
Paid work experience	✓
Job Shadowing	

IMPACT BY THE NUMBERS (FY19)

4700+

Opportunity Youth served

90%

Graduates employed and/or enrolled in postsecondary education within four months of program completion

\$40K

Average annual salary for employed graduates (with a starting wage of \$20/hr)

75%

Graduates employed full-time in roles aligned with one of Year Up's five career pathways

Source: Monitor Institute by Deloitte discussion with Year Up (June 20, 2019), Year Up program participant and graduate (July 10, 2019), and JP Morgan (August 5, 2019); organization's website

OVERVIEW

Gerald Chertavian founded Year Up in 2000 in Boston to create equitable access to the economy for Opportunity Youth—young adults who are disconnected from employment and education pathways due to systemic socio-economic barriers. Year Up is a one-year, intensive training program that empowers these talented and motivated young adults to move from minimum wage to meaningful careers. Students spend the first six months learning in-demand technical and professional skills before a six-month corporate internship. Throughout the program, students earn an educational stipend, complete coursework for college credits, and receive wraparound support from staff advisors, professional mentors, dedicated social services staff, and a powerful network of community-based partners.

POPULATION SERVED: Underserved young adults, ages 18–24, with a high school diploma or GED

GEOGRAPHY: ~30 locations nationwide as of 2019, including three locations in the Greater Boston area

REVENUE MODEL: Philanthropy and internship program revenue from employer partners

SELECT PROGRAM OFFERINGS

In-Demand Training Solutions: Through Year Up offerings young adults acquire the knowledge, skills, and competencies required for roles in one of five career pathways—Business Operations, Financial Operations, Information Technology, Sales & Customer Support, or Software Development & Support—and corporate partners gain access to a strong pipeline of talent to meet their evolving hiring needs.

Soft Skills Training That Works: Alongside its rigorous technical training, Year Up emphasizes skills development to help create confident, accountable, professional young adults who thrive in a corporate environment. Year Up equips young adults with soft skills that are highly sought by employers—effective communication, teamwork, problem-solving, adaptability, time management, and more.

National Alumni Association (NAA): Year Up's nationwide alumni network currently has 11,700 members. The network is a collaborative partnership between Year Up alumni and staff, focused on "ACT" (Advancing Careers and Education, Contributing to Year Up's Success, and Taking Action in the Opportunity Movement).

Year Up: Leading Practices

YEAR UP HAS ESTABLISHED ITSELF AS A LEADING WORKFORCE DEVELOPMENT PROGRAM, EQUIPPING PARTICIPANTS WITH THE TRAINING, SKILLS, AND EXPERIENCE NECESSARY FOR IN-DEMAND CAREERS, WHILE SIMULTANEOUSLY HONING ITS CURRICULUM TO MEET EVOLVING EMPLOYER NEEDS AND PROVIDE THEM WITH ACCESS TO A DIVERSE PIPELINE OF TALENT.



FOSTERING DEEP AND STRATEGIC PARTNERSHIPS WITH EMPLOYERS AND/OR INDUSTRIES TO BE MARKET RESPONSIVE

Year Up has built out several mechanisms for engaging with 250+ employers (including 41 of the Fortune 100), such as **national and local Corporate Engagement and Account Management teams** that work to **initiate and cultivate employer relationships**. Year Up also launched **Grads of Life**, which works with employers to provide resources for **recruiting, hiring, and retaining Opportunity Youth**. Year Up works closely with employers to **understand job descriptions and skill needs for open roles**, and often integrates these skills into **training programs**. For several employers (including long-time partner J.P. Morgan Chase & Co., interviewed for this report), **Year Up has become a major talent pipeline**, providing the **opportunity to leverage talent from non-traditional education backgrounds** alongside recruiting channels with colleges and universities. Year Up **partners cite a 90% satisfaction rate** with the workforce provider.

“We bring employers in to ask how they would build curriculum, and ensure we’re continually responding to changes in the workplace and required skills.”

“Year Up regularly takes our feedback on desired skillsets and integrates it into their curriculum. They also attend our intern presentations here on site.”



OFFERING TAILORED PROGRAMMING FOR TARGET POPULATION TO LIFT UNTAPPED TALENT

Year Up’s **high support, high expectation model** is tailored to create confident, accountable, professional young adults who will thrive in a corporate environment and has shown **strong outcomes for empowering youth**. Year Up sets high expectations and provides high support to exceed them, including a **peer learning community, orientation, mentorship, and participant contract**, which all contribute to holding participants accountable and **putting it in their hands to succeed**.

“The whole system is set up to support students as they go through the Year Up experience — we are very intentional with things like our contract and language.”



CREATING TALENT SUPPLIER AGREEMENTS, POSSIBLY INCLUDING CUSTOMIZED EMPLOYER TRAINING TO BE MARKET RESPONSIVE

In partnership with leading employers in the markets it serves, **Year Up connects young adults with companies that need talent**. On a per intern basis, **corporate partners make a financial investment in Year Up** commensurate with entry-level talent costs. Through the six-month internship, partners gain access to a diverse pipeline of bright, motivated, and skilled entry-level talent, receive 1-to-1 support from Year Up, and **have the opportunity to hire graduates at zero cost**; in fact, Year Up’s internship-to-hire conversion rate [from the internship host company] is 45%. Year Up is also increasingly **exploring opportunities to form and deepen national partnership with employers** that can host interns across multiple Year Up locations, providing them with additional pathways to scale both income and impact.

“We’ve partnered with Year Up since 2007 and now host ~100 Year Up interns every six months nationally. We find Year Up does a good job of matching the skills we’re looking for with the people they have.”