Amplifying Social Impact through an Innovative Pay for Success Model

**Massachusetts Pathways to Economic Advancement**

**INVESTORS**
A group of 40 investors, including financial institutions, donor advised funds, individuals, and foundations, provide $12.43 million to fund the project.

**PROJECT INTERMEDIARY**
Social Finance serves as an intermediary between investors, the Commonwealth of Massachusetts, and JVS. Social Finance recruited investors to provide the capital for this project.

**SERVICE PROVIDER**
JVS provides education and employment services to 2,000 immigrants and refugees over 3 years, offering 4 program tracks to accommodate the varying needs of English-language learners.

**TARGET POPULATION**
230,000 English-language learners reside in the Greater Boston area, and they experience higher rates of unemployment and lower annual earnings than native English speakers. This project provides a menu of services, including contextualized English language instruction, career coaching, skills training, and college preparation.

**GOVERNMENT**
The Commonwealth of Massachusetts serves as the outcomes payor for the project. $15M has been dedicated to this project, backed by the full faith and credit of the Commonwealth. To the extent that outcomes are met as measured by an independent evaluator, the Commonwealth will repay investors up to $15 million in success payments.

**INDEPENDENT AUDITOR**
Economic Mobility Corporation provides an independent evaluation of the project outcomes.

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Dear JVS Friends and Supporters,

This past year has been filled with historic challenges and major accomplishments. The election of 2016 led us to amplify our efforts to improve the lives of immigrants and refugees. We joined many partners in advocacy efforts. We commissioned an MIT-Sloan study to document the vital role of immigrants in the Boston-area economy. We hosted our employer partners and the Greater Boston Chamber of Commerce at a forum to showcase the study’s results and highlight the importance of immigrants.

Most importantly, we doubled down on our services to immigrants and refugees. In January 2017, JVS signed a groundbreaking contract with the Commonwealth of Massachusetts to initiate the first social impact bond project in the nation that is focused on adult education and workforce development. With our partners at Social Finance, we raised $12.4 million from institutional and individual investors to fund the Massachusetts Pathways to Economic Advancement Pay for Success project, a multi-year expansion of our services in Boston and into gateway cities including Lynn, Lowell, and Lawrence. As you receive this, our project is now underway at 6 different sites, serving over 800 individuals.

We responded to changes in the labor market by expanding our offerings in STEM fields. Last winter, we launched a new Healthcare Information Technology pathway in our Bridges to College program. In addition, our Biotechnology pathway continues to send well-prepared students to Quincy College and leading life sciences companies.

Since our founding by the Jewish community in 1938, our mission has been to build skills, launch careers, and set our clients on the path to economic success. As circumstances change, JVS has always adapted. With low unemployment and serious skills gaps in the Commonwealth, we are turning our attention to increasing the quality of our clients’ jobs, while we meet the skilled labor needs of our employer partners.

We appreciate the many people who help make our mission possible, including the donors, volunteers, and employer partners who are listed in this year’s report. Thank you for your support!

Sincerely,

Jerry Rubin, JVS President and CEO

Campe Goodman, Chair, JVS Board of Directors
Pay for SUCCESS

This year, we launched an ambitious new project to amplify the impact of our work through an innovative Pay for Success model. The $15 million Massachusetts Pathways to Economic Advancement Project will enable JVS to scale our proven workforce development services and help 2,000 immigrants and refugees in Boston and Gateway Cities improve their English and find higher wage jobs.

Program Model: Pay for Success (also known as a Social Impact Bond) is a partnership between government, private investors, and a social service agency to address critical social issues. Through Pay for Success, private investors provide upfront capital to a high-performing non-profit provider to deliver services, and the government repays the capital investment with interest to the investor if the project’s outcomes are achieved. The project is evaluated using rigorous standards, including a Randomized Controlled Trial, to ensure that government funds are being used effectively.

The Massachusetts Pathways to Economic Advancement is the first Pay for Success project in the world to focus exclusively on workforce development. Through this project, JVS is scaling our workforce development model to help thousands of immigrants and refugees in Massachusetts learn English and find new or better jobs. This project has enabled us to expand to Gateway Cities, including Lynn, Lowell, and Lawrence, where there is a critical need for English language classes coupled with employment services.

Program Tracks: The project’s four program tracks accommodate the varying language levels, personal resources, employment objectives, and educational goals of participants. They include:

1) Rapid Employment – English and job training services for refugees and immigrants looking to secure their first jobs in the United States
2) English for Advancement – English language instruction and job placement for immigrants seeking higher wages
3) Skills Training – vocational training, certification, and job placement in the healthcare or hospitality sector
4) Bridges to College – remedial math, science, and English language arts instruction that supports individuals seeking to transition into higher education and middle-skill jobs

Thought Leadership: As the first social service agency to lead a Pay for Success project focused on workforce development, our staff have presented at national conferences about our work. In June, JVS Senior Vice President Amy Nishman represented JVS at the Urban Institute’s national Pay for Success symposium, and in October, JVS CEO & President Jerry Rubin presented at the Federal Reserve System’s national workforce development conference in Austin.

May 2017 Bank Career Training Program graduates. This 7-week training program is part of the Rapid Employment program track of Pay for Success, quickly preparing graduates to begin careers in the banking industry.
Tsion Kebede graduated from our English for Academic Success program and is now studying Health Information Technology in Bridges to College, one of four Pay for Success program tracks.

JVS Lead Instructor Laura Sevigny (center) with English for Advancement graduate Alketa Brisika (left) and Bank Career Training Program graduate Immaculate Nabuule (right).

We celebrated the official launch of the Pay for Success project in June 2017. Pictured left to right: Ron Walker, Former MA Secretary of Labor and Workforce Development; Jerry Rubin, JVS CEO & President; Tracy Palandjian, Social Finance CEO & Co-Founder; Jim Peyser, MA Secretary of Education.

Myriène Dagrain (left) graduated from our CNA Skills Training Program in July 2017. She is pictured with Yelena Zeliger (right), Russian Program Director of Royal Braintree Rehabilitation and Nursing Center.

JVS Lead Instructor Laura Sevigny (center) with English for Advancement graduate Alketa Brisika (left) and Bank Career Training Program graduate Immaculate Nabuule (right).
We helped over 2,000 job-seekers find employment this year.

Our clients come from 91 countries of origin.
1. Our Spring **Economic Opportunity Forum** featured MIT Professor Paul Osterman, Boston College Professor Marilynn Johnson, and Colleen Moran of Spaulding Rehab. After introductory remarks from the Greater Boston Chamber of Commerce’s Jim Rooney, the panelists discussed the connection between immigrants and Boston’s economic success. The forum also featured the release of a new report by MIT researchers about the essential role of immigrants in Boston’s economy, which was covered by the *Boston Globe* and *Boston Business Journal*.

2. 2017 marked the graduation of the first cohort from our **Healthcare Information Technology** program, which is a new Bridges to College track available for students interested in pursuing STEM careers. Two cohorts of students have already graduated from the JVS program, and are now studying at Bunker Hill Community College for their certificate in Healthcare Information Technology.

3. In May, members of the Israel Consulate and the CJP Boston-Haifa Ethiopian Jewish Committee gathered at JVS to welcome representatives from **Olim Beyahad**. Olim Beyahad – Rising Up Together – provides workplace training and mentorship opportunities for Ethiopian Israeli college graduates. We discussed new ideas and trends in workforce development, and shared our experiences helping immigrants achieve economic success. Pictured: Sigal Kanotopsky, CEO of Olim Beyahad.

4. JVS’s **Healthcare Training Institute** serves hundreds of healthcare employees in Greater Boston each year. Through this program, healthcare employees participate in on-site classes and coaching in English, computers, math, academic and career development, and professional communication, as they gain skills to offer better patient care and advance professionally. In 2017, JVS worked with 12 healthcare employers to provide training to over 750 employees.

5. Each year, over 350 volunteers work with JVS clients to help them achieve economic success. In April, we held a **Volunteer Appreciation Event** to thank our dedicated volunteers for their commitment and hard work, and over 100 volunteers and JVS staff members attended the celebration. Pictured: Jason Pollens (left), JVS Manager of Economic Opportunity, with volunteers Maria Paula Serna and Jim Wiess.

6. **Afrika Tikkun** is an organization dedicated to empowering underprivileged children and young adults in South Africa. In June, we welcomed representatives from Afrika Tikkun at JVS to learn from each other and discuss possible areas of collaboration. Pictured (left to right): Niki Judelman, Karin Blum (JVS CDO), Marc Lubner, June Tatelman, and Liz Ngonzi.
Our SUPPORTERS

We are grateful to the many individuals, foundations, corporations, and organizations who supported our work in 2016–2017. Thank you for working together with us to provide opportunities for thousands of people, including immigrants, refugees, people with disabilities, members of the Jewish community, and older workers.

$250,000 +
Abrams Foundation
Combined Jewish Philanthropies
The Kresge Foundation
The Linde Family Foundation
Ruderman Family Foundation
United Way of Massachusetts Bay and Merrimack Valley

$100,000 to $249,999
The Davis Family Charitable Foundation
Edward Fein Foundation
Joseph and Lynne Goodman
The Harry and Jeanette Weinberg Foundation, Inc.
JPMorgan Chase Foundation
Klarman Family Foundation
one8 Foundation
The Paul & Phyllis Fireman Charitable Foundation

$50,000 to $99,999
Herb and Maxine Jacobs Foundation
Highland Street Foundation
Santander Bank, N.A.
Rosalyn and Richard Slifka
Geraldine and Gabriel Sunshine

$25,000 to $49,999
The Barrington Foundation, Inc.
The Carl and Ruth Shapiro Family Foundation
Will and Ami Danoff
Steven and Nancy Fischman
Lesley and Ben Inker
Liberty Mutual Foundation
The Lincoln and Therese Filene Foundation, Inc.

$10,000 to $24,999
A.C. Ratshesky Foundation
Ilana Braun and Jed Weiss
Brookline Bank
Capital One Services, LLC
CVS Health
Claudia Davidoff and Joseph Kahan
The Eastern Bank Charitable Foundation
Eisenson Family Fund
Frieze Family Foundation
Further Forward Foundation
The Goldberg Family Foundation - Carol & Avram Goldberg; Deborah Goldberg & Michael Winter; and Joshua R. Goldberg
Campe and Amanda Goodman
Larry and Beth Greenberg
Michael S. Grill and Hillary Brown

Through the One In One Out program at the Ministry of Supply, we donate packages of lightly used dress clothing, fresh socks, and toiletries to those searching for a new beginning. JVS has been the perfect partner – we get to share the excitement of helping refugees of all backgrounds get an opportunity to grow and succeed.”

– Aman Advani, Co-Founder and CEO, Ministry of Supply. Aman (right) is pictured with Yida Yin (left), Marketing Associate at the Ministry of Supply, and Ellie Hitt (center), JVS Refugee Services Career Coach.
“Every day when I wake up in the morning, I think about the magnificent change that recently happened in my life. I am thankful to the staff at JVS Boston, where I started my successful journey in my banking career. JVS stands behind my success.”

– Iman Elshiekh, Bank Career Training Program graduate
“After arriving to the USA in 2008 with my family, it took me some time to get used to the new technology and get my first job. Eventually I realized without any training or college education, that I couldn’t advance further in my career. JVS helped me enroll in Bunker Hill Community College, and I am looking forward to starting my professional career.”

– Poma Poudel, graduate of JVS’s Bridges to College program, with her husband Raj Regmi, also a graduate of Bridges to College
Deborah and Marc Fogel
Maxine and Don Goldberg
Neal and Linda Goldman
Vicary Graham
Sylvia E. Green
Stefan Haselwandter
Kathleen Henderson
Robert and Diane Hildreth
Mark Hirsh
Thomas Ho
Jennifer Inker and Tim Pynchon
JOHNLEONARD Employment Services, Inc.
Susan and Robert Kaim
Peter and Susan Karger
Kimberly Kargman
Harvey and Jean Karp
Jonathan Katz and Norah Wylie
Yelena Khazatsky
The Landman Family Charitable Foundation
Kenneth and Sarah Lazarus
Marino, Stram & Associates, LLC
Margaret McKenna
Herbert Morse
Vinit Nijhawan
The Linda Hammett-Ory and Andrew Ory Charitable Trust
Lorri and Gordon Owades
Marjorie and Randy Patkin
Shelby and Amanda Rosenberg
Annette Rubin and Karl Kuban
Sagan Realtors
Roger and Norma Saunders
Fern E. Selesnick and Sheldon W. Frisch
Lori, John and Jordan Shane
Andi and Doug Shaw
Dan and Lisa Spinale
Jonathan Stearns
Joseph Tarkoff and Jocelyn Segal
William Terry
Tribute Home Care
Mary Vadala
Daniel Vasserman
Howard and Candice Wolk

**Gifts In-Kind**

- Abrams Foundation
- AE Events
- Andrea Anastasio
- Martha Baker
- Nicole and David Borden
- Lauren and Bill Gabovitch
- Marjorie Glazer
- Holland & Knight LLP
- Cindy Lewiton Jackson
- Kappy’s Fine Wine and Spirits
- Zhu Liu
- Ministry of Supply
- Morgan, Lewis & Bockius LLP
- Motus
- Roche Bros Supermarkets
- United Way of Massachusetts Bay and Merrimack Valley
- Whole Foods Market

**Community Support and Partners**

- Academy for Healthcare Training
- Action for Boston Community Development (ABCD)
- Asian American Civic Association
- BEST Corp. Hospitality Training Center
- Boston Chinatown Neighborhood Center
- Boston Private Industry Council
- Boston Public Library – Hyde Park Branch
- Boston Public Schools
- Bunker Hill Community College
- The Bridgespan Group, Inc.
- Cambodian Mutual Assistance Association
- Coalition for a Better Acre
- Combined Jewish Philanthropies
- East Boston Neighborhood Health Center – Education and Training Institute
- Economic Mobility Corporation
- English for New Bostonians
- Fenway Health
- Health Resources in Action, Inc
- Hyde Park Community Center
- International Institute of New England
- Jewish Community Relations Council
- Jobs for the Future
- Lawrence Community Works
- Lawrence Working Families Initiative
- Lynn Economic Opportunity, Inc.
- Lynn Housing Authority and Neighborhood Development
- Madison Park Development Corporation
- The Neighborhood Developers, Inc.
- Neighborhood Jobs Trust
- Network Technology Academy
- Notre Dame Mission Volunteers
- Quincy College
- SkillWorks: Partners for a Productive Workforce
- Social Finance
- St. Francis House
- United Way of Massachusetts Bay and Merrimack Valley
- WORK, Inc.
- YMCA Training, Inc.

**Matching Gift Companies**

- Analog Devices
- Barings
- John Hancock Financial Services, Inc.
- State Street Foundation, Inc.
- TripAdvisor, Inc.

**Sustainer Club**

- Anonymous
- Andrea and Carl Axelrod
- Robin and Dean Hanley
- Kate Hutchinson
- Susan and Robert Kaim
- Joseph Tarkoff and Jocelyn Segal

*This listing acknowledges gifts received between October 1, 2016 and September 30, 2017. We made every effort to list all names accurately, and regret any omissions or errors. If an error has been made, please contact our Development office at (617) 399-3272.*
Employer PARTNERS

JVS fosters partnerships with local employers to design and implement training programs that achieve measurable business and workforce development goals. These programs include, but are not limited to: workplace English courses, adult basic education, college readiness classes, customer service training, professional communication, supervisory training, computer courses, and one-on-one academic and career coaching.

Thank you to our 2016-2017 employer partners:

- Atrius Health
- Beth Israel Deaconess Medical Center
- Boloco
- Bonapita
- Boston Children’s Hospital
- Brigham and Women’s Hospital
- Dana-Farber Cancer Institute
- Dancing Deer Baking Company
- Hebrew SeniorLife
- Hebrew SeniorLife - NewBridge on the Charles
- Legal Sea Foods
- Massachusetts Association for Community Action
- Massachusetts General Hospital
- Newton-Wellesley Hospital
- Partners Healthcare
- South Shore Hospital
- Spaulding Rehabilitation Hospital
- Stavis Seafoods
- Sweetgreen
- TE Connectivity
- The Boston Home
- The Dimock Center
- Whole Foods

“Volunteering with JVS has been a fulfilling experience and provided me with a greater awareness of the many ways that JVS supports its clients. I am proud to volunteer with JVS and help clients achieve their goals and change their lives.”

– Lucy Clarke (right), Volunteer Tutor and Career Coach Assistant, with JVS graduate Mohamed Diallo (left).

JVS VOLUNTEERS

Last year over 350 people volunteered at JVS. Together, they spent nearly 25,000 hours volunteering, and their efforts made a true impact on the lives of thousands of people throughout Massachusetts. Thank you!

100+ HOUR VOLUNTEERS

- Jean-Pierre Angel
- Ana Bello
- Nick Breitstein
- Saralynn Busch
- Lucy Clarke
- Judy Ehrlich
- Kathleen Erwin
- Deborah Fogel
- Phyllis Goldstein
- Janet Gottesman
- Barbara Gwynn
- Robin Hanley
- Sharon Hessney
- Linda Hirsch
- Don Hoffman
- Kirk Kinder
- Alexandra Kramer
- Sharon Landman
- Robin Linn
- Emilio Luna
- Olivia Meyerhoffer
- Laurence Mini
- Daniel Moralis
- Norm Oppenheim
- Effie Paikos
- Sravanthi Paranji
- Sue Perdew
- Bernie Plovnick
- Francine Price
- Linda Saeta
- Sandy Simpson
- Deborah Stark
- Norah Wylie

To view the 100+ volunteer list, visit the JVS website.
An inspiring evening benefiting JVS programs

This past May, we joined together with 400 supporters to celebrate the success of JVS and our incredible clients. Together, we raised over $475,000 to benefit JVS programs, setting a new record.

We were proud to honor David Rosenberg, CEO of Prime Motor Group, for his championship of Transitions to Work. Transitions to Work empowers young adults with disabilities to develop job skills and launch their careers, and David proudly employs four graduates of the program. We were also honored to be joined by Governor Charlie Baker and First Lady Lauren Baker.

JVS client ambassadors Natacha Faustin and Moses Kabwe shared their incredible stories of courage and perseverance with us. Natacha, an immigrant from Haiti, found her first job in the United States with the help of JVS and is now supporting her family. Moses, a refugee from the Democratic Republic of Congo, completed his high school diploma and prepared for college with JVS’s support. He is now studying at Bunker Hill Community College.
### Financial INFORMATION

#### Fiscal Year 2017

<table>
<thead>
<tr>
<th>Operating Support and Revenue</th>
<th>FY2017</th>
<th>FY 2016</th>
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<tbody>
<tr>
<td>Government Grants</td>
<td>$5,072,896</td>
<td>$4,882,078</td>
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<tr>
<td>Contributions/Grants</td>
<td>2,882,679</td>
<td>4,188,231</td>
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<tr>
<td>Pay for Success</td>
<td>2,810,759</td>
<td>609,895</td>
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<tr>
<td>Combined Jewish Philanthropies/United Way</td>
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<td>1,540,094</td>
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<tr>
<td>Program Revenue</td>
<td>1,394,654</td>
<td>1,504,042</td>
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<tr>
<td>Other (inc. In-Kind, Investment Income)</td>
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<td>343,800</td>
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<tr>
<td><strong>Total Operating Support &amp; Revenue</strong></td>
<td><strong>14,019,392</strong></td>
<td><strong>13,068,140</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Pre-Employment Services</td>
<td>6,528,706</td>
<td>5,541,303</td>
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<td>CareerSolution</td>
<td>2,663,540</td>
<td>2,829,627</td>
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<td>Administration</td>
<td>2,152,607</td>
<td>1,929,481</td>
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<td>Business Services</td>
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<td>1,321,513</td>
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<tr>
<td>Fundraising</td>
<td>957,844</td>
<td>836,942</td>
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<tr>
<td><strong>Total Operating Expenditures</strong></td>
<td><strong>14,172,929</strong></td>
<td><strong>12,458,866</strong></td>
</tr>
</tbody>
</table>

| Change in Net Assets (Operating)              | (153,537) | 609,274 |
| Change in Net Assets (Non-Operating)          | 122,124   | 68,030 |
| **Total Change in Net Assets**                | (31,413)  | 677,304 |
| Beginning Unrestricted Fund Balance           | 2,256,178 | 2,152,012 |
| Ending Unrestricted Fund Balance              | 2,460,631 | 2,256,178 |

Full financial information is available on our website at www.jvs-boston.org/financials.

### Sustaining RELATIONSHIPS

**Combined Jewish Philanthropies (CJP)**

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*CJP President Barry Shrage and JVS CEO & President Jerry Rubin touring JVS’s new Center for Economic Opportunity in 2015*
In 1938, Dr. Ben Seleman, the director of Associated Jewish Philanthropies (now CJP), wanted to find a way to help refugees fleeing Europe and Jews affected by the Great Depression find employment. He met with Ida Hoos on June 1, 1938, and soon hired her as the first director of the newly created Jewish Vocational Service. Eighty years later, JVS and CJP continue to share a strong commitment to assisting immigrants and refugees, approaching our work through the Jewish value of tikkun olam. CJP plays a critical role in the Greater Boston Jewish community, inspiring community members to engage with Jewish life and improve the world. CJP and JVS continue to collaborate on many initiatives. In 2008, we helped Jewish community members face the recession, and today we are empowering young adults with disabilities to find employment through Transitions to Work and helping Jewish community members gain financial independence through the Anti-Poverty Initiative. JVS is proud to be a partner agency of CJP, and we look forward to many more years of collaboration together.
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Jennifer Rosenbaum
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Gabe Sunshine
Cantor Steven Weiss

*Past Board Chair

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Carol Ozelius
Michael Winter

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CHIEF PROGRAM OFFICER
Kira Khazatsky

CHIEF DEVELOPMENT OFFICER
Karin Blum

CHIEF FINANCIAL OFFICER
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