Pathways to Economic Advancement

Over the past three years, JVS implemented the first-in-the-nation Pay For Success project focused on workforce development. Through this work we expanded our footprint scaling our proven models to new communities.

4
Pathways to Economic Advancement

1,899
participants

1,829
jobs

192,442
cumulative attendance hours

1,829
jobs

192,442
hours

43%
average wage gain

16
partners

8
sites

171
volunteers involved

66
staff involved
Dear JVS Friends and Supporters,

We were working on this report in March 2020, when the COVID-19 pandemic began in Massachusetts and we shifted all of our energy to crisis response and remote operations. It seems impossible to publish this report without acknowledging the profound changes we have seen since then. But as we turn to the vitally important work of economic recovery, we can look to our record of success and our proven models for helping people find jobs and build careers, as we strive every day to meet the needs of the Boston community through projects and partnerships with both local and national organizations.

In 2019, The Boston Foundation called JVS the “most prominent workforce development nonprofit in Boston.” In this report you’ll read about our highlights of 2019. For instance, we were pleased to introduce the animal care technician training program in partnership with Boston Children’s Hospital, as well as host the JVS Economic Opportunity Forum: Building Better Workplaces with guest speakers Aron Ain and David Weil. We proudly saw the launch of The Boston Foundation’s Project Catapult, an initiative investing in next-generation workforce solutions and the publication of four papers in partnership with SkillWorks and JVS. These papers focused on best practices that next-generation workforce development organizations are using to connect employers and jobseekers. Capping off our fiscal year, we officially completed enrollments in our multi-year Pay for Success project. The project is being evaluated using rigorous evaluation standards, including a randomized control trial, which ensures that government funds are being used effectively. Early outcomes for job placements and earnings are very promising, with the full report expected in Spring 2022.

None of this would be possible without you: our employees, Board, friends, supporters, donors, volunteers, collaborators and colleagues throughout the communities we serve. To all of you, we offer our sincere thanks, and our recognition of your knowledge, efforts, generosity and ongoing participation in these pages. Your role in helping others across Boston and beyond to build new skills, achieve career advancement, and grow economic opportunities is both essential and valued.

Thank you for your continued support!

Sincerely,

Jerry Rubin, JVS President and CEO                   Jane Matlaw, Chair, JVS Board of Directors
Building on Success

Pay for Success reaches major milestone

In 2016, JVS launched the first Pay for Success project in the United States to focus exclusively on workforce development. This project, known as Pathways to Economic Advancement, sought to increase employment opportunities for limited English speakers and help them progress up the economic ladder. Success would be measured solely by the increase in participants’ annual earnings.

Pathways’ ambitious goal was to enroll 2,000 participants in 3 years. While this goal would be a stretch in the best of conditions, recruitment for Pathways faced additional economic and systemic hurdles. Launched during the tightest job market in a generation, Pathways found that less people were seeking supports to enter the workforce. The continued strength of the job market impacted workforce development and adult education programs across the board, as job postings outnumbered job seekers.

Simultaneously, the policies implemented under the Trump Administration effectively ended new refugee arrivals and created an environment where immigrants, regardless of their legal status, were less likely to seek community services. As Pathways exclusively served limited English speakers, the combination of a strong job market and weakened federal supports for immigrants presented compounding obstacles for recruitment.

Yet, the scale of this project provided an opportunity for success. Instead of recruiting and operating programming exclusively from the JVS Center of Economic Opportunity in Downtown Boston, Pathways expanded service delivery to key neighborhoods in Boston, including Roxbury and East Boston, where unemployment rates are consistently higher than the city’s average.
Additionally, Pathways scaled services to the cities of Lynn, Lawrence and Lowell, all of which are designated “Gateway Cities” due to their loss of manufacturing jobs, sustained infrastructure, and large immigrant communities. This geographic expansion was supported through key community partnerships that provided classroom space, as well as recruitment supports. As a result of new communities to serve, strong community partnerships, and creative recruitment strategies, Pathways met its 2,000 participant enrollment goal in September 2019.

Successfully reaching the enrollment milestone indicates that Pathways services are in-demand, and ensures that the project has a robust dataset for evaluation. Once enrolled, a Pathways participant completes one of four programs – based on their interests and skill level. All participants receive classroom instruction, as well as one-on-one coaching supports. Program completion and job placement performance is exceeding expectations. Participants placed in jobs who were unemployed have, on average, increased their annual earnings by $24,000. Of those participants who were working and have been placed into new jobs, their average annual earnings have increased by 56%1. These interim outcomes are strong, and have tangible effects on the lives of our participants and their families.

The Pathways project is being independently evaluated and the final impact report is due to be released in Spring 2022.
1. In November, JVS welcomed 25 visitors from Haifa, Israel who were visiting Boston for a week of study sessions and social events. These guests were part of the CJP Boston Haifa Connection, a partnership between our two cities which recently celebrated its 30th anniversary. The various sister agencies of CJP have close partnership programs around education, health and social services. The partnership at JVS centered around the Ethiopian Jewish community in Haifa. Additionally, JVS participated in an initiative called KURAT, a program that provided training that allowed Ethiopian adults to go beyond entry level positions, and assisted entrepreneurs to build successful businesses.

2. After a year of studying to complete their goals, the Hi-Set class at The Boston Home received their certificates of completion. Pictured from left to right: Laura Krauss, JVS Instructor; Keon Austin (bottom), Martine Leonard, Gina Horatius, Antina Thomas, Ingrid Marc-Celestin, Madga Alfred-Isme, Renee Barosy, Natashia Dillon, Fausto Perez, Tiana Dossantos.

3. This year, JVS introduced the Animal Care Technician Training Program. The first cohort from this program earned $16.50 per hour in training and have gone on to work in full-time permanent positions at Boston Children’s Hospital with a starting pay rate of $17.35 per hour as Animal Care Technicians in the ARCH department. Pictured from left to right: Jerry Rubin, JVS President & CEO, Hamza El Oumami, Jean Rillio Joseph, Seyedeh Maryam Arab, Edy Restrepo, Evandra Ramos, and Devi Shiwnath, Director of Business Development.
4. We appreciate our volunteers every day, but **National Volunteer Appreciation Week** gave us the opportunity to show our volunteers how grateful we are for all the work they do. Throughout the week, we provided snacks and special activities at JVS for our volunteers as a token of our gratitude. We capped off the week by hosting a Volunteer Appreciation Night at Scholars Bistro. Over 90 JVS volunteers and staff members joined together to celebrate the JVS community and our wonderful volunteers.

5. In March, The Boston Foundation hosted a forum about their new initiative - **Project Catapult** - and how we can accelerate change in policy around workforce training. Jerry Rubin, JVS President & CEO, joined other panelists to discuss the challenges and opportunities that come with the current tight labor market. Through Project Catapult, JVS has been recognized as a model NextGen workforce development organization. Over 300 people attended the forum, and many others joined in via live stream.

6. In May, we host our semi-annual **Economic Opportunity Forum: Building Better Workplaces**. The forum featured guest speakers, Aron Ain, CEO of Kronos, and David Weil, Dean of the Heller School at Brandeis University. The live-streamed event was moderated by Keila Barros, JVS’ VP of People and Culture and opening remarks were provided by Justin Kang, Vice President of Economic Growth at the Greater Boston Chamber of Commerce. The hour-long forum focused on how employers can create better workplaces to the benefit of workers and employers. Pictured from left to right: Aron Ain, Justin Kang, Keila Barros, David Weil and Jerry Rubin.
We are grateful to the many individuals, foundations, corporations, and organizations who supported our work in 2018–2019. 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.

### Our Supporters

#### $250,000 +
- Combined Jewish Philanthropies
- JPMorgan Chase Foundation
- The Klarman Family Foundation
- The Linde Family Foundation
- The Michael and Susan Dell Foundation
- The Shapiro Foundation
- United Way of Massachusetts Bay and Merrimack Valley

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- Barr Foundation
- Edward Fein Foundation
- The Kraft Family Foundation
- Lassor and Fanny Agoos Charity Fund
- Local Initiatives Support Corporation (LISC)
- State Street Foundation, Inc.

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- The Boston Foundation
- Clipper Ship Foundation
- Larry and Atsuko Fish - Fish Family Foundation
- Herb and Maxine Jacobs Foundation
- Liberty Mutual Foundation
- one8 Foundation
- Santander Bank, N.A.
- Ellen and Steven Segal
- SkillWorks: Partners for a Productive Workforce
- Geraldine and Gabriel Sunshine

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- The Barrington Foundation, Inc.
- Ilana Braun and Jed Weiss
- The Carl and Ruth Shapiro Family Foundation

#### $10,000 to $24,999
- A.C. Ratshesky Foundation
- Brookline Bank
- Capital One Services, LLC
- CVS Health
- Deborah Dwork and Kenneth Marek
- Eisenberg Family Fund

Leyla Negalgn was born in Ethiopia and lived in Egypt for 6 years. In February 2019, Leyla, her husband, Yohanes and their two children came to the United States and resettled in Boston. After struggling to find work on their own, Leyla and Yohanes came to JVS for job assistance. We helped them arrange childcare using a voucher from DTA, access transportation, improve their English skills, and search for work. Leyla and Yohanes both found full-time jobs at Bonapita and were able to practice their English skills at work. In June 2019, Leyla spoke about her journey at DTA’s Client Celebration at the State House. Pictured above from left to right: DTA Associate Commissioner Amy Kershaw, Leyla Negalgn, JVS Career Coach Abdel Razak Kawaf, and DTA Commissioner Jeff McCue.
In June, we celebrated with 51 students as they completed our Bridges to College and English for Academic Success programs. The Bridges to College students all continued to Bunker Hill Community College or Quincy College to continue their education and receive a post-secondary certificate or degree. Representative Denise Provost addressed the students at the graduation, and we thank her for inspiring our students and her support of this program.

James and Amy Golov
Campe and Amanda Goodman
Janet and Mark Gottesman
Larry and Beth Greenberg
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Chuck and Jessica Myers
Judith Obermayer
Partners HealthCare
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Mark Stein and Rosa Hallowell

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Harold and Anna Ullian Charitable Foundation
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Lisa and Neil Wallack

Boloco
Nicole and David Borden
Boston Children’s Hospital
Boston Private Bank & Trust
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Catherine and Hillel Shahan-Bromberg
Bunker Hill Community College
Marsha R. Cohen
Dana Farber Cancer Institute
Marna Dolinger, MD
Janice McKeown and Gregory Dumas
The Eastern Bank Charitable Foundation
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Alan and Gail Fields Family Fund
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Rabbi Alan Flam and Judy Semonoff
Elkan and Zelda Gamzu
Herbert Gann
Penny and Richard Garver
Claudia Gilman Eisenbaum and Harry Eisenbaum
Scott Goffstein

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$5,000 to $9,999
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Motus
The Paul and Edith Babson Foundation
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$1,000 to $4,999
AAFCPAs
Anodyne Medical Services
Anonymous
Anonymous
Anonymous
Adina Astor and Kevin Bolan
The Harry and Ronna Back Philanthropic Fund
Beacon Capital Partners, LLC
Donald Benovitz and Martha Fagan
Darren and Michelle Black

JVS’s Opportunity Circle is a special group of donors who supported our mission and our clients with gifts of $1,000 up to $10,000. These donors create a base of support that makes it possible for JVS to create genuine opportunity for so many and sustain our operations. Members of the Opportunity Circle receive exclusive quarterly updates and invitations to our graduations and special events.
Tsering Dolma emigrated to the United States in 2017 to join her husband. She had worked as a registered nurse in India and was eager to continue working in healthcare in the U.S. When she came to the U.S., she learned about the Bunker Hill Community College Welcome Back Center. There she was encouraged to enroll in the JVS Caring for Our Seniors: A Nurse’s Aide Training Program to improve her skills and find a job in the healthcare field. Tsering excelled in her coursework, graduated in October 2018, and began working as a Patient Care Associate at Spaulding Rehabilitation Hospital in Cambridge. She returned to the BHCC Welcome Back Center, and they helped her study for and pass her professional equivalency exam for nursing. She is now a registered nurse working in the oncology department at Spaulding. In May, Tsering joined us at the JVS Gala as a client ambassador and shared her story with guests at the event.

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Richard and Susan Yanofsky
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$500 to $999
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Karin and Gerald Blum
Angela Cavallo
Mauri and Laurie Cohen
Congregation Beth El Tzedakah - Hevra
Frank Dunau and Amy Davis
Maxine and Don Goldberg
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Sylvia E. Green
Alyson and Zachary Greene
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John Leonard Employment Services, Inc.
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Kira Khazatsky
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Sheldon and Ellen Schwartz
Joleen Willis
Peter and Annette Wilson
Joe and Debra Zeff
This past tax season, 40 JVS volunteers helped over 575 people file their tax returns and improve their financial health. In total, we helped our clients file for $725,000 in tax refunds, including $225,000 in Earned Income Tax Credit. Over 50% of people who used the tax site also signed up for a financial health checkup with one of our financial empowerment coaches. Thank you to all of the volunteers who make our tax site possible every year and to our Financial Opportunity Center funders: Santander Bank, N.A., Capital One, TD Charitable Foundation, and United Way of Massachusetts Bay and Merrimack Valley.
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 2018–2019 employer partners:

- A Faith that Does Justice
- AmeriCorps
- Beth Israel Deaconess Medical Center
- Boloco
- Bon Me
- Boston Children’s Hospital
- The Boston Home
- Boston Medical Center
- Brigham and Women’s Hospital
- Brigham and Women’s Faulkner Hospital
- Dana-Farber Cancer Institute
- East Boston Neighborhood Health Center
- Healthcare Financial, Inc. (HFI)
- Hebrew SeniorLife
- Innovo
- Massachusetts Association for Community Action
- Massachusetts General Hospital
- Millennium Boston
- New Balance
- New England Baptist Hospital
- Newton-Wellesley Hospital
- Partners Healthcare
- Polkadog Bakery
- South Shore Health
- Spaulding Rehabilitation Hospital
- Stavis Seafoods
- Sweetgreen
- Tufts Medical Center
- Vantage Builders
- Whole Foods

JVS Volunteers

Last year over 350 people volunteered at JVS. Together, they spent nearly 29,000 hours volunteering, and their efforts made a true impact in the lives of thousands of people throughout Massachusetts. Thank you!

100+ Hour Volunteers

- Ann Ambiel
- Sheila Barbosa
- Carla Carletti
- Jiaying Chen
- Jean-Pierre Angel
- Nick Breitstein
- Chi-Nien (Wilson) Chen
- Paula Dickerman
- Judy Ehrlich
- Kathleen Erwin
- Wayne Everett
- Gregory Fain
- Deborah Fogel
- Barbara Goodman
- Janet Gottesman
- Sharon Hessney
- Linda Hirsch
- Kirk Kinder
- Craig Miller
- Bernie Plovnick
- Fran Price
- Aletta Smith
- Arlene Stevens
- Samidha Vartak
- Rita Vogel
- Julie Whelan

“I work with great people and I help make a difference in the students’ lives. I wish I had known about JVS when I immigrated to the US as it was very challenging.”

– Sheila Barbosa, JVS Volunteer (left) with Thuria Alsirafi, ESOL Student
This past May, we joined together with 400 supporters to celebrate the success of JVS and our incredible clients. Together, we raised over $460,000 to benefit JVS programs and clients.

We were proud to honor Doris and Bob Gordon for their work in Boston, in Israel, and in Dnipro, Ukraine, which has helped so many to achieve economic independence. We recognized State Street Corporation for their long-standing commitment to opening educational opportunities for Boston residents, and their decade-long support of our Bridges to College and Careers initiative. We were also honored to be joined by Treasurer Deb Goldberg and State Representative Aaron Michlewitz.

JVS client Lydia Tumwesige inspired us with the story of her journey. Growing up in Uganda, Lydia couldn’t attend school regularly because of chronic malaria. When her family was forced to flee Uganda and seek political asylum in the U.S., Lydia got the chance to complete her education. With JVS’s help, Lydia earned a certificate in Biotechnology and Good Manufacturing Practice from Quincy College and is working in the biotechnology field.
Financial Information

Fiscal Year 2019

Operating Support and Revenue

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<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY 2017</th>
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<tbody>
<tr>
<td>Government Grants</td>
<td>$6,007,425</td>
<td>$5,559,192</td>
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<tr>
<td>Pay for Success</td>
<td>2,900,676</td>
<td>3,283,426</td>
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<tr>
<td>Contributions/Grants</td>
<td>3,866,264</td>
<td>3,647,408</td>
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<td>Combined Jewish Philanthropies/United Way</td>
<td>2,171,233</td>
<td>2,100,637</td>
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<td>Program revenue</td>
<td>1,654,329</td>
<td>1,431,245</td>
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<tr>
<td>Other (inc. In-Kind, Investment Income)</td>
<td>164,764</td>
<td>155,834</td>
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<tr>
<td><strong>Total Operating Support &amp; Revenue</strong></td>
<td><strong>16,764,691</strong></td>
<td><strong>16,177,742</strong></td>
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Operating Expenditures

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<tr>
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<th>FY2018</th>
<th>FY 2017</th>
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<tr>
<td>Pre-Employment Services</td>
<td>8,498,120</td>
<td>7,727,374</td>
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<td>Career Center Services</td>
<td>2,761,891</td>
<td>2,741,071</td>
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<td>Administration</td>
<td>2,455,392</td>
<td>2,274,036</td>
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<td>Incumbent Worker Services (Business Services)</td>
<td>1,295,123</td>
<td>1,352,323</td>
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<td>Fundraising</td>
<td>998,327</td>
<td>1,001,813</td>
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<td><strong>Total Operating Expenditures</strong></td>
<td><strong>16,008,853</strong></td>
<td><strong>15,096,617</strong></td>
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</tbody>
</table>

Change in Net Assets (Operating) 755,838 1,081,125
Change in Net Assets (Non-Operating) 7,066 49,912
Total Change in Net Assets 762,904 1,131,037

Beginning Unrestricted Fund Balance 2,802,538 2,460,631
Ending Unrestricted Fund Balance 3,130,181 2,802,538

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

Honoring the Past, Building the Future

Lassor and Fanny Agoos

In the late 1870s, Lassor Agoos immigrated to Boston from Krynik (then Russia), and after settling in Newburyport and working as a peddler, he sent for his wife, Fanny, and his two young children to join him. As the Agoos family grew to seven children, Lassor founded a leather company and built it into a prosperous enterprise.
In 1919, Lassor and Fanny established a Charity Fund with an initial sum of $100,000. At that time, few foundations in the United States were created while the grantors were living, yet Lassor and Fanny were eager to witness the impact of their donations. And in an age when women were not included in most business matters, it is notable that Fanny was a Trustee of the Fund.

While deeply committed to the Jewish community, the Fund was established to support worthy causes regardless of race or religious affiliation. Members of the Agoos family remain committed to the original philanthropic vision and gather each year to make pledges to exemplary non-profit organizations. In 2019, to mark the centennial of the foundation, trustees designated a gift of $100,000 to JVS’s Refugee Services, supporting opportunities for individuals who, like Lassor and Fanny, seek to build successful lives in this country.
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