



# Maritime Apprentice Program Prospectus



## overview

**FOUNDED 2004**

**CURRENT REVENUE \$495,000**

**DESCRIPTION:** The Maritime Apprentice Program (MAP) of the Hull Lifesaving Museum is an intensive, multi-year program that prepares Boston’s most high-risk, Department of Youth Services (DYS)-committed youth for adult responsibilities and careers in the technical trades. Working out of its Seaport boat shop, MAP provides hands-on, skills-based training, in combination with counseling and work readiness preparation. MAP’s apprentices are ages 17–22, 100% gang-involved, and many have a history of incarceration. As apprentices’ personal, social, and technical skills develop, program activities become progressively more complex and rewarding. Apprentices are paid a weekly stipend and are required to co-enroll in GED or diploma-granting programs as a condition of MAP participation. Those with high school certificates continue on to college, advanced training, internships, or work. MAP offers an extraordinarily personalized approach to addressing pervasive unemployment, under-education, and recidivism. The staff of professional tradespeople, teachers, and social workers embrace the ethic of “never giving up,” providing apprentices with a lifeline and oasis of safety and support. In a very real sense, MAP is an adoptive family for its apprentices.

**INVESTMENT OPPORTUNITY:** MAP is seeking \$1.2 million over two years to serve more apprentices with an expanded staff, move into larger program space, increase apprentice stipends to offer a compelling alternative to criminal activity, begin to document best practices for staff training and dissemination to the youth services sector, and develop an impact measurement system to track apprentice outcomes.

### THE NEED

Incarcerated youth have disproportionately higher school dropout rates, learning disabilities, mental illness, substance abuse, and gang involvement than their peers. Without appropriate support, they are likely to pose a greater threat to society as adults, face a lifetime of negative social and health outcomes, earn less, and cost taxpayers more:

- Substance use is seen in more than 50% of DYS youth, and their suicide rate is 4 times that of the general population.
- Untreated DYS youth are 3.7 times more likely to use a weapon and 13.8 times more likely to face an adult conviction.
- The two-year recidivism rate for DYS-committed youth is 37%, with an average individual incarceration cost of \$80,000 per year.
- The costs to society of an untreated DYS youth are estimated to be between \$250,000 and \$2,000,000 in social service and incarceration support over his/her lifetime.

### THE OPPORTUNITY FOR SOCIAL IMPACT

Youth in DYS custody are often unable to meet the acceptance and retention standards of programs in Boston that offer vocational training, leaving them with few if any options for pursuing further education or employment. MAP embraces this population with a proven model that fosters its success.

- MAP currently enrolls 20 apprentices annually—31% of the program’s Metro-Boston target population.
- Sixty-nine percent of apprentices have not re-offended since entering MAP.
- Seventy-three percent of MAP’s former dropouts have attained a high school credential or remain in school.
- Eighty-four percent of MAP apprentices have pursued advanced training, employment opportunities, and/or college.
- Seventeen industry and higher education partners offer participants employment, training, specialized education, job shadowing, and internships.

### TWO-YEAR GOALS

- Increase the number of apprentices served annually by five per year
- Hire two additional staff to maintain MAP’s crucial 1:4 staff-to-student ratio
- Increase the average apprentice stipend by 10% to provide a compelling alternative to criminal activity
- Document best practices and develop an impact measurement system to track apprentice outcomes

### WAYS TO INVEST

#### Financial

- \$25,000 – Stipends for five apprentices for one year
- \$5,000 – Support for development of MAP program manual and impact measurement system
- \$1,000 – Shop and boat tools and equipment

#### In-kind

- Larger waterfront space to accommodate boat shop
- Business, technology, and education consulting
- Laptops with software for apprentice job-skills training

*“I feel I am on the right path right now. For the first time in my life, I'm getting paid the legal way and in a job that I really like without worrying about cops or enemies in the street. I'm really proud of myself...”*

–18-year-old MAP Apprentice  
TWO MONTHS IN PROGRAM

## SOCIAL INNOVATION IN ACTION – THE MARITIME APPRENTICE PROGRAM

MAP's powerful, positive impact on its apprentices is built on four key strengths: people, programs, place, and partners.

**I. PEOPLE:** MAP's passionate team maintains a uniquely low staff-to-student ratio (1:4) and is deeply committed to serving “un-servable” kids by not only throwing a lifeline to apprentices, but teaching them how to hold on. The multi-generational, cross-trained staff brings a unique mix of both “soft” and “hard” skills to their work with apprentices. First and foremost, the team consciously models a culture of openness, respect, flexibility, tenacity, and commitment. This creates an emotional environment that, over time, breaks down apprentices' psychological barriers, builds trust, and allows for enduring lessons and relationships. In turn, apprentices learn to work on their personal development along with acquiring marketable job skills.

**II. PROGRAMS:** MAP blends highly structured personal-, interpersonal-, and job-skills training that prepare apprentices for the social and technical challenges of adult life and work. MAP is unusually long term and intensive, working with each apprentice in year-round programming for a minimum of two years, with 26-hours per week in the Seaport Boatshop. MAP offers a deeply integrated curriculum and connects meaningfully with external activities in apprentices' lives. Program components include

- Required co-enrollment in GED or high school diploma program
- Weekly, year-round stipends covering all MAP and MAP-related activities
- Highly individualized talk therapy and group counseling
- Technical skills training (e.g., carpentry, gas and diesel engines – inboard/outboard, marine electrical and plumbing systems, power-train systems, blueprints and lines and offsets, planning, estimating, and analyzing, time and resource management)
- Job readiness training (e.g., resumes, applications, interview skills)
- Industry site visits, recreational activities, and cultural experiences

**III. PLACE:** In a very real sense, MAP's Seaport Boatshop is an oasis of safety for apprentices for whom “the street”—the very city in which they live—is a war zone. MAP's target population draws on Boston's most criminal, gang-involved youth; apprentices face the threat of street violence routinely. MAP's safe haven encourages fearless exploration of ideas, interests, and aptitudes and allows students to experience both success and failure in a caring and careful place. MAP's waterfront milieu adds an exotic element to the program, further encouraging apprentices to re-imagine and reinvent themselves in socially constructive ways.

**IV. PARTNERS:** MAP's 17 higher education and industry partners offer invaluable pathways guiding apprentices toward successful adulthood. MAP partners offer apprentices employment, training, specialized education, internships, and mentoring. Education partners offer advanced training and certification in maritime and related industries (e.g., HVAC, electrical). Industry partners help shape the MAP curriculum and offer access to training, unions, and employment. They include businesses large and small in four fields in the maritime trades: ship maintenance, repair, and construction (commercial shipping industry); new boat fabrication (recreational boating industry); marina technology and customer service (recreational); and marine transportation (commercial and recreational).



## TEAM AND GOVERNANCE

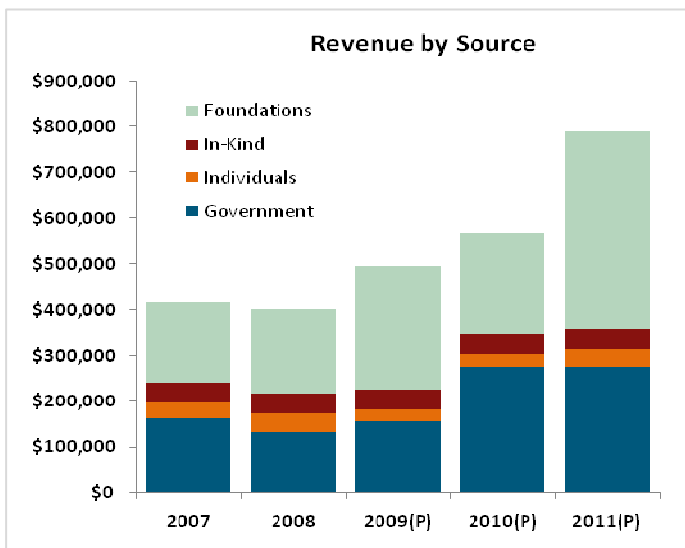
MAP's close-knit staff share a clarity of purpose, high expectations for collaboration and mutual respect, and a sense of adventure. This has created remarkable staff stability and maturity, which imbues the program with strength, confidence, and resourcefulness.

MAP is currently run by six full- and part-time staff including a program director, apprentice supervisor, Boatshop supervisor, and three educators. MAP's program director is a founder of the Hull Lifesaving Museum, co-designer of MAP, licensed certified social worker, and former probation officer. MAP's apprentice supervisor and MAP co-designer is a former DYS caseworker and residential program director, a lawyer, and former OSHA supervisor in the construction trades. MAP's Boatshop supervisor is a former Navy pilot and small construction business owner.

HLM staff, including the executive director, business manager, and data systems administrator, also provide support for MAP. Lory Newmyer, executive director and MAP co-designer, joined HLM in 1987 as an educator, became Maritime Program co-director in 1992, and executive director in 1996. HLM has a 10-member board of directors that includes experts in business, law, finance, and architecture.

## FINANCIAL SUSTAINABILITY

To achieve its two-year goals, MAP is seeking an investment of \$1.2 million in support over the next two years to serve more apprentices with an expanded staff, move into larger program space, increase apprentice stipends to offer a compelling alternative to criminal activity, begin to document best practices for staff training and dissemination to the youth services sector, and develop an impact measurement system to track apprentice outcomes. Based on refinement of its operating model and demonstration of positive outcomes for youth, MAP is poised for growth, both from increasing demand by the Massachusetts Department of Youth Services and growing interest from charitable foundations that recognize the impact of the program. To capitalize on this, MAP has a three-pronged strategy for diversified revenue generation to reach its goals: seeking additional government funding sources, building relationships with new foundations, and increasing both the number and size of individual gifts.



Government funding, in the forms of a federal Workforce Investment Act grant, DYS service fees, and an in-kind gift of space from the Boston Redevelopment Authority currently account for 39% of MAP's budget. It is expected that government funding of the program will increase over the next three years as MAP both renews its current sources and identifies new grants from the Office of Juvenile Justice and Delinquency Prevention, as well as additional city and state government funding opportunities. A number of long-time charitable foundation partners comprise an additional 54% of revenues and while the majority of these sources have indicated continued support of the program for FY10, MAP has budgeted conservatively to account the recent economic downturn and will seek to build a number of new partnerships for FY11. To bolster its revenue strategy, MAP has started to build its individual donor program and will continue to seek and build in-kind support partnerships.

## KEY SOCIAL IMPACT INVESTORS

- Boston Redevelopment Authority
- MA Department of Youth Services
- Roy Hunt Family Foundation
- Bank of NY Mellon
- Amelia Peabody Foundation
- Liberty Mutual Foundation
- Robbins-de-Beaumont Foundation
- State Street Philanthropy Program
- Blossom Foundation
- MA Charitable Mechanics Foundation
- William P. Anderson Foundation
- Filene Foundation
- Gardiner Howland Shaw Foundation
- United Way of Massachusetts Bay and Merrimack Valley

*“Everybody likes to fund the programs that say they can work with 50 DYS kids at a time. When I look over the lists of these programs, I notice that most of these programs DON’T work with our kids, and those that do are not nearly as effective as the intensive, specialized work done by MAP.”*

–Tina Saetti

DIRECTOR OF OPERATIONS, DEPARTMENT OF YOUTH SERVICES, METRO REGIONAL OFFICE

## PERFORMANCE MEASUREMENT

**Program Performance and Organizational Health:** Below is a summary of the key measures that MAP will be tracking to demonstrate progress, capture lessons learned and make course corrections as needed. *Note: Fiscal year is July 1–June 30.*

	FY 2009	FY 2010 (P)	FY 2011 (P)
<b>Program Performance</b>			
Number of apprentices enrolled in MAP	20	25	30
Staff-to-youth ratio	1:4	1:4	1:4
Average weekly apprentice stipends	\$134	\$145	\$150
<b>Organizational Health/Capacity-Building</b>			
Number of MAP staff	6	7	8
Increase MAP program space	1,800 ft <sup>2</sup>	Leverage in-kind partnerships for additional space	Acquire additional 2k-3k ft <sup>2</sup> of space
Document best practices and develop an impact measurement system	N/A	Program manual developed	Measurement system developed
Individual gifts	\$25,000	\$30,000	\$40,000
Total revenue	\$495,000	\$565,000	\$790,000

**Social Impact:** MAP currently collects data on its apprentices’ re-offense rates; progress in receiving a high school credential, post-secondary degrees, or advanced training; and their success in attaining employment. The program’s goal is to begin to track outcomes for MAP apprentices benchmarking against DYS population data. In addition, MAP wants to engage with a research partner to conduct a study to further evaluate short- and eventually long-term outcomes for its apprentices.

• Percentage of apprentices to date who have not reoffended	69%
• Percentage of apprentices to date who have received or are in the process of receiving a GED or high school diploma	73%
• Percentage of apprentices to date enrolled in college, advanced technical training, or found FT/PT employment	84%



## Success Story: Darrell

Darrell was a Boston gang leader near the end of a three-year prison term in 2005 when he enrolled in MAP, having dropped out of high school and been in and out of juvenile prison following his first arrest at age 14. After a year in MAP, out of jail, and re-enrolled in school, he landed back in prison and decided, finally, to turn himself around. While he had made tremendous strides during his year at MAP, he had continued his life on “the street” thinking he could straddle both his gang life and the world of legitimate education and employment. His real transformation began, he said, when he saw the despair his re-arrest caused his MAP case manager. That a trusted adult cared enough to be angry was Darrell’s wake-up call.

He returned to MAP, got his diploma through an alternative high school, entered advanced training at Ben Franklin Institute of Technology, and got an internship leading to Union membership and a full-time job at a local shipyard. Darrell’s high school, college, and employer are long-standing MAP partners. Now employed full time, engaged to be married, and an expectant father, Darrell is working with MAP to develop a formal mentoring program with community and industry partners to promote greater success for his fellow apprentices.