



Maritime Apprentice Program Key Measures Report



FOUNDED 2004 CURRENT REVENUE \$438,000

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 trades-people, 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.

TWO-YEAR GOALS (SET MARCH 2009)

- 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

KEY ACCOMPLISHMENTS

- Increased apprentice weekly pay rate by 48%. Through Federal Stimulus funding, shifted from weekly stipends (\$100-\$160 per week) to hourly rate of \$8-\$10 per week, for an average 24 hours (\$192-\$240 per week)
- Began succession planning for senior staff and completed role clarification and reorganization for all staff through intensive work, over the past 12 months, with the Massachusetts School of Professional Psychology
- Improved staff qualifications: all MAP staff received trauma-response training to become Psychological First Aid certified
- Doubled income from Annual Giving campaign (individual, private donations), raising \$53,000 for MAP (58% of total FY10 Annual Giving)
- Attracted three new foundations to date (John Alden Trust, Brown Rudnick Charitable Foundation, Nesworthy Charitable Trust)

	Baseline (FY 2009)	Target (FY 2010)	One Year Actual (FY 2010)
Program Performance			
Number of apprentices enrolled in MAP	20	25	23
Staff-to-youth ratios	1:4	1:4	1:4
Average weekly apprentice stipends	\$134	\$145	\$216
Organizational Health/Capacity-Building			
Number of MAP staff	6	7	6.5
Increase MAP program space	1,800 ft ²	Leverage in-kind partnerships for additional space	1,800 ft ²
Document best practices and develop an impact measurement system	N/A	Program manual developed	In progress
Individual gifts	\$25,000	\$30,000	\$53,000
Total Revenue	\$495,000	\$565,000	\$438,000

Note: Fiscal year is July 1 – June 30

LESSONS LEARNED

- In the wake of the economic collapse, plans for expansion were suspended in favor of focusing on strengthening core program competencies to best respond to escalating stress on the program's students. To this end, MAP focused on developing new partnerships (and tending to long-standing collaborative relationships), intensifying the MAP staff's trauma-response training, and exploring ways in which students who were not able to obtain employment could remain challenged and thriving in MAP. This exploration led to the development of "MAP-Made" products – small construction projects that could be marketed to the public. Looking to match market need with production, the first product, a line of Adirondack Chairs, was launched in July 2010. Additional products are being assessed.
- The ability to earn a living is a continuing challenge for MAP apprentices. Thus, with the shift from modest weekly stipends to relatively robust hourly wages (see first bullet under Key Accomplishments), MAP expected an improvement in attendance and performance. While some improvement was seen, for the most part, a financial incentive did not translate into strengthened apprentice attendance. MAP staff has confirmed that financial incentives are not the core motivator and they are developing a plan to gain additional understanding of motivation and retention in future program years.
- Taking lessons from data about giving patterns in the down-economy, Hull Lifesaving Museum focused on expanding private support of its Annual Giving campaigns. Staff sought training in developing and expanding relationships with individual donors. With MAP as a cornerstone of this effort the organization doubled private giving in FY10, sparking the realization that seeking targeted support for core programs can truly assist both messaging and organizational investment.

PROGRESS ON MEASURING SOCIAL IMPACT

The Maritime Apprentice Program currently collects data on its apprentices' re-offense rates, progress in receiving a high school credential, post-secondary degrees, or advanced training, and success in attaining employment. The program plans to begin to track outcomes for MAP apprentices benchmarking against DYS population data, though that data is difficult to obtain. In the meantime, the program will continue to track its outcomes and see the strength of the work that it has been doing with a challenging population of youth.

- 76% Percentage of apprentices to date who have not reoffended
- 96% Percentage of apprentices to date who have received or are in the process of receiving a GED or high school diploma
- 61% Percentage of apprentices to date enrolled in college, advanced technical training, or found FT/PT employment



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

–18 year old MAP Apprentice
TWO MONTHS IN PROGRAM