City Academy

CREATING A PIPELINE FOR BOSTON RESIDENTS TO ENTER CAREERS IN CITY AGENCIES

Boston EMS

SEEKING A DIVERSE POOL OF MA CERTIFIED EMTS LOOKING FOR A CAREER WITH BOSTON EMS
Context

- Mayor Walsh’s BostonHires campaign, with a goal of hiring 20,000 unemployed/under-employed Bostonians in good jobs by 2022
Planning for Future Labor Needs: Boston City Departments

PROJECTED PROPORTION AGE 55+ WITH 30+ YEARS OF SERVICE

<table>
<thead>
<tr>
<th>Department</th>
<th>2017</th>
<th>2022</th>
<th>2027</th>
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</thead>
<tbody>
<tr>
<td>Water &amp; Sewer</td>
<td>14%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>BTD</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
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<tr>
<td>EMS</td>
<td>14%</td>
<td>16%</td>
<td>18%</td>
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<tr>
<td>BHA (n=262)</td>
<td>24%</td>
<td>17%</td>
<td>9%</td>
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<tr>
<td>Parks (n=197)</td>
<td>15%</td>
<td>8%</td>
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Note: Percentages shown are cumulative
Planning for Future Labor Needs: National Context

- In 1996, 11.9% of the labor force was over 55, increasing to 22.4% by 2016, and projected to be 24.8% by 2026 (US DOL, BLS)

- 30% of all employees of government agencies in the U.S. were over 55 (Society of Human Resources Management, 2015)

- In 2015, 54% of State and Local governments reported increases in retirement rates from the previous year (Center for State and Local Govt. Excellence)

- Projected that in the next 10 years, nationally, 37 percent of the water utility workers and 31 percent of wastewater utility workers will retire (Water Environment Foundation/EPA)

- In Seattle, 54% of public employees are nearing retirement age (Workforce Development Council of Seattle – King County)
Project Vision

- Provide pathways for Boston residents to enter into City positions with low barriers to entry that offer good wages, health benefits, pensions, and upward mobility
- Give trainees continued opportunities for professional development that will help them move up the career ladder using tuition-free community college, dual enrollment, and articulation agreements to allow participants to gain college credit through on-the-job training
- Increase employee diversity by targeting recruitment to key neighborhoods (Roxbury, Mattapan, Dorchester, Hyde Park, East Boston), people of color, women, and bilingual residents.
- Provide City agencies with qualified candidates to fill in-demand positions by helping to create a skilled talent pool that matches hiring needs
  - City Academy graduates will be screened, pre-trained, and qualified to meet the specifications of agency leadership for positions where broader candidate pool is needed
Program Design Process

- Collaborate with department heads and Human Resources team members to examine job openings across departments to identify requirements & technical skill needs (Approximately 25-30 interactions with agency staff – meetings, calls, email exchanges)

- Understand employer expectations such as job readiness, promptness, licensing and certification, etc.

- Identify career ladder opportunities, including the potential for linking training and jobs to post-secondary education

- Contribution by Vivian Leonard and the OHR team, as well as leadership and HR representation from participating agencies is key to project success
Training Concept Overview

**Track I: Entry level, semi-technical jobs with BWSC, BPW, BTD, Parks, and BHA**

1. Provide training in Commercial Drivers License (CDL) and Hoisting, with job readiness and development component
2. Serve 12 Boston residents in pilot year
3. Place 7 to 10 program graduates in City jobs in the first year
4. Examining registering as an Apprenticeship with community college dual enrollment and articulation agreement

**Track II: Programs leading to entry-level Emergency Medical Technician (EMT) job with EMS**

1. Design and launch bridge training and internship program for entry into EMT positions
2. Help increase potential applicants understanding of job responsibilities and expectations
3. Serve 15-20 Boston residents in pilot year

**Track III: Career exploration opportunities for Boston’s youth with BPD and BFD and piloting recruitment strategies for BPD**

1. Implement career exploration program to increase awareness and qualifications of BFD and BPD
2. Serve 20-30 youth in summer of pilot year
3. Implement strategies to recruit diverse group of Boston residents for BPD Cadets program
Boston EMS

• Recently approved for 20 additional uniformed FTEs to meet rising demand for service and reduce escalating priority 1 incident median response times
• Boston EMS is dedicated to hiring a diverse workforce, representative of the city we serve
• All new hires must already be MA certified EMTs and must pass a written and practical exam, consistent with the state certifying exams
• Historically the Boston EMS EMT course has been a great feeder for the department.
• In the last 15 years, the percentage of personnel who identify as Asian, Black or Hispanic has risen from 16% to 22%, a 37% increase; and, the number of women has increased by over 18% during this time-period.
Boston EMS

- For the most recent EMT Academy, starting this July there were:
  - 119 applicants (104 of whom were confirmed to have MA EMT certification)
  - 58 people showed up for the written exam (37 of whom were residents)
  - 40 passed the written exam
  - 39 participated in the practical exam, with 31 continue to the interview
  - 27 were extended conditional offers of employment
## Track II: EMT Proposed Timeline & Program Design

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<tbody>
<tr>
<td>Outreach &amp; recruitment</td>
<td>Interview &amp; pre-screening</td>
<td>EMT Bridge Course</td>
<td>Basic EMT Course</td>
<td>Internship Program (Optional)</td>
<td>Job placement with EMT Recruit Academy</td>
<td>Follow-up &amp; evaluation</td>
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<td>Boston resident</td>
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<td>Physical fitness test, Aptitude test</td>
<td>1-week immersion (Open House, department overview, ride along)</td>
<td>$750 Tuition paid by City Academy: Tues/Thurs 7 - 10 PM; every other Sat from 9 AM - 3:30 PM</td>
<td>14-week on-the-job training in various departments/assignments at Boston EMS with weekly stipend of $420</td>
<td>1-year probationary period</td>
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<td>18+ (prefer 19-30 years)</td>
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<td>Pass national registry of EMT written &amp; practical exam</td>
<td>Weekly stipend of $837 (annual $43,524) Monday-Friday 8 AM – 4 PM 13 weeks of didactic component and 12 weeks in the field</td>
<td>1-year follow-up with job developer after job placement</td>
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<td>Valid driver’s license</td>
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<td>Complete necessary steps for hiring, including exams, Occ health, background check &amp; drug test</td>
<td>Training Captains &amp; Officers make recommendation for promotion to Deputy Superintendent of Training</td>
<td>Evaluation of: demographics, pre/post job readiness and wages/benefits, grades, attendance, etc.</td>
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<td>An unattested RMV records</td>
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<td>CORI</td>
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<tr>
<td>Person of color/Bilingual</td>
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</table>

- **Pass national registry of EMT written & practical exam**
- **Complete necessary steps for hiring, including exams, Occ health, background check & drug test**
- **Promotion to EMT: Annual salary of $57,000, w/ benefits**
Expected Outcomes

• Register the EMT track with the state’s registered apprenticeship program, increasing sustainability through recognition by the State and U.S. Department of Labor and access to government funding sources (*completed*).

• 30 program participants will begin job-readiness boot camp training in July 2018.

• 80% of participants (25) will enter into the Basic EMT Course in August 2018 and be provided laptops to support successful completion of the course.

• 75% of participants (18) enrolled in Basic EMT Course will obtain National Registry of EMT certification.
Expected Outcomes

• 88% of participants (16) who obtain EMT certification will be accepted into the Boston EMS EMT Recruit Academy, and will increase their annual income on average by 83% with employer-sponsored benefits.

• 87% of participants (14) accepted into EMT Recruit Academy will be promoted to positions as full-time EMTs with Boston EMS.

• Participants successfully placed in full-time EMT positions will increase their income by 36% ($15,000 annually) with added gains in employer-sponsored benefits. Current applicants’ average annual income is approximately $23,000.
Current Progress

• As of April 27, 2018, we have completed 40 outreach information sessions in Roxbury, Mattapan, Dorchester, East Boston, Chinatown, and at various community meetings/senior days in high schools with over 300 applications from Boston residents.

• As of March 22, 2018, the City of Boston has successfully registered the EMT training as a new apprenticeship with the Massachusetts Division of Apprenticeship Standards. The EMT training allows participants to earn while they learn, gain industry-recognized credentials, and benefit from built-in wage increases that match their skills advancement.
Summary: How this Project Benefits the City

- Helps meet workforce needs of city agencies by providing a diverse pool of well-trained Boston residents.

- In line with the Mayor’s vision, giving Boston residents access and options for entering family sustaining careers with upward mobility.

- Research demonstrates that investments in job training and apprenticeships produce economic returns similar to financial investments.
  - For example, for every 10 job placements through City Academy, 3 to 4 additional jobs will be created, and there will be an increase of $1.2 to $1.9 million in economic activity.
Summary: How this Project Benefits the City

- Provides broader social and economic benefits:
  - Increase in income tax revenue from workers earning higher wages: Someone working full-time in a minimum wage job would increase their annual income from $10,000 to $30,000 by entering a career through City Academy.
  - Decrease in reliance on public benefits – Through both higher wages and expanded access to employer sponsored health insurance and pension.
Questions?