

OUTCOMES AND IMPACT REPORT

FISCAL YEAR 2021

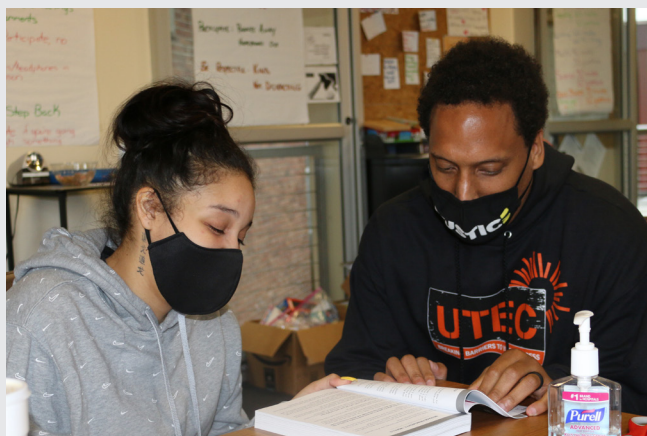


SEE BEYOND
THE MASK



“UTEC has provided a safe environment that welcomes anyone willing to change.”

**ANTWON
YOUNG ADULT**



OUR MISSION AND PROMISE

is to ignite and nurture the ambition of our most disconnected young people to **trade violence and poverty for social and economic success.**

Today we serve Lowell, Lawrence, and Haverhill, Massachusetts and are nationally recognized as a model agency serving justice-involved young adults.

UTEC is a **FAMILY**

We assume goodness behind everyone’s actions. We show madd love, unconditionally accepting each person. We offer everyone a clean slate, never giving up. We carry out respectful curiosity, always seeking out moments to connect. We are sponges, actively seeking feedback. We embody contagious passion in all we do.

UTEC is a **CATALYST**

We think big about what we can achieve. We continually chip away, demonstrating relentlessness in our pursuit of positive change. We plant seeds of peace and cultivate trust. We see beyond the mask, knowing there’s always more beneath the surface. We ignite social justice. And we spark sustainability.

SEE BEYOND THE MASK

FRIENDS,

This year, thanks to our many supporters and advocates, UTEC has remained committed to ensuring that the COVID-19 crisis does not intensify the cycle of poverty and violence.

Our team has been creative and relentless in the delivery of programs while adjusting and intensifying services for our young adults in Lowell, Lawrence, and Haverhill, MA.

Whether programming was in a hybrid model or suspended, we continued to move forward, always prioritizing the safety and stability of young adults and staff, and we continued to pay young adults' wages no matter what.

We remain so appreciative of our supporters who have stood alongside our young adults during this difficult year as they continue to think big about their futures and how to break down barriers for the next generation.

MADD LOVE,



GREGG CROTEAU
CHIEF EXECUTIVE OFFICER
UTEC, INC.

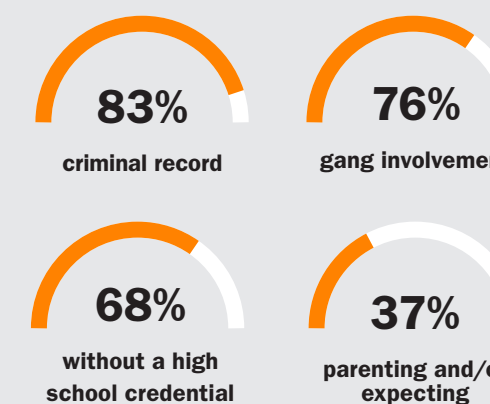


Who We Serve

In FY21, UTEC served 119 young adults enrolled in our intensive program, and over 600 young adults through outreach.

Risk Factors

Of our young adults, 99% had one or more of these risk factors at intake and 61% had three or more.



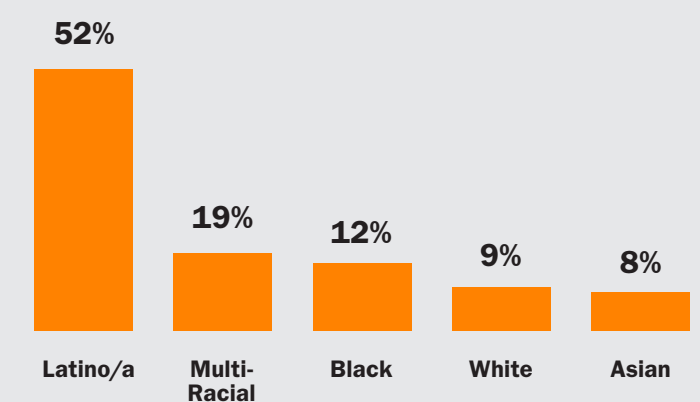
Participants

119
Young Adults

20.3
Average Age at Intake

Demographics

Of our young adults, 80% are male and 20% are female.



EVERYONE DESERVES A CLEAN SLATE

The UTEC Model

Our bold goal is to provide a **pathway** for all proven-risk young adults in the Merrimack Valley

From the first encounter with a Streetworker and throughout their time in UTEC's intensive program guided by the support of a Transitional Coach (TC), young adults rely on positive, trusting relationships; an individualized plan; and a pathway to personal, professional, and educational growth.

On day one enrolled at UTEC, young adults are guaranteed a job in a Social Enterprise, while pursuing an education and accessing wraparound supports like mental health counseling, case management, and whole family engagement.



"My life was rough... I was in and out of jail, but UTEC has changed my life. I've met great people at UTEC, people that I think are family."

DURRELL
FATHER & UTEC YOUNG ADULT

REDUCE RECIDIVISM

87%

young adults who participated in workforce development programming had no new re-arraignments

This re-arraignment rate is one quarter of the state average.

PEOPLE SERVED

>600

young adults served through Streetworker outreach and inreach programs



Streetworker Outreach and Violence Prevention

Streetworkers **chip away** to build trusting relationships with young adults on the streets and in correctional facilities

Outreach and Peacemaking

Streetworkers have remained on-call throughout the COVID-19 pandemic to respond to crises or acts of violence in our communities, averaging 1.5 crisis responses each week. This year, the team launched a 24/7 hotline to ensure that young adults in UTEC programming and on the streets of our communities know how to access the support they need, whenever they need it.

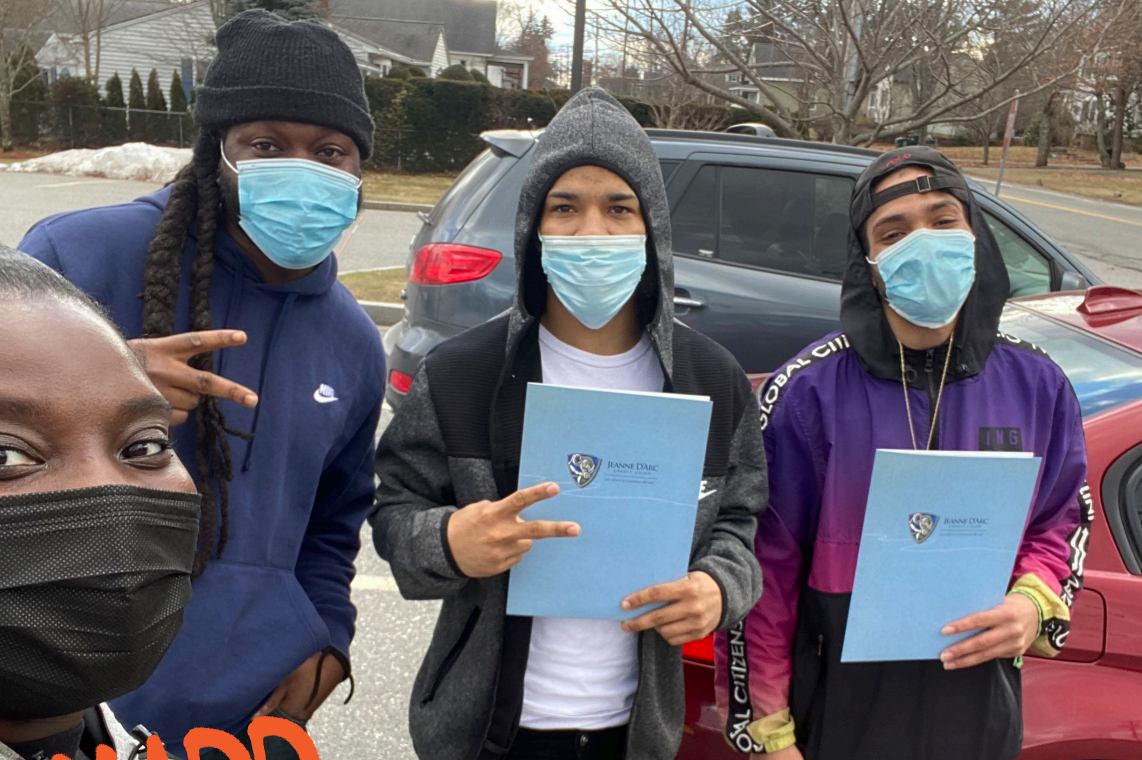
Behind the Walls Programming

Streetworkers go behind the walls of the jails, building trusting relationships with young adults at least 3-6 months prior to their release. Due to COVID-19, there were periods of time that correctional facilities did not allow visitors, but Streetworkers always maintained regular contact with incarcerated young adults via calls and letters and supported their families through regular contact and deliveries of groceries and home essentials.

CRISIS RESPONSE

1.5/week

community crises resolved in the Merrimack Valley thanks to the intervention of UTEC Streetworkers



MADD LOVE



INCREASE STABILITY

63% of surveyed young adults said that UTEC staff helped lower their stress level during COVID-19

Transitional Coaching

Show **madd love** as we build trusting relationships

Once enrolled, young adults are paired with a Transitional Coach (TC), who serves as their primary support person, helping them overcome barriers, set goals, and create work plans to accomplish those goals. Throughout COVID-19, TCs have ensured young adults have the resources they need to work towards their goals, including parenting tools, while at home.

Young adults share that staff lower their stress level by checking up on them, making them feel thought about, bringing food, understanding situations, talking through ideas about how to manage things, supporting goals, and being available to talk.

VIRTUAL WORKSHOPS

86% of young adults attended at least one of the weekly virtual workshops



"Since prioritizing my mental health with my counselor, I've learned how to talk through how I'm feeling to better identify what's going on, and it's been so helpful that I'm not afraid to ask for help anymore."

FILIX
UTEC Young Adult

Blended Education

On-site preparation for a high school credential

As part of their participation in UTEC, young adults who do not have a high school degree can participate in classes to prepare them to take their HiSET (the high school equivalency test).

UTEC purchased Chromebooks to distribute to young adults' homes, so that they were able to work on their HiSET, online learning opportunities, and workforce certifications at home.

This year, the education team began hosting weekly virtual workshops to support young adults' holistic learning on topics ranging from financial literacy to painting, and housing law to cooking.

INCREASE EDUCATION

71% of UTEC participants who attempted a HiSET test, passed at least one HiSET subject area test

Mental Health Services

Seeing beyond the mask and caring for the whole person

Full-time mental health clinicians provide resources for young adults to heal and develop healthy coping mechanisms. This year, UTEC began partnering with correctional facilities to increase access to mental health supports for incarcerated young adults.

PRIORITIZE WELLNESS

1,326 group and 1:1 sessions hosted by UTEC's mental health clinicians



Workforce Development via Social Enterprises

We give young adults a **clean slate** again and again to gain **work experience** and develop **essential job and life skills**

Mattress Recycling

Every young adult starts in our mattress recycling facility where they are provided a job and build employment readiness skills like punctuality, consistency, and problem solving. They **spark sustainability** by diverting over 18,000* mattresses from the waste system (*FY21).

Woodworking

Young adults **think big** by building high quality cutting boards from salvaged wood while learning to take initiative, meeting big deadlines, and developing skills that can be applied to other trades.

UTEC Woodworking began the first phase of its move into a new 30,000 sq ft woodshop, adding 12 new advanced machines and increasing the skills young adults are able to learn in the social enterprise.

Food Services

UTEC Food Services offers young adults broad skills including an understanding of food justice, recipe development, teamwork, and customer service while serving the broader community through Madd Love Meals (see page 11 for more details).

Organizing (New in FY21!)

Organizing and policymaking are officially more than an extracurricular activity at UTEC, as we launched the Organizing Work Crew in June 2021 (see page 14 for more details).



CHIPPING AWAY

32 promotions earned by young adults to advance to the next level of UTEC programming

Madd Love Meals

UTEC **expanded its impact** during the **COVID-19 Global Pandemic**

UTEC Food Services pivoted from catering and events to emergency food assistance. We continued our culinary workforce development program and partnered with community organizations to deliver free, healthy, and culturally appropriate meals to individuals, families, and seniors facing food insecurity across the Merrimack Valley

HEALTHY MEALS

104,605

healthy, culturally appropriate meals delivered across the Merrimack Valley



“UTEC’s work to deliver thousands of healthy, nutritious meals every week through the Madd Love Meals program is a remarkable example of how the organization has stepped up during this challenging time.”

EILEEN DONOGHUE
LOWELL CITY MANAGER

“UTEC is another great Haverhill community resource that has stepped up to feed and support families and seniors during the pandemic. We brought UTEC here to help us with our youth and they are doing great with that, but they are also doing a lot more.”

JIM FIORENTINI
MAYOR OF THE CITY OF HAVERHILL





2Gen Center @ UTEC

A whole family approach to youth work

The 2Gen Early Childhood Education Center shows **madd love** to our young adults by breaking the barrier of generational poverty by providing consistent, affordable education for those who are also young parents. With UTEC's 2Gen Center, professional, daily education is available for families free of charge.

CHILDREN SERVED

15

children served in
2Gen infant through
preschool classrooms

"I have a daughter on the way. I'm so excited to be a dad, and I want to set a good example for her."

FILIX
UTEC YOUNG ADULT

Social-Emotional Learning

Building necessary skills for success at UTEC and beyond

Starting behind the walls and continuing throughout every program, UTEC prepares young adults with the social-emotional skills needed for meaningful success for themselves and their families. Social-emotional competencies include:

- Communication & Relationships
- Growth Mindset
- Self-reflection
- Independence
- Self-management

PLANT SEEDS
OF PEACE



Organizing and Policymaking

Ignite social justice from the streets to the State House

Young adults develop concrete skills through campaign planning, research, persuasive writing, project management, event planning, public speaking, and leadership.

Organizing Work Crew

Organizing and policymaking are officially more than an extracurricular activity at UTEC, as we launched the Organizing Work Crew in June 2021. This group of young adults will focus on **igniting social justice** through local, grassroots organizing efforts full time, which will provide them with a pathway to activism and political leadership.



Expungement

Thanks to the advocacy of young people, an expansion to the expungement law was included in the Racial Justice Bill signed on Dec. 31, 2020, increasing access to a **clean slate** to more young people.

UTEC Council

In January 2021, UTEC re-established its Youth Leadership Council to ensure young adults have a dedicated space to provide meaningful feedback that shapes UTEC programming and be compensated for their contributions.

UTEC COUNCIL

13

UTEC Youth Leadership Council meetings held since January 2021

SYSTEMIC INVESTMENTS

\$14M

in new statewide funding for violence prevention and reentry thanks to advocacy efforts

Budget Advocacy

Through coalition work, UTEC was pleased to take the lead in successfully advocating for \$14M in new statewide funding to support both neighborhood-based gun violence prevention and emerging adult reentry services.

#UTECVotes

We make it a priority to register all eligible young adults to vote, and in FY21, we took the day off of general programming to participate in both the primary and general elections.

Training Center

Equipping youth organizations and creating systems change

UTEC's training center is a place where community-based violence prevention programs across the state gather, network, learn, grow, and share. Significant work has also occurred with varied institutional partners (i.e. corrections) to help advance further innovations through a convening of leaders, as well as customized program design, technical assistance and training. Overall highlights include

Training Center for Excellence

Addressing gun violence with 15 organizations across the state through both a public health and racial equity lens, supported by the MA Department of Public Health

Emerging Adults Reentry Project

Developing a continuum of services for emerging adults ages 18-24 returning from incarceration, and providing training to correctional officers in emerging adult best practices supported by the MA Executive Office of Public Safety and Security

Emerging Leaders Cohort

A small group of professionals focused on developing and networking with the next generation of leaders of color in violence prevention

New England Streetworker Conference

Annually, the largest gathering of streetworkers in the country.

LEARNING SESSIONS

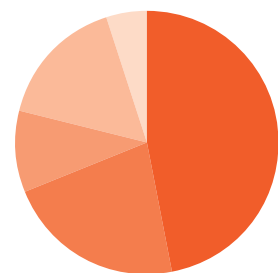
50+

training sessions facilitated across the Training Center's various programs

THINK BIG

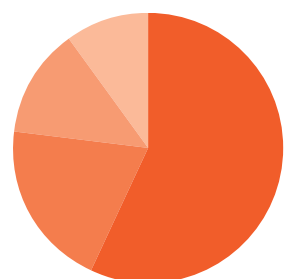
FY21 by the Numbers

OVERALL REVENUE



Government Grants & Contracts	47%
Individual & Corporate Giving	22%
Social Enterprise Revenue	10%
Private & Corporate Grants	16%
Other Revenue	5%
Total Revenue	100%

OVERALL EXPENSES



Personnel Expense	57%
General Expenses	20%
Program Expenses	13%
Occupancy	10%
Total Expenses	100%

"Thank you for investing in us
and believing in our future."

JOVAN
UTEC YOUNG ADULT

SPARK SUSTAINABILITY

In FY21, UTEC maintained over 50 annual grants and contracts that help sustain our organization, in addition to the support received by 721 individuals. Madd Love to all our government, private, and corporate funders for the year, listed below in alphabetical order.

Affirmative Investments	Fish Family Foundation	Nordson Corporation Foundation
Al Wainwright - Affirmative Investments	Frederick E. Weber Charities Corporation	One8 Foundation
Align Credit Union	George H. and Jane A. Mifflin Memorial Fund	OneWorld Boston
Alvarium Foundation	Granite State Development Corporation	Pentucket Bank*
Amelia Peabody Foundation	Greater Lowell Community Foundation	People's United Community Foundation
Anderson Foundation	Hannaford Supermarket Lowell	Project M25
Annie E. Casey Foundation	Horne Family Foundation	Red Hat, Inc.
Ascend at the Aspen Institute*	Jacques Pepin Foundation	REDF
Avison Fund	James C. Melvin Trust	Robert Wood Johnson Foundation*
Bank of America Charitable Foundation	Jason Hayes Foundation	Rockland Trust Charitable Foundation
Berkshire Bank Foundation	Jeanne D'Arc Credit Union	Roy A. Hunt Foundation
Cambodian Mutual Assistance Association of Lowell, Inc (CMAA)	King Boston	Rx Foundation
Catalyst Kitchens	Lichten & Liss-Riordan	South Church in Andover
Cedar's Foods	Linde Family Foundation	TD Charitable Foundation
Center for Hope & Healing	Lookout Foundation*	The Boston Foundation
Clipper Ship Foundation	Lowell Sun Charities	The Clowes Fund, Inc.*
Community Development Block Grant, Haverhill	MA Department of Early Education and Care	The Edward S. and Winifred G. Moseley Foundation
Community Development Block Grant, Lowell	MA Department of Public Health*	The Herman and Frieda L. Miller Foundation
Converse	MA Department of Transitional Assistance	The Hyams Foundation, Inc.*
Corning Incorporated Foundation	MA Department of Youth Services	The Kresge Foundation*
Covanta	MA Executive Office of Energy and Environmental Affairs	The Peter and Elizabeth C. Tower Foundation
CTP Boston	MA Executive Office of Health and Human Services	TK Foundation*
Cummings Foundation*	MA Executive Office of Public Safety and Security	Trinitarian Congregational Church
DCU for Kids	MA Probation Service	Trinity Episcopal Church
Devonshire Foundation	Mabel Louise Riley Foundation	U.S. Department of Health and Human Services
Dollar General Literacy Foundation	Major League Baseball Players Association	U.S. Department of Justice
Early Head Start via Community Teamwork	Menemsha Family Fund	Ultimate Kronos Group (UKG)
Eastern Bank Foundation	Middlesex Sheriff's Office	United Way of Massachusetts Bay and Merrimack Valley
Entegra Development & Investment	Moses Kimball Fund	West Parish Church of Andover
Enterprise Bank and Community Trust	Nathaniel and Elizabeth P. Stevens Foundation	William P. Anderson Foundation
Ernst & Young	Nellie Mae Education Foundation	Wilmington United Methodist Church
Essex County Community Foundation	Nobis Engineering	Winchester Unitarian Society
First Congregational Church in Winchester		Winning Home, Inc.
First Parish of Chelmsford		Winter-Lehman Family Foundation
First Parish Church United		

*Indicates funding that was a part of a multi-year commitment to young adults at UTEC.

IGNITE SOCIAL JUSTICE

Diversity, Equity, and Inclusion

Staff and young adults' success relies on equitable and inclusive practices

In FY21, UTEC focused heavily on evaluating and strengthening our own DEI work within our program. We are appreciative of all the work staff has accomplished to make improvements across the organization after the completion of a third-party equity audit. The work will be ongoing, and below are some highlights from the year:

Governing

- Restructured our Leadership Team, now comprised of 58% people of color
- Board of Directors went from 18% to 36% people of color and established a DEI committee

Human Resources

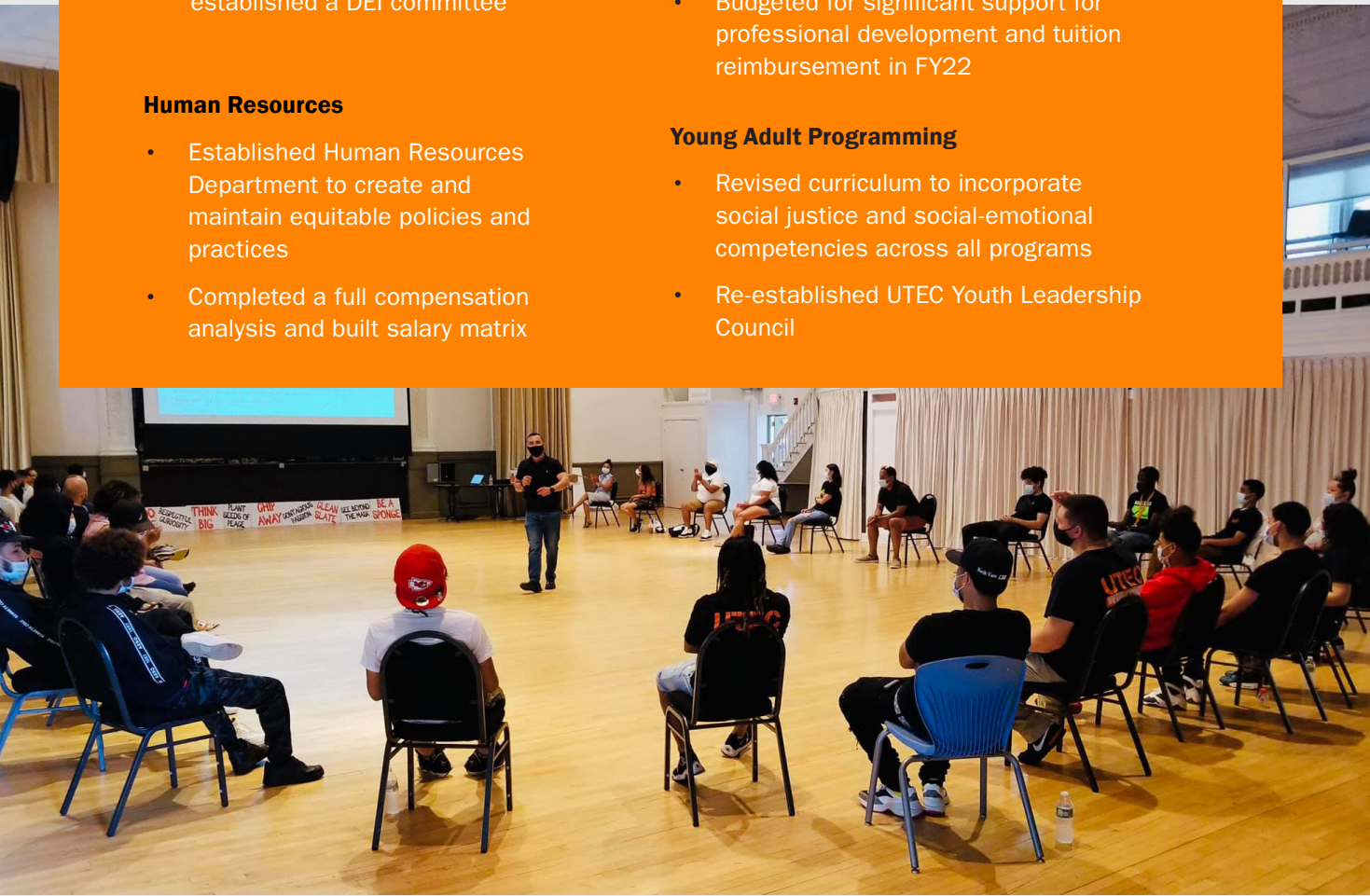
- Established Human Resources Department to create and maintain equitable policies and practices
- Completed a full compensation analysis and built salary matrix

Professional Development

- Administered trainings in Trauma-Informed Care, Healthy Masculinity, and Restorative Justice, and have begun ongoing DEI trainings with consultants, Peace of Culture
- Budgeted for significant support for professional development and tuition reimbursement in FY22

Young Adult Programming

- Revised curriculum to incorporate social justice and social-emotional competencies across all programs
- Re-established UTEC Youth Leadership Council



UTEC Board Members*

M. Scott Mellen, CHAIR President & Chief Operating Officer wTe Corporation	Jonathan Dowst President Pentucket Bank	Tim Nichols Chief of Organizational Effectiveness Ropes & Gray LLP
JuanCarlos Rivera Aviles Director of Operations Boys & Girls Club of Greater Lowell	Belinda Juran Retired Partner WilmerHale	Lon Povich Counsel, Anderson & Kreiger; Former Chief Legal Counsel for the Office of the Governor of Massachusetts
Brandon Colon Director of Investments Battery Global Advisors	Jonathan M. Kelly Portfolio Manager Fidelity Management and Research	Barb Vlachich Vice President, Global Sales Ops & Chief Of Staff Ultimate Kronos Group
Gregg Croteau Chief Executive Officer UTEC, Inc.	Neil Maniar, PhD, MPH Professor Of Public Health Practice and MPH Program Director Northeastern University	Joseph (Jody) White, MBA, FACHE Chief Executive Officer, Circle Health, and President, Lowell General Hospital
Sandyha S. Douglas, CFA Senior Managing Director Wellington Management Company	Juana Matias Chief Operating Officer MassINC	

Advisory Council Members*

UTEC Advisory Council Members

Nish Acharya CEO, Equal Innovation Consulting	Nancy Donahue Philanthropist
Jennifer Aronson Associate Vice President for Programs, The Boston Foundation	David Ennis President, Affirmative Investments
Don Berwick President Emeritus, Institute for Healthcare Improvement (IHI)	Kelly Fitzsimmons Founder and Managing Director, Project Evident
Szifra Birke Principal, Birke Consulting	Michael Gallagher Founding Partner, Gallagher & Cavanaugh, LLP
Honorable Jay Blitzman Retired First Justice, Middlesex County Juvenile Court	James Geraghty Executive Director, Morgan Stanley Private Wealth Management
Dinah Buechner-Vischer President, Lookout Foundation	Rufus Gifford U.S. State Department Chief of Protocol
Mary Burns Principal, Splash Media Group Boston, LLC & Capital Advertising, LLC	Philip Giudice Former CEO and President, Ambri, Inc.
Joann Chen Director, Employment Technology Funds (Jobs for the Future (JFF))	Tito Jackson Former City Councilor, City of Boston
Julie Chen Vice Chancellor for Research and Innovation, University of Massachusetts Lowell	Juliette Kayyem Belfer Lecturer in International Security, Harvard University Kennedy School
Tom Clay CEO, Xtalic Corporation	Jeff McCormick Managing Partner, Saturn Partners
Fred Conover President, CTP Boston	Thaddeus Miles Director of Community Services, MassHousing
Laura Derba Former North Atlantic Regional President, Whole Foods Market	Steven Panagiotakos Former State Senator Chair of Senate Ways and Means Committee
John DiGiovanni President, Trinity Management, LLC	Doug Rauch Founder and President, Daily Table (Former President, Trader Joe's)
	Elizabeth Reilinger Founder and Managing Partner, Leadwell Partners

Bob Rivers President, Eastern Bank
Sally Sharp Lehman Principal, Sharp Lehman Consulting, LLC
Richard Snyder Of Counsel, Duane Morris, LLP
Mark Sylvia Managing Director, BlueWave Solar
Dan Wolf CEO, Cape Air

Ex-Officio Advisory Council Members

Kevin Coppinger Sheriff, Essex County Sheriff's Office
Eileen Donoghue City Manager, City of Lowell, MA
James Fiorentini Mayor, City of Haverhill, MA
Lane Glenn President, Northern Essex Community College
Peter Koutoujian Sheriff, Middlesex Sheriff's Office
John Leahy Mayor, City of Lowell, MA
James Mabry President, Middlesex Community College
Marian Ryan District Attorney, Middlesex County
Dan Rivera Former Mayor, City of Lawrence, MA

**Support UTEC's mission of helping
young adults create success and **better futures**
for themselves and their families!**



DONATE ➤

To invest in young adults
and UTEC's many programs,
visit UTECInc.org/donate



SHOP ➤

To shop products made by young
adults in UTEC's social enterprises,
visit UTECInc.org/shop



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Programs

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