OUTCOMES AND IMPACT REPORT
FISCAL YEAR 2021
UTEC is a place where we assume goodness behind everyone’s actions. We show mad 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.

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.

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

UTEC is a Catalyst

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

ANTWON YOUNG ADULT

UTECINC.ORG
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

Young Adults | 119
Average Age at Intake | 20.3

Demographics

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

52% Latino/a
19% Multiracial
12% Black
9% White
8% Asian

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.

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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.

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
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.

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.

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.

“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

INCREASE STABILITY

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

INCREASE EDUCATION

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

VIRTUAL WORKSHOPS

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

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

PRIORITY 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).

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.

“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

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

CHIPPING AWAY
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
UTECH 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
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.

**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.

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**UTEC Council**

**13**

UTEC Youth Leadership Council meetings held since January 2021

**Learning Sessions**

**50+**

training sessions facilitated across the Training Center’s various programs

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**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.
**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

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**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.

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*Indicates funding that was a part of a multi-year commitment to young adults at UTEC.
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 38% 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

Advisory Council Members*

UTEC Advisory Council Members

Nish Acharya
CEO, Equal Innovation Consulting
Jennifer Aronson
Associate Vice President for Programs, The Boston Foundation
Don Bernard
President Emeritus, Institute for Healthcare Improvement (IHI)
Aliza Birke
Principal, Birke Consulting
Honoroble Jay Bittman
Retired First Justice, Middlesex County Juvenile Court
Dinh Buehner-Vischper
President, Lookout Foundation
Mary Burns
Principal, Splash Media Group Boston, LLC & Capital Advertising, LLC
Joan Chan
Director, Employment Technology Funds (Jobs for the Future (JFF))
Julie Chen
Managing Partner, Capital Opinion Partners
Michelle Enns
President, Affirmative Investments
Kathy Fitzsimmons
Founder and Managing Director, Project Evident
Michael Gallager
Executive Director, Gallagher & Cavanaugh, LLP
James Geraghty
Director, Employment Technology Funds (Jobs for the Future (JFF))
Phillip Giudice
Former CEO and President, Amrini, Inc.
Tina Jackson
Former City Councilor, City of Boston
Juliette Kayyem
Former State Senator, City of Boston
Jeff McCannick
Managing Partner, Saturn Partners
Thaddeus Miles
Director of Community Services, MassHousing
Steven Panagiotakos
Executive Director, Senator Ways and Means Committee
Doug Rauch
Founder and President, Daily Table (Former President, Trader Joe’s)
Elizabeth Reilinger
Founder and Managing Partner, Leadwell Partners

M. Scott Mellen, CHAIR
President & Chief Operating Officer
xTe Corporation
JuanCarlos Rivera Aciles
Director of Operations
Boys & Girls Club of Greater Lowell
Brandon Colen
Director of Investments
Battery Global Advisors
Gregg Croteau
Chief Executive Officer
UTEC, Inc.
Sandyb S. Douglas, CFA
Senior Managing Director
Wellington Management Company
Jonathan Dowst
President
Pentucket Bank
Belinda Jurin
Retired Partner
WilmotRehle
Jonathan M. Kelly
Portfolio Manager
Fidelity Management and Research
Noel Manier, PhD, MPH
Professor of Public Health Practice and MPH Program Director
Northeastern University
Juana Matias
Chief Operating Officer
MaxaRI

Tim Nichols
Chair of Organizational Effectiveness
Rogers & Gray LLP
Les Pournich
Managing Partner
Anderson & Kreiger; Former Chief Legal Counsel for the Office of the Governor of Massachusetts
Bob Vrackic
Executive Director, Whole Health Support, Massachusetts’ Office of the Governor

* Members as of September 2021
Support UTEC's mission of helping young adults create success and **better futures** for themselves and their families!

To invest in young adults and UTEC's many programs, visit [UTECInc.org/donate](https://www.UTECInc.org/donate)

To shop products made by young adults in UTEC's social enterprises, visit [UTECInc.org/shop](https://www.UTECInc.org/shop)

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