

ABOUT THE REPORT

Program Analysis Reports are a resource to help donors and funders better understand the landscape of nonprofits addressing a specific social issue, recognize trends in the field, and identify funding opportunities. These reports are developed by Social Impact Research (SIR), the independent research department of Root Cause. The metrics used to analyze the program are based on the recommended approach to providing a high-quality workforce development program; this approach is described in SIR's social issue report. SIR analyzes organizations in three categories: program performance, organizational health, and field advancement. Each report focuses on a particular program and provides aggregate benchmarking data for programs addressing the same issue in a specific region. For information about the field in Massachusetts, please see SIR's state report.

ABOUT THE PROGRAM

The Asian American Civic Association (AACA) is a multi-service center that has served and advocated for the needs of immigrants and other economically disadvantaged people since 1967. Focused on economic self-sufficiency and participation in American society, AACA provides English classes, social services, childcare, and job training, as well as publishing a local newspaper. AACA began its workforce development program in 1984 to train participants for roles in specific industries: banking personnel, automotive technicians, and building maintenance professionals.

PROGRAM DATA

# SERVED IN INCEPTION YEAR (1984)	# SERVED IN 2010	COST PER BENEFICIARY*
30	121	\$6,184

* Cost per beneficiary is reported by the organization; calculations vary across organizations and should not be used to compare organizations.

PROGRAM ANALYSIS SUMMARY

ANALYSIS RESULTS

This report reflects research and analysis conducted in October 2011 on four workforce development programs serving adults in Greater Boston. In this section, AACA's results are compared with peer organizations. AACA's results, shown in orange, are compared with the results of these four nonprofits, shown in green. The sections on the back of the report provide detailed information about the analysis, including strengths and areas for improvement in the three categories. For details about SIR's analysis, please refer to the "how we analyze" supplemental document.

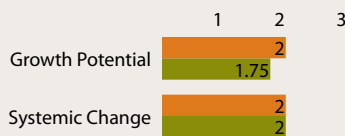
PROGRAM PERFORMANCE



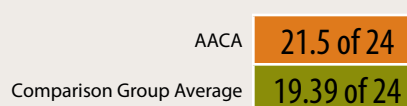
ORGANIZATIONAL HEALTH



FIELD ADVANCEMENT



TOTAL SCORE



■ AACA ■ Comparison Group Average

PROGRAM OUTCOMES

GRADUATION RATE IN 2010 ^a		JOB PLACEMENT RATE IN 2010 ^b		JOB RETENTION RATE IN 2010 ^c	
AACA	Comparison Group Average	AACA	Comparison Group Average	AACA	Comparison Group Average
98%	76%	77%	71%	89%	72%
% OF PARTICIPANTS SATISFIED WITH PROGRAM ^d		AVERAGE WAGES PRIOR TO PROGRAM		AVERAGE WAGES AFTER PROGRAM COMPLETION	
AACA	Comparison Group Average	AACA	Comparison Group Average	AACA	Comparison Group Average
95%	91%	\$2.76/hour	\$1.27/hour	\$13.02/hour	\$13.89/hour

^a Shows the percentage of participants who graduated from the program of those enrolled

^b Shows the percentage of program graduates who were placed in a job after graduation

^c Shows the percentage of program graduates placed within six months who held the same job six months after placement

^d As reported by the organization

EVALUATING BENCHMARKING

When comparing analysis results and outcome data, donors and funders should consider the age of the program, the type of screening the program conducts before accepting applicants, and the population served by the program.

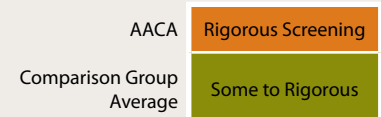
AGE OF PROGRAM (YEARS)

The age of the program is important because data collection and analysis can be costly, and therefore, younger organizations may not be collecting data or achieving outcomes at the level of their older peers.



TYPE OF APPLICANT SCREENING

Organizations that screen applicants and have rigorous entry requirements often show better outcomes than programs that accept all who apply.



POPULATION SERVED

Population served is important because while organizations that serve a high-risk population may report lower success rates, they often provide a greater opportunity for return on investment.

AACA serves adults who are:

- Immigrants
- Low-income, non-immigrants

CONTACT INFORMATION

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PROGRAM PERFORMANCE

SIR has identified three key components for a workforce development program which comprise the recommended approach, and are listed below. The activities below each component are common services that nonprofits provide. To evaluate program performance, SIR analyzes eight indicators in the three categories below.

	TECHNICAL TRAINING AND EDUCATION		EMPLOYMENT PREPARATION AND PLACEMENT SERVICES			COMPLEMENTARY SOCIAL SERVICES		
	D*	P*		D	P		D	P
Selects high-growth industries	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Offers soft-skills training and job search support	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Refers unqualified applicants to other programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Collects input on curricula from employers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Offers individualized job placement advising	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Assigns case managers to participants	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Includes industry certificates in curricula	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Guarantees interviews with employer partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides support to enable program completion (e.g., transportation, housing, child care)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Offers internship, job simulation, or shadowing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Offers post-graduation employment support	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provides stipend to participants during training	<input type="checkbox"/>	<input type="checkbox"/>

*D indicates that the program provides this service directly; P indicates that the program helps participants receive this service through partner organizations; No check indicates that the service is not offered

RATIONALE FOR SCORE

- Technical Training and Education:** Industry stakeholders play an important role in the design of industry-based workforce development programs. AACA's curricula in the banking, automotive, and building maintenance industries are strong due to constant feedback obtained from employer partners in these industries.
- Participants in the building maintenance program benefit from required internships.** In addition, the automotive and banking programs provide participants with hands-on opportunities through job simulations, job shadowing and internships. AACA should continue to explore options for providing internship placements for participants in the banking and automotive program.
- Employment Preparation and Placement Services:** AACA understands the unique needs of its participants. Its job readiness programs include vocational English language and American work culture lessons contextualized to specific industries. Dedicated and multilingual recruitment coordinators conduct outreach among various immigrant populations.
- Complementary Social Services:** To ensure program completion, participants are supported through case managers and employment specialists who connect candidates to social services and employers. Participants benefit from a vast, formalized network of referral agencies, such as the Asian Task Force Against Domestic Violence, public housing authorities, and Tufts Medical Center.

ORGANIZATIONAL HEALTH

FINANCIAL STABILITY

SIR analyzes financial stability using three years of data, including debt-to-equity ratio, current ratio, cash reserves, and funding diversity.



To evaluate organizational health, SIR analyzes 10 indicators within the three categories, shown to the left, across the entire organization.

RATIONALE FOR SCORE

- Financial Stability:** While a financially sound organization, AACA could strengthen its committed philanthropic individual donor base.
- Management and Governance:** Workforce development programs benefit tremendously from an active board that participates regularly in fundraising, planning, and marketing activities; addresses any arising issues; and attends organization-sponsored events. At AACA, the board primarily serves a fundraising and fiscal role and the members are also involved in key strategic decisions.
- Performance Measurement:** A strong performance measurement system is important to identify participants needs, set program goals, and identify areas to improve programs and the organization. AACA does this well through collecting a variety of data, including social impact data such as the decrease in people collecting unemployment, increase in residents paying taxes, and increase in family stability.
- To be transparent, workforce development programs should provide high-quality information publicly on its mission, vision, core values, business model, programs, financials, outcomes, and impact.** AACA demonstrates a high-level of transparency through including programmatic results and outcome data on its website.

MANAGEMENT AND GOVERNANCE

MANAGEMENT		GOVERNANCE	
Leadership team has in-depth experience	<input checked="" type="checkbox"/>	High level of transparency	<input checked="" type="checkbox"/>
Leadership team encourages a learning culture	<input checked="" type="checkbox"/>	Board members represent a variety of fields	<input checked="" type="checkbox"/>
Business or strategic plan is current	<input checked="" type="checkbox"/>	Board meets at least quarterly	<input checked="" type="checkbox"/>

PERFORMANCE MEASUREMENT

COLLECTS DATA	<input checked="" type="checkbox"/>	ANALYZES DATA	<input checked="" type="checkbox"/>	REPORTS DATA PUBLICLY*	<input type="checkbox"/>
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* Indicates that program and outcome data are easily accessible by the general public, for example on its website

FIELD ADVANCEMENT

To evaluate field advancement, SIR analyzes seven indicators in the two categories listed below.

GROWTH POTENTIAL		SYSTEMIC CHANGE ACTIVITIES	
Has a growth plan	<input checked="" type="checkbox"/>	Field-building research	<input type="checkbox"/>
Plans to improve quality	<input checked="" type="checkbox"/>	Technical assistance for other programs	<input type="checkbox"/>
Plans to scale	<input checked="" type="checkbox"/>	Advocacy and awareness raising	<input checked="" type="checkbox"/>
Plans to replicate	<input type="checkbox"/>	Networking and partnerships	<input checked="" type="checkbox"/>

RATIONALE FOR SCORE

- Growth Potential:** An effective multi-year growth plan considers stakeholder needs with measurable goals and identifies potential funders to support the

growth. AACA's growth plan includes potential expansion to Quincy or Malden, but it still requires developing a business plan to determine the potential return and secure funding.

- Systemic Change:** With a successful, long-standing program, AACA has an opportunity to advance the field of workforce development through conducting or participating in research on the effectiveness of AACA's programs and providing technical assistance to other organizations.
- Cross-sector collaborations are essential for creating and sustaining systemic change.** AACA focuses on forming collaborations and sharing best practices in workforce development through coalitions including the Job Training Alliance, SkillWorks, the Workforce Solutions Group, the Chinatown Community Education Partnership, and the Chinatown Coalition.
- Leadership and staff are regularly involved in advocacy activities to improve opportunities for immigrants and refugee populations as members of the Massachusetts Immigrant and Refugee Advocacy Coalition and Job Training Alliance.**