



**CITY OF BOSTON**  
**PAYMENT IN LIEU OF TAXES**  
**(PILOT) PROGRAM**  
*Fiscal Year 2018*



## **OVERVIEW**

Boston is the economic and cultural center of New England and is home to some of the world's most renowned hospitals, cultural institutions and universities. Boston is fortunate to have such a vibrant nonprofit sector that provides exceptional healthcare, research and education to its residents and the greater region. In addition to fulfilling their charitable missions, these large institutions are significant economic generators that form the backbone of Boston's knowledge-based economy. The five largest employers in Boston are all tax-exempt institutions, which represent 7.4% of total Boston employment.

The City has one of the nation's most recognized PILOT programs due in large part to the City's unique partnerships with its major nonprofit institutions. The city's educational, medical and cultural institutions, which constitute about 5.7% of total city area, are exempt from paying property taxes. Each year, Boston asks its largest tax-exempt institutions to make a Payment in Lieu of Tax (PILOT), a voluntary contribution in the form of cash and community benefits equal to 25% of what the institution might pay if taxable. Institutions may reduce this voluntary cash amount by up to 50% by providing proof of qualifying community benefits. Community benefits that qualify for credit toward an institution's cash PILOT must be quantifiable contributions to society that accrue uniquely to Boston residents. Examples of these programs include academic scholarships, job training initiatives, health disparities programs, and more. Linkage payments, permits and inspections fees on real estate, and student or employee spending are examples of expenditures that would **not** qualify for the community benefits deduction.

In Boston, where the amount of tax-exempt land exceeds taxable land, voluntary PILOT contributions are a critical source of City revenue, reducing the public cost of property exemptions. The community benefit contributions have a significant impact in improving the lives of Bostonians. To strengthen the partnership between Boston and its tax-exempt institutions, the City is fully committed to working with its nonprofit partners to the benefit of Boston residents.

Mayor Walsh has made full implementation of and participation in the current PILOT program a priority. Since FY14, the City has increased voluntary cash payments from \$26M to \$33.6M, a 29% increase. However, there is still progress to be made in achieving a thriving PILOT program. In FY18, the City requested \$104.1M in voluntary PILOT contributions and received \$83.9M in combined cash and community benefits contributions. 81% of the FY18 request was met. Most of the variance can be attributed to educational institutions that either did not make a cash payment or did not pay the full value of the requested cash payment. The collection and tracking of PILOT community benefits has also improved. 40 of the 47 institutions submitted community benefits reports, resulting in \$50.2M in community benefits spending credit in FY18. Institutions that did not submit community benefits reports did not receive credit. Twenty-nine institutions submitted community benefit reports in 2017.



## **CASH PAYMENTS**

As highlighted by the 2011 PILOT Taskforce, the City of Boston has significant limitations imposed by state law on the type and amount of revenues it can raise to support annual operations costs. At the time of the report, Boston relied on property taxes for 64% of its annual budget; today, that number is 70%. At the same time, the downward trajectory of state aid has continued. In FY11, we received \$248M of net state aid. In FY19, Boston's budget includes only \$159M.

Voluntary PILOT cash contributions are the **sixth** largest source of revenue in the City's annual budget. The cash payments support critical City services including fire, police and snow removal. These services are provided across the city, regardless of the occupant tax status. The PILOT cash contribution program offers tax-exempt landowners an opportunity to voluntarily support these services that are to their benefit, as well as many other important city programs.

While both types of PILOT contributions are valuable to the City of Boston and its residents, cash contributions are the most advantageous for the City. This revenue source allows the City to make investments that advance prosperity, opportunity and equity for all Bostonians.

In FY18, the City received **\$33.6M in voluntary cash contributions** from participating institution partners, \$1.2M more than or a 3% increase from FY17. Since Mayor Walsh took office in FY14, voluntary cash contributions have increased from \$26M. Full results from FY2018 can be found in Appendix A.

## **COMMUNITY BENEFITS**

As outlined by the 2011 PILOT Taskforce, PILOT Community Benefits are broadly defined as services that directly benefit City of Boston residents; support the City's mission and priorities with the idea in mind that the City would support such an initiative in its budget if the institution did not provide it; emphasize ways in which the City and the institution can collaborate to address shared goals; and, are quantifiable. Lastly, PILOT Community Benefits should include only those investments that are **above and beyond** the institution's existing commitments such as Institutional Master Plan requirements, Article 80 requirements, Determination of Need and the like.<sup>1</sup> Examples of PILOT Community Benefits programs include academic scholarships, job training initiatives, health disparities programs, and more detailed examples from select institutions in FY18 are available in the Appendix B.

In FY18, forty institutions submitted PILOT Community Benefits reports and received \$50.2M in community benefits spending credit. To better understand the impact of PILOT

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<sup>1</sup> For more information on Institutional Master Plans coordinated by the Boston Planning & Development Agency, see <http://www.bostonplans.org/planning/institutional-planning/institutional-planning>



Community Benefits across the city, this year's submissions were broadly categorized. The following categorization is a preliminary assessment based on the information provided about each Community Benefit by our partner institutions. All submitted Community Benefits were categorized, with the exception of some programs which require more information before making an assessment. Please note that additional benefits to the community through Institutional Master Plan requirements, Article 80 requirements, Determination of Need and other means are not accounted for in this analysis.

**Table 1:** Preliminary Assessment of Community Benefits Programs\*

Category	Sum of Amount (\$)
<b>Education:</b> post-secondary access, scholarships, school funding, supports and resources, and investment in educational environment	\$55,432,433
<b>Community Health:</b> community health initiatives, education and outreach beyond the charitable mission of the institution	\$29,923,205
<b>Good Neighbor Activity:</b> donations of facilities, goods, and/or supplies, monetary support of community associations, volunteer activities, and paid student internships	\$27,465,015
<b>Built Environment:</b> active transportation options, parks and open space, access to healthy foods	\$13,648,051
<b>Cultural:</b> access to cultural spaces, activities and programs	\$8,406,691
<b>Employment:</b> workforce development programs, job readiness training, summer jobs program	\$6,726,303
<b>Social Environment:</b> social networks, participation, cohesion, capital, support, inclusion, integration, and norms	\$3,515,348
<b>Violence Prevention:</b> youth violence, sexual violence and other community violence	\$3,352,393
<b>City Fellowships and Co-ops:</b> fellowships and co-ops at City departments	\$1,156,079
<b>Housing:</b> development and maintenance of safe, stable, affordable living accommodations**	\$492,725
<b>Total</b>	<b>\$150,118,523</b>

\*Does not include programs that are not recognized as community benefits in FY18

\*\*For more information on student housing, see [Student Housing Trends 2017-18 Academic Year](#)

In general, Boston's PILOT partners are investing in areas that leverage their skills and capabilities. While institutions are investing across many categories, educational institutions are the leaders in education, medical institutions are the leaders in community health, and cultural institutions are the leaders in cultural benefits.



**Table 2:** Preliminary Assessment of Community Benefits Programs by Sector\*

Category	Educational Institutions	Medical Institutions	Cultural Institutions
Education	\$53,232,955	\$1,995,004	\$204,474
Community Health	\$7,624,281	\$22,289,145	\$9,779
Good Neighbor Activity	\$26,616,526	\$556,975	\$291,515
Built Environment	\$12,450,549	\$306,422	\$891,080
Cultural	\$206,938	\$34,230	\$8,165,523
Employment	\$3,797,481	\$ 2,769,627	\$159,195
Social Environment	\$903,028	\$2,014,441	\$597,879
Violence Prevention	\$75,274	\$3,277,119	
City Fellowships and Co-ops	\$1,156,079		
Housing**	\$50,000	\$442,725	
<b>Grand Total</b>	<b>\$106,113,110</b>	<b>\$33,685,688</b>	<b>\$10,319,444</b>

\*Does not include programs that are not recognized as community benefits in FY18

\*\*For more information on student housing, see [Student Housing Trends 2017-18 Academic Year](#)

In FY18, there were 17 programs (Table 3) that were not recognized as PILOT community benefits based on the information provided by partner institutions. While these programs may have a positive impact on the community, they are beyond the scope of PILOT community benefits for a variety of reasons, from overlap with an institution's Institutional Master Plan to a lack of information on the program. It is important to note that each of these institutions submitted other Community Benefit programs that met the credit cap. Given the large number of Community Benefit programs submitted this year, additional programs may be added to this list over time.

**Table 3:** Programs Submitted in FY18 Beyond Scope of PILOT Community Benefits

- Boston College High School, Salaries / Benefits Paid to Boston Residents
- Boston College High School, Savings to City of Boston Public Schools based on Total Expenditure per Student
- Fisher College, Economic Impact on Boston
- Massachusetts Eye & Ear Infirmary, Bad Debt
- Massachusetts Eye & Ear Infirmary, Free Care for Boston Residents
- Massachusetts Eye & Ear Infirmary, Subsidized Public Transportation Program for Employees
- Museum of Fine Arts, BRA Housing Exaction Program
- New England Baptist Hospital, Greater Boston Chamber of Commerce Membership
- New England Baptist Hospital, Subsidized Public Transportation Program for Employees



- New England Baptist Hospital, Tuition Assistance for Employees
- New England College of Optometry, Uncompensated Care Pool
- Northeastern University, Carter Playground
- Simmons College, Expenditures by Simmons with Boston-based vendors and by students using “Fenway Cash”
- Simmons College, City License Fees
- Simmons College, Salaries Paid to Boston
- Wentworth Institute, Employee Transportation Benefit

Seven institutions did not submit Community Benefits programs in FY18:

Boston College

Harvard Vanguard

Hebrew Rehab

Institute of Contemporary Art

Joslin Diabetes Center

Roxbury Latin School

Shriners Hospital

## **MOVING FORWARD**

In FY19, the City will work with PILOT institutions to ensure that (1) the importance of the voluntary cash payments is understood (2) proof of qualifying Community Benefits programs are submitted and (3) all submitted Community Benefit programs include appropriate information, meet the goals outlined by the PILOT Taskforce, and are **above and beyond** the institution’s existing commitments such as Institutional Master Plan requirements, Article 80 requirements, Determination of Need and the like.





**APPENDIX A:**  
*FY 2018 PILOT Recap*



## Fiscal Year 2018 Educational PILOT Contributions

Educational Institution	% PILOT Request Met	PILOT Value Basis	Requested PILOT	Community Benefits Credit	Cash Contribution	Outstanding Balance
Berklee College	75%	\$ 172,081,023	\$ 1,142,508	\$ 571,254	\$ 285,630	\$ 285,624
Boston Architectural College	100%	\$ 19,056,500	\$ 33,072	\$ 16,536	\$ 16,536	\$ -
Boston College	10%	\$ 526,217,533	\$ 3,577,967	\$ -	\$ 347,098	\$ 3,230,869
Boston College High School	50%	\$ 27,176,500	\$ 99,273	\$ 49,637	\$ -	\$ 49,637
Boston University	87%	\$ 2,071,810,324	\$ 16,507,646	\$ 8,253,823	\$ 6,100,000	\$ 2,153,823
Catholic Memorial	50%	\$ 16,287,371	\$ 10,496	\$ 5,248	\$ -	\$ 5,248
Emerson College	57%	\$ 250,971,000	\$ 1,923,836	\$ 961,918	\$ 141,591	\$ 820,327
Emmanuel College	56%	\$ 194,556,700	\$ 1,463,899	\$ 731,949	\$ 90,000	\$ 641,949
Fisher College	50%	\$ 44,638,499	\$ 241,638	\$ 120,819	\$ -	\$ 120,819
Harvard University	79%	\$ 1,549,072,744	\$ 12,487,756	\$ 6,243,878	\$ 3,564,529	\$ 2,679,350
Mass College of Pharmacy	100%	\$ 109,297,000	\$ 768,789	\$ 384,395	\$ 384,395	\$ -
NE College of Optometry	100%	\$ 25,065,500	\$ 82,063	\$ 41,031	\$ 41,031	\$ -
New England Conservatory	50%	\$ 29,747,000	\$ 120,230	\$ 60,115	\$ -	\$ 60,115
Northeastern University	63%	\$ 1,423,782,813	\$ 11,237,505	\$ 5,618,752	\$ 1,500,000	\$ 4,118,752
Roxbury Latin School	0%	\$ 52,829,300	\$ 308,417	\$ -	\$ -	\$ 308,417
Showa Institute	100%	\$ 42,694,600	\$ 225,790	\$ 112,895	\$ 112,895	\$ -
Simmons College	50%	\$ 139,730,000	\$ 1,016,905	\$ 508,452	\$ -	\$ 508,452
Suffolk University	83%	\$ 186,133,200	\$ 1,395,223	\$ 697,612	\$ 465,700	\$ 231,912
Tufts University	100%	\$ 158,298,762	\$ 1,168,293	\$ 584,147	\$ 584,147	\$ -
Wentworth Institute of Tech.	67%	\$ 208,240,568	\$ 1,575,461	\$ 787,731	\$ 273,275	\$ 514,456
Winsor School	50%	\$ 41,283,900	\$ 214,289	\$ 107,144	\$ -	\$ 107,144
		<b>\$ 7,288,970,837</b>	<b>\$ 55,601,057</b>	<b>\$ 25,857,337</b>	<b>\$ 13,906,826</b>	<b>\$ 15,836,895</b>



<b>Fiscal Year 2018 Medical PILOT Contributions</b>						
<b>Medical Institutions</b>	<b>% PILOT Request Met</b>	<b>PILOT Value Basis</b>	<b>Requested PILOT</b>	<b>Community Benefits Credit</b>	<b>Cash Contribution</b>	<b>Outstanding Balance</b>
Beth Israel Deaconess	100%	\$ 813,129,901	\$ 6,507,033	\$ 3,253,517	\$ 3,253,517	\$ -
Boston Children's Hospital	100%	\$ 660,688,500	\$ 3,313,634	\$ 2,485,226	\$ 828,409	\$ -
Boston Medical Center	100%	\$ 279,868,400	\$ 2,128,580	\$ 1,596,435	\$ 532,145	\$ -
Brigham and Women's Hosp.	98%	\$ 790,984,135	\$ 6,326,482	\$ 3,163,241	\$ 3,024,526	\$ 138,715
Dana Farber Cancer Institute	100%	\$ 248,137,603	\$ 1,900,736	\$ 950,368	\$ 950,368	\$ -
Faulkner Hospital	98%	\$ 161,926,400	\$ 1,197,869	\$ 598,934	\$ 570,074	\$ 28,860
Franciscan Hospital	50%	\$ 50,402,000	\$ 288,627	\$ 144,314	\$ -	\$ 144,314
Harvard Vanguard	77%	\$ 109,848,200	\$ 773,283	\$ -	\$ 594,248	\$ 179,036
Hebrew Rehabilitation Ctr	14%	\$ 41,744,000	\$ 218,040	\$ -	\$ 30,000	\$ 188,040
Joslin Diabetes Center	0%	\$ 86,293,700	\$ 581,247	\$ -	\$ -	\$ 581,247
Mass Eye & Ear Infirmary	100%	\$ 116,908,100	\$ 830,841	\$ 415,421	\$ 415,421	\$ -
Mass General Hospital	99%	\$ 1,787,806,829	\$ 14,453,428	\$ 7,226,714	\$ 7,021,988	\$ 204,726
New England Baptist Hosp.	89%	\$ 132,181,873	\$ 955,366	\$ 477,683	\$ 370,872	\$ 106,811
Shriners Hospital	0%	\$ 106,097,400	\$ 742,703	\$ -	\$ -	\$ 742,703
Spaulding Rehab Hospital	84%	\$ 153,933,900	\$ 1,132,707	\$ 566,354	\$ 383,752	\$ 182,601
Tufts Medical Center	91%	\$ 401,044,500	\$ 3,147,363	\$ 1,573,681	\$ 1,294,531	\$ 279,151
		<b>\$ 5,940,995,441</b>	<b>\$ 44,497,941</b>	<b>\$ 22,451,887</b>	<b>\$ 19,269,850</b>	<b>\$ 2,776,204</b>

<b>Fiscal Year 2018 Cultural PILOT Contributions</b>						
<b>Cultural Institutions</b>	<b>% PILOT Request Met</b>	<b>PILOT Value Basis</b>	<b>Requested PILOT</b>	<b>Community Benefits Credit</b>	<b>Cash Contribution</b>	<b>Outstanding Balance</b>
Bayridge Center	66%	\$ 29,788,000	\$ 120,564	\$ 60,282	\$ 19,051	\$ 41,231
Boston Symphony Orchestra	100%	\$ 29,178,062	\$ 115,592	\$ 57,796	\$ 57,796	\$ -
Children's Museum	50%	\$ 31,029,000	\$ 130,682	\$ 65,341	\$ -	\$ 65,341
Gardner Museum	79%	\$ 27,868,501	\$ 104,915	\$ 52,457	\$ 30,000	\$ 22,457
Inst. of Contemporary Art	0%	\$ 37,162,500	\$ 180,688	\$ -	\$ -	\$ 180,688
MASCO	100%	\$ 50,947,000	\$ 293,070	\$ 146,535	\$ 146,535	\$ -
Museum of Fine Arts	53%	\$ 282,450,999	\$ 2,166,889	\$ 1,083,444	\$ 68,126	\$ 1,015,319
Museum of Science	50%	\$ 34,903,500	\$ 162,270	\$ 81,135	\$ -	\$ 81,135
New England Aquarium	50%	\$ 70,176,100	\$ 449,842	\$ 224,921	\$ -	\$ 224,921
WGBH	100%	\$ 49,902,500	\$ 284,555	\$ 142,277	\$ 142,277	\$ -
		<b>\$ 643,406,162</b>	<b>\$ 4,009,067</b>	<b>\$ 1,914,190</b>	<b>\$ 463,785</b>	<b>\$ 1,631,092</b>

## Fiscal Year 2018 Combined PILOT Contributions

	<b>Requested PILOT</b>	<b>Community Benefits Credit</b>	<b>Cash Contribution</b>	<b>% PILOT Request Met</b>
<b>Educational</b>	\$ 55,601,057	\$ 25,857,337	\$ 13,906,826	72%
<b>Medical</b>	\$ 44,497,941	\$ 22,451,887	\$ 19,269,850	94%
<b>Cultural</b>	\$ 4,009,067	\$ 1,914,190	\$ 463,785	59%
	<b>\$ 104,108,066</b>	<b>\$ 50,223,414</b>	<b>\$ 33,640,461</b>	<b>81%</b>



**APPENDIX B:**  
*FY 2018 PILOT Community Benefit  
Program Examples*





# PILOT

COMMUNITY BENEFIT  
PROGRAM EXAMPLES  
*Cultural Institutions*

# BOSTON SYMPHONY ORCHESTRA: Youth Concerts

## PROGRAM BACKGROUND

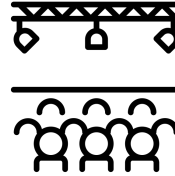
Youth Concerts, which provide age-appropriate, inspiring, and educational Symphony Hall concert experiences, are one of the BSO's largest and most visible engagement programs. Germeshausen Family and Youth Concerts Conductor Thomas Wilkins leads each performance from stage, guiding the audience through the concert experience and delivering age-appropriate messages about character in conjunction with the concert program. Classroom teachers have access to information online that allows them to incorporate the concert experience and repertoire into their regular curriculum.

## PROGRAM OUTCOME/IMPACT

Geared toward students in grades 4-6, these concerts act as an introduction to the full orchestra experience, encouraging long-term ownership of orchestral music and the BSO, and delivering positive character development messages through each performance.



*Close to 12,000 students reached in 2016-2017 season*



*Close to 1,200 free tickets distributed to Boston Public School students, with close to 2,200 BPS students in attendance*



*"My students are inner-city kids who overall have very little exposure to the fine arts. While I try to foster a love of ALL kinds of music, 'classical' music is definitely the least accessible for them, so having the opportunity to experience a concert in its entirety was extremely special and eye-opening for them. They were so excited to talk about their favorite pieces they heard, and some want to grow up to be like Maestro Wilkins."*

*- Program Participant*



# ISABELLA STEWART GARDNER MUSEUM: Sound Lab

## PROGRAM BACKGROUND

Sound Lab // A collaboration between the ISGM Community Engagement and Curatorial teams, Artist Elisa Hamilton was commissioned to work over the course of a year with four Community Partner organizations in Roxbury/Mission Hill to create a collaborative installation and programming for the Listen Hear: The Art of Sound exhibition. This interactive piece focused on the creation of an archive of sounds, new and old, sourced by Roxbury and Mission Hill communities celebrating their rich cultural heritage. Sound Lab Partners [include] Edward M. Kennedy Academy for Health Careers Drama Club, "MIC" of Hyde Square Task Force (35 youth) , Haley House Bakery Café in collaboration with Nina LaNegra and AiLi and Roxbury Youth Orchestra

## PROGRAM OUTCOME/IMPACT

... Sound Lab culminated in an interactive immersive installation incorporating turntables and custom-made vinyl in Calderwood Hall. Utilizing material developed in off-site workshops with Community Partners, Hamilton created a collage of soundtracks that connect to various neighborhood locations, allowing visitors to travel through a sound map of Roxbury and Mission Hill. Concurrently with the Listen Hear exhibition, Hamilton curated one week of free interactive Sound Lab programming at the Gardner...Community Partners featured the work of their organizations, led workshops, performed, and brought their families and communities to enjoy the installation. Working with Hamilton, Sound Lab partners became sound artists, venturing out into the community to record sound on the streets, in parks, in restaurants, and in family homes, and using those sounds to create works of sound art, pressed onto custom vinyl that functioned as a sound-based map of the life of their neighborhoods...



During the ISGM Free Neighborhood Night Block Party in August 2017, Sound Lab culminated with Community Partners performing inside and outside the Museum welcoming 1,671 visitors.



Sound Lab co-created with input 133 community participants.

*"Over the course of the many years that I've been doing youth work and also wearing a hat of director of arts and cultural programs and interacting with different institutions I have to say that...this is probably I would say the one institution where I felt like...you really cared about making sure that the young people, the program....I felt that [the Gardner] wanted the community voice to be very authentic and not the museum's voice through the community, but the community's voice in their interaction with the museum... This partnership has been ...one of my favorites and I've been doing this work now for over 15 years.... In all that time I don't think that our young people and our organization have had an experience with a museum to this level and hopefully this is just the beginning."*

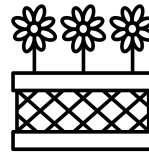
- Brenda Rodriguez-Andujar, Sound Lab Partner and Director of Arts and Cultural Program, Hyde Square Task Force during closing reflections breakfast 5/4/2017



# MASCO: Beautifying Open Space

## PROGRAM BACKGROUND

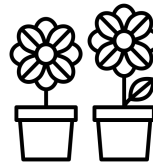
Through open space and beautification programs we make the Longwood Area more attractive for the public, students, visitors, patients and employees.



We are happy to make the Longwood Area not only a more inviting gateway to the City of Boston but also to provide comfort and healing to the 112,000 people who are here every day, through greenery and burst of flowering color.

## PROGRAM OUTCOME/IMPACT

In 2017, through these combined programs we installed 50 seasonal planters, 164 gateway hanging baskets, 3 trees, 60 shrubs, 200 bulbs and 280 perennials. We maintained rose bushes on a pedestrian island near Evans Way Park and cared for 225 trees along Huntington Ave. including 7 replacements and repair of the irrigation system.



“The MASCO hanging baskets, perennial beds, trees and planters with seasonal flowers help to brighten the Longwood Area, making it a more welcoming environment for patients, staff and visitors.”  
- Sheila Shoickett, Dana Farber Manager of General Services.

### LMA Beautification



164 hanging baskets, 50 seasonal planters,  
6 perennial beds



# WGBH: Education Department Outreach

## PROGRAM BACKGROUND

WGBH Education Department Outreach: WGBH leverages our many award-winning productions and key strategic partners to bring educational content and engagement to students and educators, both inside and outside of the classroom, and to parents, librarians, and youth leaders throughout the communities we serve.



*Books and another educational materials made available through this program were valued at more than \$75,000.*

## PROGRAM OUTCOME/IMPACT

Using grant funding, WGBH purchased and donated new children's trade books to three Boston-based partners: Countdown to Kindergarten, Boston Basics, and the Boston Public Library's Summer Reading Initiative, who distributed them to vulnerable children and families. They also distributed program-related materials and activities in a series of environmental-themed trainings for librarians from the Boston Public Library, and activities and events for children and families through the BPL's summer reading initiative.

*"WGBH is collaborating with key partners across the city to address critical education needs of underserved children and families through playful, engaging and effective learning opportunities during and after school, at home and in their communities."*

– Terry Fitzpatrick, WGBH Vice President of Children's Media and Education

*"Some of the children we serve don't have access to enrichment classes or opportunities to explore STEM in a hands-on, fun way. Many don't have books in their homes. Working with WGBH, these programs change kids' lives."*

– Farouqua Abuzeit, Manager of Youth Services, Boston Public Library



Photo Credit: WGBH/Anna Fort



Photo Credit: WGBH/Anna Fort







# PILOT

COMMUNITY BENEFIT  
PROGRAM EXAMPLES

*Educational Institutions*

# BERKLEE COLLEGE OF MUSIC: City Music Boston

## PROGRAM BACKGROUND

For over 20 years, City Music Boston—the founding site of the City Music National Network—has leveraged the power of contemporary music to train musicians, build leaders, and foster community development. City Music Boston breaks down barriers by enabling approximately 1,000 underserved 4th-12th grade students in the Greater Boston area to receive a Berklee-caliber music education every year. City Music Boston operates several music education programs, including High School Academy, Preparatory Academy, and ArtsLink.

Like other Berklee City Music programs, City Music Boston utilizes a holistic approach to help young people develop musically, academically, socially, and emotionally. Participating students receive music theory, instrumental, and ensemble instruction, and individualized mentoring from trained and certified faculty. The Berklee PULSE® online music education platform enables students to study, jam, and practice using interactive modules and an ever-expanding collection of popular music—and gives teachers the professional development training they need to deliver Berklee-caliber education to students.

*“It provided me a place outside of school to focus on music and better my knowledge about the subject. I was able to meet new people, get more opportunities to share my talents with others, and learn what the music business is really like.”*

– BCM Student Alexandria, Vocalist



As of 2016, City Music provides access to over 46,000 students through the Berklee City Music Network. Our “hub” site, Berklee City Music Boston, served approximately 1,150 students through both onsite and outreach programs in AY2017-18.



City Music has provided \$20,447,821 in full-tuition scholarships to attend Berklee College of Music to 251 students to date, including 5 new students who entered Berklee in fall 2017. \$6,203,050 in Summer Scholarships awarded to 1,633 students through summer 2017. 47 students are attending Berklee College of Music on City Music College Scholarships (CMCS) in spring 2018, including five students in their first year at the college. In 2017, City Music awarded 100 City Music Summer Scholarships, and 96 of those students completed the 5-Week program.



# BOSTON UNIVERSITY: Community Service Awards

## PROGRAM BACKGROUND

Boston University has always enjoyed a dynamic engagement with the City of Boston. A strong and tangible component of that engagement is the BU Community Service Awards program, a commitment to meet the full-calculated financial need eligibility of any admitted Boston public high school graduate without loans.



*The BU Community Service Awards program has provided 428 Boston Public Schools graduates with over \$50 million in scholarships since 2009.*

## PROGRAM OUTCOME/IMPACT

Since its inception in 2009, the program has provided 428 Boston Public Schools graduates with over \$50 million in scholarships to meet the students' financial needs – tuition, room and board, books, supplies, travel, and fees – all without loans.

Boston University has deepened its commitment to the City of Boston by expanding the program's benefits to transfer students who are Boston public high school graduates, beginning with the 2017 fall semester. BU is hopeful that creating this opportunity for financial aid will allow more students from Boston to study and graduate from Boston University.

*"I am really proud. BU was my reach school and my top choice. When I got a scholarship along with my acceptance letter, it felt that much sweeter."*

- Leila Dixon (School of Education '21),  
BU Community Service Awards  
Scholarship recipient

*"It's just a great program, and it's so rewarding to be part of it, certainly as a staff member and a mentor, but also as an alum. I think there is a real sense of community here and something unique about the identity of being a Boston student at Boston University."*

- Michael Dennehy (College of Arts and Sciences '92), Director of College Access and Completion, BU



# HARVARD UNIVERSITY: Crimson Summer Academy



## PROGRAM BACKGROUND

The Crimson Summer Academy (CSA) is an innovative program for underserved high school students who have a passion for learning and a desire to excel. Over the course of three consecutive summers, students from public schools in Boston, Cambridge, and Somerville engage in a stimulating mix of classes on Harvard's campus, projects, and cultural activities as they prepare for success in college and beyond. In 2017, the program served 87 students, including 64 from Boston. Operating costs attributable to Boston residents total \$888,000. Ninety-four percent of CSA graduates complete college in four years.



## PROGRAM FEATURES

### On-Campus Experience

The Crimson Summer Academy offers its students the opportunity to get a taste of college life under the close supervision of its trained staff. Accepted students are known as Crimson Scholars and live on Harvard's Cambridge campus from Sunday evenings through Friday afternoons of the first summer session, returning to their homes on weekends. Upon successful completion of Session I, they are invited to participate in the following summer's six-week session, which introduces career exploration fieldwork. In the third summer, Crimson Scholars take college-level courses at the seven-week Harvard Summer School while maintaining their affiliation with the Academy and participating in its cultural and intellectual activities.

### Faculty and Guest Speakers

Classes are taught by experienced teachers with advanced degrees. Most have direct ties to Harvard. In addition, Harvard faculty members regularly address the Academy on issues that dovetail with its curriculum. These special presentations give the Scholars a chance to learn about current research and explore questions in academic fields not encountered in their high schools.

### Mentors

Harvard College students, along with CSA graduates who attend other colleges, work closely with the Crimson Scholars throughout the three-year program, serving as role models, teaching assistants, and tutors. The mentors form close ties with the Scholars in the summers and continue these relationships during the academic year.



# MASSACHUSETTS COLLEGE OF PHARMACY & HEALTH SCIENCES UNIVERSITY: Promoting Oral Health

## PROGRAM BACKGROUND

Dental hygiene students enrolled in the community oral health class during the fall semester participated in a community oral health project. Students designed, developed, and presented an oral health promotion program aimed at approximately three oral health issues concerning the participants at the YMCA International Learning Center.



*Eight students and one faculty participated in two sessions*



*80 adult participants*

## PROGRAM OUTCOME/IMPACT

Students provided the target population an oral health educational workshop. Eight dental hygiene students designed and implemented a program consisting of oral health topics such as oral hygiene instructions, causes of dental decay, nutrition, periodontal disease, oral cancer, and preventive measures for good oral health. The summative evaluation demonstrated the participants were knowledgeable about each topic presented.

*"I like to have students from the FSDH clinic every year for the Oral Health Presentation. Students from the YMCA International Learning Center benefit from this presentation because they get important information to have appropriate Oral Health care while they learn new vocabulary about this topic. FSDH students show students how to brush and floss their tooth and invite them to visit a dentist at least twice a year"*

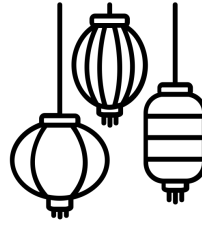
*"grateful for the presentation to learn about oral health. I now understand about gum disease and how to prevent it"*



# SHOWA INSTITUTE: Japan Festival Boston

## PROGRAM BACKGROUND

Japan Festival Boston 2017 was the 6th annual festival held at the Boston Common. From its first year at Copley with 10,000 attendees it has swelled to 60,000 attendees at Boston Common, and 200 booths and vendors.



60,000 attendees



Our entire student body, of over 200 students, volunteers annually

"It's a place where I meet people that consider Japan to be home, and for our visitors to learn about our first home – Japan. It's a place and time for understanding and cultural exchange. I've been working on the festival since the first event, and this is my 6th event."  
- Festival Co-Chair

## PROGRAM OUTCOME/IMPACT

One of the outcomes: To introduce authentic Japanese culture, and to pass on our traditions to the next generation We would like to give every person a chance to experience authentic Japanese culture at "Matsuri" (a Japanese-style street festival) without having to travel to Japan.

"It was so much fun! I would love to volunteer again next year."  
- Festival Volunteer



# SUFFOLK UNIVERSITY: Nathan Miller Scholar Program

## PROGRAM BACKGROUND

The Nathan Miller Scholarship program provides full tuition scholarships to Boston Public High school graduates who have demonstrated both academic achievement and financial need. The scholarship is renewable for four years of enrollment. In addition to financial support, Miller scholarship recipients also attend monthly seminars designed to assist students in making the most of their Suffolk education and connect them with other scholarship recipients. A staff member from the University's Center for Learning and Academic Success serves as the program coordinator to ensure student success.



*3.31 was the average GPA of the Nathan Miller Scholars cohort during their first year- 2017-2018 academic year.*



*86% of Nathan Miller Scholars achieved above the required 2.8 semester GPA during the 2017-2018 AY.*

## PROGRAM OUTCOME/IMPACT

The Nathan Miller Scholar program strives to connect scholars to on-campus resources to ensure a smooth transition from high school to college. Scholars meet one on one with their Academic Coach who serves as the program coordinator 6 or more times per year to receive individualized guidance and success planning. The individual sessions complement the monthly seminars by empowering scholars to achieve and maintain a 2.8 cumulative GPA or higher. The NMS program fosters a sense of community and involvement by providing community engagement opportunities. One hundred percent of the 2017-2018 cohort completed 15 hours or more of community service during the spring semester



*“Working with the Nathan Miller Scholars is a rewarding experience. I am able to work with a bright group of young people who genuinely cherish their college education. This group of students works tirelessly to maintain a high GPA while balancing external obligations. They attend to the needs of their families, work on campus and off campus and commute to school.”*  
- Laureen Simonetti, Assistant Director  
Academic Success Programs





# PILOT

**COMMUNITY BENEFIT  
PROGRAM EXAMPLES**  
*Medical Institutions*



# BETH ISRAEL DEACONESS: Train4Change

## PROGRAM BACKGROUND

The Train4Change program at Bowdoin Street Health Center (BSHC) is a workforce and leadership opportunity, focused on wellness programming, offered to patients and residents in the Bowdoin/Geneva community. Participants receive training to become certified group fitness instructors and are engaged in learning and developing exercise curriculum.

## PROGRAM OUTCOME/IMPACT

Train4Change participants become licensed in fitness instruction, enabling them to seek employment as fitness instructors, become health leaders in their communities, and also to collaborate with staff to identify the types of programs they would like to lead in the BSHC Wellness Center.

*"This program has given me an opportunity to enter the fitness industry with a certification and a job. Train4Change offered a complete package with great people there to help throughout the process. This program is not only great for participants, but it also helps patients who take the classes and experience the benefits."*

- Dunia Goncalvez, a long-time patient of Bowdoin Street, and one of the fitness instructors at the Wellness Center.

*"Train4Change is an innovative workforce development program that has proven to be a wonderful example of how wellness activities can be successfully integrated with primary care services."*

- Jen French, Program Administrator for the Wellness Center at Bowdoin Street



2 out of 3 Train4Change participants in City FY2018 passed their certification exams and will apply for positions as fitness instructors at BSHC.



BSHC held regular meetings with enrolled Train4Change participants to guide them through curriculum and necessary training, and to facilitate successful completion of mandatory certifications exams. Meetings were held twice per week (1.5 hours each session) beginning on March 16, 2017 and culminating on July 11, 2017, for a total of 33 meeting sessions.



*Dunia Goncalvez, Train4Change graduate, teaches fitness classes to kids and adults at Bowdoin Street Health Center*



# BOSTON CHILDREN'S HOSPITAL: Hospital Neighborhood Partnerships (BCHNP)

## PROGRAM BACKGROUND

Boston Children's Hospital Neighborhood Partnerships (BCHNP) is the community behavioral health program in the Department of Psychiatry at Boston Children's Hospital. Established in 2002, BCHNP partners with 17 Boston schools and 3 community health centers to provide a comprehensive array of social, emotional and behavioral health services and supports to students, families, educators and school communities.



*In FY17, average satisfaction ratings across all stakeholders (students, caregivers, educators, and school staff) and services were over 80% with most average satisfaction ratings falling well over 90%.*



*Provided 1,191 hours of consultation to school staff and families.*

## PROGRAM OUTCOME/IMPACT

In FY17, BCHNP provided behavioral health services to 1,034 students, representing almost one-fourth of the total 2016-2017 school enrollment. Clinicians intervened in 268 crisis situations with an average wait time of 7 minutes, and provided care coordination services to 144 students. BCHNP reached over 700 students with classroom interventions focused on social-emotional learning and community building. BCHNP trained educators and behavioral health professionals in a depression awareness curriculum nationwide and internationally via 4 train-the-trainer workshops. Provided 26 workshops focused on social, emotional and behavioral health to partnering school communities. Expanded the reach of the BCHNP Training and Access Project (TAP) by adding five schools to this training and consultation program (serving a total of 10 schools), which supports the development of sustainable school-based systems to address student behavioral health needs. Also, continued ongoing partnership with the Boston Public Schools to strengthen the Comprehensive Behavioral Health Model, adding 10 new schools in FY17.

*"My student was able to more effectively deal with the stress she felt regarding her academic performance. Over the past few months, she has gained confidence in her ability to handle the coursework and manage her time successfully. This program helped her to do this rather than become overwhelmed and shut down. Thanks."*

- BCHNP Teacher

*"This group was very helpful. I realized that I was not the only one experiencing certain problems (anxiety, stress, etc.) often and that there were so many options to help me get through tough times."*

- BCHNP Student



# DANA FARBER: Sun Safety/Skin Cancer Prevention Program

## PROGRAM BACKGROUND

Provides free skin cancer prevention education and screenings to community residents aboard the Blum Family Resource Van.

Visitors to the Van can also receive free skin cancer screenings and sun safety materials. On hand to give the free skin cancer screenings at most Dana-Farber Sun Safety Program events is a board-certified Brigham and Women's Hospital dermatologist.

## PROGRAM OUTCOME/IMPACT

The purpose of this program is to reduce the incidence and prevalence of skin cancer, one of the most common forms of cancer. The American Academy of Dermatology estimates that one in five Americans will develop skin cancer in their lifetime.



1,475 community members were reached through education and screening events



706 participants were screened by a dermatologist and 206 people were referred for follow-ups. 90 were referred for a biopsy.

*"I participated in Dana-Farber's Sun Safety/Skin Cancer Prevention Program for the very first time in my life. The dermatologist I saw at the Blum van on that day quickly picked up on my Basal Cell Carcinoma and recommended surgery. She said I needed a skin flap on three different places on the skin of my face. Who knows what might have happened if I had not participated in this program and had taken the initiative to see the dermatologist on board the Blum van on that day! I feel Dana-Farber has saved me a lot of pain and anguish! Prior to participating in this event, I was seeing a dermatologist on a regular basis whom seemed to have no idea of the severity of my basal cell. She suggested to keep an eye on it and used burning as treatment. By coming here to the Blum van, and thanks to the dermatologist's intervention I feel Dana-Farber saved me a lot of waiting time, and restored a horrible distortion and disfigurement of the skin on my face."*

*- Carson Beach Program Participant*

*"Skin cancer does not discriminate, so we created a specific educational sheet for people of color, who are often diagnosed at later stages."*

*- Program Administrator*



# Massachusetts Eye and Ear: Vision Screenings

## PROGRAM BACKGROUND

- Vision screenings for children who attend Camp Harbor View and the Neighborhood House Charter School
- Vision screenings for the young adults enrolled in Year-Up, in collaboration with the Vision-Coalition
- Internship and job training programs for Boston students (both high school and college) and visually impaired adults
- Public Forums presented by physicians and clinicians in advancements in tinnitus treatments and sinus care as well as support groups for patients with chronic diseases
- Subsidized public transportation for Mass. Eye and Ear employees who are Boston residents
- It was a unique privilege and opportunity to be one of the founding partners of the Mayor's Office of Arts and Culture on the Alternative Space Pilot Project. This collaboration has brought members of the city's vibrant arts community into underutilized space within an auditorium and conference room at Schepens Eye Research Institute at Mass. Eye and Ear.



# NEW ENGLAND BAPTIST HOSPITAL: Senior Celtics Program

## PROGRAM BACKGROUND

New England Baptist Hospital (NEBH) offers the Sr. Celtics program to seniors living in the Mission Hill/Roxbury community twice a year. The Sr. Celtics program, provides fitness classes and health education for seniors. It encourages elderly members of the Mission Hill/Roxbury community to maintain an active lifestyle through participation in fitness and health education classes. Boston Celtics players, Legends and New England Baptist Hospital staff lead seniors in group workouts and discussions on the benefits of physical exercise, fall prevention and nutrition. It is evident that there are many issues related to older adult health in the Mission Hill/Roxbury community. NEBH is committed to keeping seniors active and moving.



*Boston Celtics forward Kaylen Brown and seniors from the Mission Hill/Roxbury community at the Halloween Sr. Celtics.*



*Over 100 elders from the Mission Hill/Roxbury community attend the events.*



*Sr. Celtics event held on Halloween at Roxbury Tenants of Harvard. Boston Celtics forward Kaylen Brown, Celtics Legend Tom "Satch" Sanders, Celtics team mascot "Lucky" the Leprechaun and staff from NEBH Rehab Services and Food & Nutrition.*



*Transportation is provided and after the event, participants are entered into a raffle for prizes including tickets to a Celtics game, Celtics gear, Stop & Shop gift cards, etc., and enjoy a healthy meal.*



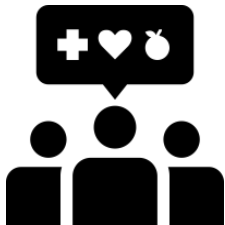
# TUFTS MEDICAL CENTER: South Boston Initiative

## PROGRAM BACKGROUND

Tufts Medical Center's South Boston Initiative supports the health care needs of South Boston, focusing on health issues disproportionately impacting this community. Current health issues include substance use, pediatric asthma, youth development, and Hepatitis C treatment. The Initiative currently involves Gavin Foundation's Cushing House, South Boston Community Health Center, and Tufts MC's South Boston Behavioral Health Clinic.

## PROGRAM OUTCOME/IMPACT

Collectively, the South Boston Initiative served 1,980 individuals in FY2017. 95% of participants in South Boston Community Health Center's Hepatitis C program completed treatment, and its Opioid Treatment program has gradually decreased the number of patients on chronic opioids.



*At Gavin Foundation's Cushing House, 46% of residents achieved 6 months or more free from alcohol and other substances in FY2017.*



*In South Boston Community Health Center's Youth Ambassadors Program, 74% of Youth Ambassadors reported that they personally grew as a person in 2017 because of their experience in the program.*

**Tufts** Medical  
Center

