

# 2021 ANNUAL IMPACT REPORT

## A Year of Movement



[www.innercityweightlifting.org](http://www.innercityweightlifting.org)

# Letters. From Us to You.

## Letter from the CEO

Thanks to our team, participants, and supporters, 2021 was our most impactful year yet. We set records in:

- The number of training sessions completed (a weekly average of 170 compared to 145 in the previous year),
- Revenue (a 58% increase from the previous year),
- And job placements (48, which is a 110% increase from the previous year).

Additionally, one of our former trainers opened his own gym – [Canadian Park Training](#) – on Newbury Street. If you are in the area we encourage you to sign up!



We continued to grow in the hybrid world. While nothing can replace the energy that comes from in-person training, the pandemic has also opened new opportunities. We hit a new record for corporate sales (a 20% increase) through the global reach of our corporate virtual group training services. We joined companies for private civic discussions – where participants from ICW speak as experts on the social issues they face. We launched [ICW On Demand](#) – a subscription-based online library of exercise tips, follow-along workouts, and conversations hosted by ICW.

What I am most proud of, however, is how we do this work – as a team, as a unit, and as a community. We don't simply check in with someone once a week. We spend hours together. We partner with each individual. Not to solve someone's challenges for them, but to overcome the barriers together. We are rooted in the work on the ground – work that paints the numbers above in a different, more meaningful light. Sometimes success doesn't start with a job; it starts with someone simply making it home safe. It starts by providing financial support to have gas and electricity turned back on. By getting to be a part of someone's most difficult moments, by earning the right to be leaned on for support, when someone does get a job, when someone does gain the economic freedom to have the luxury of thinking beyond today and into tomorrow – that's what makes me proud. It humbles us to be a part of this team. It inspires us as a company and as individuals, as we see firsthand what people have the capacity to overcome, and what can be accomplished together when a foundation of authenticity is built upon value, respect, and commitment.

This is what gives me hope for the future. In a world and society that is so polarized, we get to see every day in the gym what happens when people first connect as individuals. We have the chance to see each other's humanity. Rather than judging based on labels or stereotypes, we can understand context and the manifestation of history into present day circumstance. When this happens, we broaden our own perspective. While there are many variables outside of our control, we change the one thing within our control – our own actions. And, this leads to a more promising future, one where a ripple of change forms from individual, to family, to social circles. By reaching enough individuals, this ripple continues to extend out to communities, and ultimately society.

The next 5 years of ICW will center on this ripple of impact, with growth focused on 3 areas:

- Grow and strengthen our core – quadrupling our impact numbers of trainers employed, clients trained, and external job placements;
- Complete our reach in Boston – opening and partnering with enough sites for the capacity to safely work with anyone in Boston no matter where they live or where they are from;
- Prove scale – continue to grow our virtual presence in Chicago, through partnerships with [CRED](#) and [READI](#), and launch in-person services along with a social enterprise gym in Chicago.

We can't thank you enough, our friends, supporters, and partners, for the support – financial and emotional – you've given us over the last 2 years. You helped, and continue to help us manage the uncertainty of the pandemic, giving us the ability to find the opportunities for increased impact. I'm proud of the work we do, I'm honored and humbled to get to be a part of ICW, to be a part of our team and community – which wouldn't be what it is without you. Thank you.

Sincerely,  
Jon Feinman, Founder & CEO

## Letter from a Program Participant

As someone who has been with ICW for many years, I have seen ICW evolve tremendously. Communication between clients and students has improved a great deal. Boundaries have been respected to an elite degree. In regards to client-trainer relationships, I love the way that they are all unique. Although there is a uniform manner of respect that we all embrace, there is no universal approach for client-trainer relationships. Some are on a text or email basis. Some clients have hired us outside of our ICW skill-sets to provide us with opportunities. Things like this are what I am most proud of.

From the trainer/student perspective, I would say that we are grasping the concept of accountability better as a whole. A lot of things that were difficult have become much easier and free flowing. Our core group of trainers has matured a great deal during the pandemic. As a trainer, I have connected with several of my clients as well as others. From Nuria's hugs, Melanie's baked goods and Chris' tutelage, to Courtney's witty jabs, Claudia's bright energy and Talisa's barbershop conversation...needless to say, ICW stays lit!

Reflecting back on 2021, one of my proudest moments included seeing Bobby start his Bobby Builders Company and use it to help make improvements in the gym. It was an accomplishment in itself to remain operable throughout the pandemic. Our resilience as a whole is an accomplishment. Being promoted to AGM of our Kendall location has raised up my game as well!

The bittersweetness that accompanies these accomplishments is that we are constantly reminded how no matter how big a mountain you may have scaled, there's no telling how great the next will be. Our resilience shall see us through. I have had my fair share of challenges financially, which have contributed to my growth, unbeknownst to me. I guess what I've taken from 2021 as a member of ICW is to look for the silver lining in every less-than-favorable situation.

Sincerely,  
Jermaine Taylor, Assistant General Manager & Trainer





## Letter from a Board Member

I met Jon in 2011, after seeing a documentary on ICW. I was incredibly moved by his vision for ICW. Being a career law enforcement officer, I fully recognize and understand some of the inequities that exist in today's society, and in particular, the inequities and potential flaws in the criminal justice systems. Sadly, it is quite difficult to reverse the stigma of conviction and incarceration, and as such, finding employment after conviction of a serious crime is nearly impossible. I think of Jon as a compassionate and empathetic visionary who had the social awareness to recognize these inequities and one who then developed a model to help find solutions.

As the social justice movement came to the forefront in 2020, ICW's model began to resonate with a society who wanted to do their part to help reverse these inequities.

Frustratingly, as the momentum for ICW was gaining the world was hit with a pandemic. ICW responded heroically, adjusting business models and staffing to accommodate a virtual training model that took into account no in-person training for over a year. Not an easy task when that is the main source of program revenue. They met this challenge and have exceeded all expectations with ICW achieving and beating all goals. Of note:

- Revenue growth in excess of 58%
- Increase in weekly training sessions
- Increased philanthropic contributions from numerous foundations and corporations, to include ICW's first seven-figure donation from our generous neighbor, Takeda Pharmaceuticals
- And, most importantly, an increase in students in all four of ICW's Stages

I could not be more proud of ICW and I am truly honored to be a part of their team. It is my sincere hope that ICW can continue to grow, and in doing so create a better, more compassionate and equitable society. Thank you ICW for all you do!

Sincerely,  
Michael Carazza, ICW Board Member  
FBI Supervisory Special Agent (Retired), Public Corruption and Civil Rights Squad

# MISSION

**ICW's mission is to amplify the voice and agency of people who have been most impacted by systemic racism and mass incarceration.**

We partner with program participants through case management and careers in and beyond personal training. Individuals are elevated as experts in fitness and the social issues they've lived. ICW is a culture and community in which power dynamics are flipped, social capital is bridged, and new leaders emerge in the fight to combat long-standing inequities.

**"I didn't know I was in a 'gang' until a judge told me I was"**

Too often people are labeled as the problem, rather than the actual problem they face. A cycle forms that further stigmatizes people and weaponizes fear, creating barriers to safety, mobility, and economic opportunity—while fueling mass incarceration—as the streets form to provide a foundation of support, identity, and means of survival.

## Systemic Challenges

- Labels that devalue people
- Barriers to basic needs, safety, income, mobility, opportunity
- Multi-generational poverty; or historically and/to present day
- Problematic policy and racism

## What the "Streets" Offer

- Love, support, belonging
- Basic needs, safety (perceived), income, mobility, opportunity
- Power/control of immediate surrounding and circumstance
- Rules that make sense and are decided by community
- Methods of survival that society has deemed illegal and which can escalate to violence

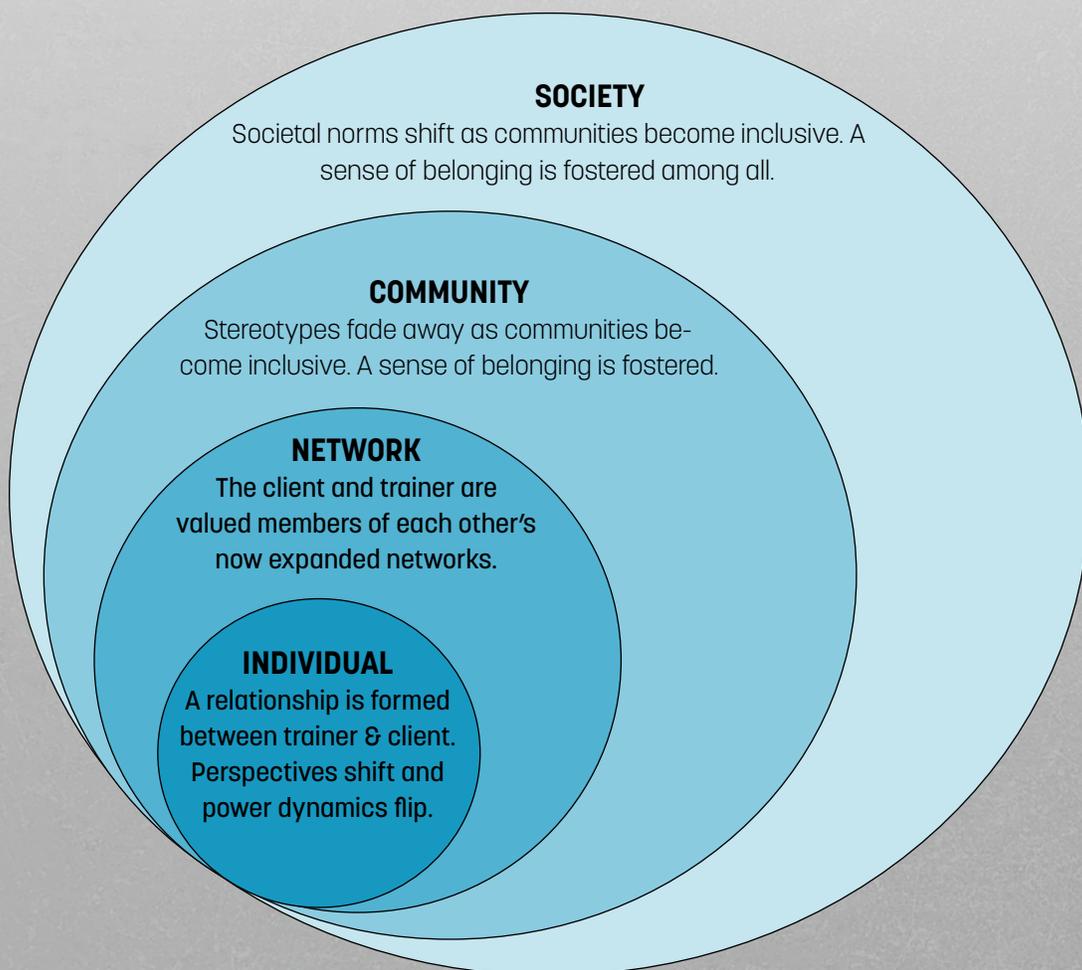
## Increasing Barriers and Problems

- Stigma - labeled a "criminal"
- Fear used to justify mass incarceration and surveillance
- Decreased access to opportunity, safety, and mobility

# The Model

In the **1st stage, Earn Trust**, students come to the gym, work out with friends & staff, and are welcomed as a part of the community. We begin to build genuine relationships with program participants, partnering to overcome challenges such as getting an ID or safe transportation.

In the **2nd stage, Building Hope**, we create positive options. Participants develop an Individual Advancement Plan (IAP), are introduced to the personal training career track, and are provided in-house case management services. Common areas of support include educational services, mental-health counseling, legal support, food & housing security, and financial literacy training.



In the **3rd stage, Bridging Social Capital**, student trainers begin working with personal training and corporate training clients.

There is a ripple effect from individual, network, community, and finally society (see left), as perspectives across trainers and clients shift.

In the **4th stage, Economic Mobility**, participants & trainers hold employment for 90+ days, continue to grow their network, and earn over \$30K/year (and some much more!). We also support students in studying for nationally-recognized personal training certifications which allow them to train clients outside of ICW's gyms.

# Growth

**ICW has evolved** from a weight training program, to a workforce development track, to what we are today: a social justice organization that leverages a social enterprise model to amplify the platform of our participants. As our fitness training services have grown, we have realized the impact of our work goes far beyond financial. We are a platform for people to connect in ways that transcend social hierarchies; power dynamics flip, and individuals form genuine relationships despite society saying not to.

**Our drive for growth** is that through the expansion of our training services, and through geographic expansion, we can amplify the voice and agency of the individuals in our program. If we can generate enough individual impact, then we can generate a ripple that extends from individual, to community, to society.

**ICW is embarking on a new strategic phase,** because our demand outweighs our capacity. This new chapter will build on our success, and maintain quality and impact as the drivers of our growth.



# 1. Grow and Strengthen our Core

In the next 5 years, we will focus on increasing operational efficiency, maximizing utilization of capacity, and investing in infrastructure to support scale. This includes:

- Increasing staff capacity
- Increasing internal & external job placements, as well as marketing for more training clients
- Investments to enhance the quality and reach of our virtual training offerings
- Technology improvements for our point of sale and staff/participant resources
- Equipping our sites with learning centers and entrepreneurial incubators – where participants, whether they are a trainer or not, can meet with the network of clients coming into the gym to get advice on launching their own businesses and careers

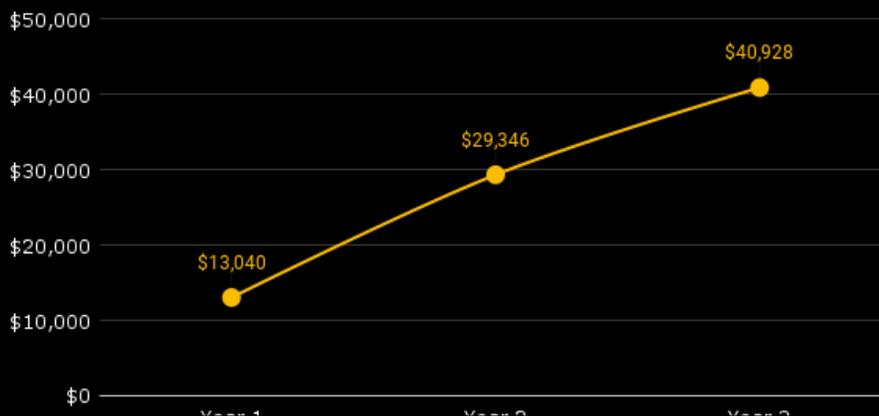
# 2. Reach and Influence an Entire City

In Boston, less than 1% of young people are involved in more than 50% of gun violence - approximately 450 people, representing approximately 40 different groups of individuals. In order to work with more participants (who we cannot safely work with at existing sites), we need more space and staff. The strategy for additional sites includes our own leased spaces as well as partnering sites through community centers, corporate amenity gyms, and other safe spaces.

# 3. Prove the ICW Impact Model Scales to Other Cities

The virtual world has opened new possibilities. We have signed up clients and companies from coast to coast, and began teaching our personal training certification virtually to those we cannot work with in-person. It has allowed us to drive up demand for our personal training services in new cities, like Chicago, which has the highest absolute volume of gun-related homicides in the country. We formed partnerships with Chicago-based organizations including Chicago CRED (Create Real Economic Destiny) and READI to provide our personal training career track experience virtually. We will spend the next several years researching, launching, and growing a Chicago expansion.

**Average Trainer Income in First 3 Years of Employment**



Economic mobility is made possible by a career track in training, as shown above. Beyond financial opportunity, there is a transformation that takes place among trainers and clients: traditional power dynamics flip, and relationships form in which there is an equal exchange in value.

# Program Metrics

151

active students  
in 2021

290

students since  
inception

86%

of students avoided  
recidivism in 2021

57

new students  
in 2021

When calculating ICW's return on investment (ROI), we identify cost savings by comparing our rates of recidivism, rates of employment, and average earnings to baseline associated costs. In other words, we find total value creation of capital invested in the program by combining (A) the cost savings from reducing recidivism with (B) the economic benefit of increasing employment rates and average wages.

**In 2021, our ROI was 9.4x, or \$14.3M in direct value creation.** Further, we calculate a holistic return, which considers the total societal benefit of prison avoidance, including lifetime education and achievement, family impact, health, and other indirect or longer term benefits of avoiding prison. This demonstrated **a holistic ROI of 19.7x, or \$29.9M in holistic value creation.**

# Individual Advancement Plans

IAPs (Individual Advancement Plans) are at the core of ICW's case management services. An IAP is a participant-centered goal that is identified in partnership with an advocate. IAPs primarily fall under the categories of employment, education, health, transportation, housing, and identification. In 2021, we deepened our case management approach, adding new levels of detail to our processes to capture the achievements of our students.

228

# of IAP goals reached

\$449.5k

wages paid directly from ICW to students & trainers in 2021

43

# of external job placements in 2021

57

# of students with IAP goal

ICW is a launchpad for students to discover and thrive in employment beyond our own program. Whether it's fitness or an entirely different industry, our advocacy team dedicates a great deal of time towards partnering with students to land the job of their dreams. Placements in 2021 are representative of the incredibly broad range of interests of our students. Jobs included auto mechanic, several unions, hospitality and customer service, and even starting a new carpentry business!

## Employment

# Overview

Despite persisting challenges for the fitness industry related to the ongoing pandemic, ICW trainers continued to rise to the occasion in 2021. The hybrid world of remote and in-person work forged the path for even more opportunities and platforms to provide personal and group fitness training. So much so that we reached new records in our enterprise services!

**Hit a record of 191 personal training sessions per week**

**Conducted a total of 8,721 personal training sessions over the year**

**Top social enterprise trainers earned an average annual wage of \$67,070**

## PT Client Testimony

*"I work with Bobby, and he's awesome. I've been with ICW for a little over one year now, and I come in 5 days per week at 6:30 in the morning. Spending all that time together has created a great relationship that goes beyond the normal trainer-client relationship... Bobby plays close attention to my fitness level. Getting to know Bobby and the other trainers opens up a view into a world and life I don't come from, and I love that we all get to essentially hang out and exercise together. I'm also immensely grateful for ICW because it's allowed me to develop better self-discipline, improve my fitness level, and I feel more energized and healthy in my life. I love ICW, love the people, and look forward to being part of the community for a long time."*

- Aly M, Manager of Customer Success Operations at Cobalt.io

*"Signing up [at ICW] has been the best decision I have ever made! Etanis is now my personal motivator and he became my mental/physical escape during the pandemic and lockdown. I can finally complete 10 push-ups without too much complaining and almost squat my body weight! We have a great relationship that goes beyond the typical trainer-client approach. I love how he listens to my goals and incorporates exercises that help me get closer to where I want to be. I moved to the US only a few years ago and I was not fully aware of the historical events of this country. ICW helped me understand the many challenges that people impacted by systemic racism have to face everyday and getting to know the trainers brought a different perspective into my world. I'm immensely grateful for ICW as I feel stronger, healthier and more confident in my own body."*

- Claudia Errico PhD, Senior Scientist at Philips Research NA

# Client Experience Study

**Overview:** The goal of this study is to understand the experience of personal training clients at InnerCity Weightlifting (ICW), their perceptions of racial equity issues, and whether/how training at ICW has impacted their perceptions of these issues, including mass incarceration, gun violence, and systemic racism. The study results suggest a connection between training at ICW and changing or strengthening client perspectives around racial equity issues. Further studies will be necessary to better understand the connection between specific factors of the ICW model and changed perspectives. The ultimate aim is to leverage clients' changed perspectives into changed behaviors that promote racial equity.

**Methods:** ICW recruited participants via a mass email to personal training clients. To balance genders, a follow up email was sent to a group of male personal training clients. ICW collected data through individual interviews conducted by two team members. Each participant received an explanation of the study and gave verbal consent before interviewing. The team members used an interview guide to structure the interviews. The team also transcribed and individually coded the interviews, and then used the codes to develop themes. The team conducted twenty-three interviews and analyzed twelve interviews due to theme saturation and resource constraints.

**Topics:** Topic areas that clients discussed included: 1. Reasons for joining ICW 2. Expectations about training at ICW and ICW trainers 3. Favorite parts of training 4. Relationship with trainers 5. Virtual training 6. Outside events and activities 7. ICW's social mission 8. Perception of people affected by racial equity issues 9. Advocacy efforts 10. Other experiences

"They train people and give them a livelihood and allow them to get on their feet and to make a stable income and work with folks from all different sides of society."

"I think that the best way to describe my shift in thinking is I look at the news, I look at the paper, I look at the Universal hub now and hope that I don't see a name of someone I know when there's a shooting."

"Interacting with people at ICW, especially with the virtual sessions and seeing how the world treats my trainers, really, really convinces you 100% that systemic racism is just like a blanket over everything."

## Interpretation of Results:

- Significant factors that contribute to changing or strengthening clients' perspective include: hearing trainers' stories, interacting with trainers at ICW and outside of training, participation in ICW's Civic Discussion Series events, and forming a meaningful connection with trainers. These results were seen with clients with differing levels of previous awareness of racial equity and differing reasons for joining ICW (mission vs. fitness).
- While many clients preferred in-person training, many clients maintained their relationship with their trainers or became closer with their trainers. As a result, virtual training could allow ICW to change an even greater number of perspectives on racial equity issues, including beyond Boston.
- Many clients changed their behaviors and became more involved with advocacy efforts around race-related issues since joining ICW. This includes personal, workplace, and political advocacy. Next steps: More studies, including quantitative studies, will be needed to potentially establish a causal link between perspective change and involvement with ICW. Data from this study will also be used to inform ICW's strategy with virtual personal training after the COVID-19 pandemic.

# Partnerships

Boston BullPen Project partners with established social service organizations to identify and fill urgent needs. As one of their partners, ICW has secured tens of thousands of dollars for our students in need of urgent support. Whether it's a utility bill, insurance payment, or upfront housing costs, the resources provided by Boston BullPen to our students has been nothing short of game-changing.

"The Boston Bullpen Project is honored to partner with ICW in their mission to help those in need get back on their feet"

- Steve Alprin, Co-Founder



"It's been tremendously rewarding to see the relationship between ICW and B/SPOKE continue to evolve since its inception. This partnership is a true testament to what's possible in our industry when operators prioritize collaboration over competition. We have learned a lot from our work together and look forward to collaborating more in the future."

- Mark, Co-Founder and CEO

"We are so grateful for our partnership with ICW, and the opportunity to connect with their inspiring team and trainers. From live panels to virtual workouts to in-person team workouts, we've strengthened our partnership through shared experiences, collaborations and bonding inside and outside of our physical studio spaces. We appreciate the authenticity of our partnership + shared belief that fitness can be a catalyst for change. We look forward to all that is to come."

- Emily Katz, Director of Studios

## B/SPOKE

"We are grateful that ICW has been one of our main hiring partners since the summer of 2019...ICW employees have gone above and beyond. They have encouraged ICW students to apply for Wash Cycle jobs and helped us be a better employer by informing us about the realities of the ICW students' lives. I particularly appreciated the time they took to educate us about safety concerns the ICW students might face in different neighborhoods, which was invaluable."

- Imanni Wilkes Burg, Social Impact Manager



# Spotlight

Adam is the picture of an ICW success story. We first met Adam in 2018, and he quickly took advantage of all opportunities at the ICW personal training enterprise. After breezing through the ICW Certification, Adam began taking on clients of his own. Though the pandemic has presented challenges, it paved the way as a platform for Adam's passion for group fitness. Adam has trained the employees of companies such as Amazon Web Services and Reprise, and has also pioneered his own youth fitness projects. In 2021, Adam gained additional employment opportunity at P+E Wellness - a new and inclusive fitness studio in Somerville.

"Adam has been an absolute asset to the team. His passion and willingness to contribute to the goals of the business make him a joy to work with. His motivation is exactly what we needed to help get our new business off the ground"

- Piseth Sam  
Co-Founder of P+E Wellness

"Working out with Adam on Friday & Tuesday mornings is a highlight of my week; we have a ton of laughs together, and he pushes me to do my best, even though I'm definitely not a morning person! More than that, though, I've loved getting to know him as a person. He has a great sense of humor about parenting and gives great life advice."

- Alyssa S  
PhD Candidate at Northeastern

"We just wanted to give a shout-out to Adam for this morning's workout. We had an intimate group, and some were camera shy, but he brought energy and enthusiasm, and the workout was intense yet fun. His story was powerful and a testament that your organization makes a difference. Faith in himself also drives him to create a better life for him and his family, and it's inspiring, so thank you for sharing that with us."

- Robin  
Vice President of Income Research  
& Management and Corporate Group  
Fitness Client



# Corporate Group Fitness

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*John Hancock*

**nexamp**



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"Big thanks for hosting the "Workout for a Cause Session with ICW"...we had over 40 people at the outset of the session from all over the globe which was fantastic. Etanis did a great job as always and kicked us into gear. We're so grateful to partner with ICW and support your amazing work."

- Laura C, Administrative Services Manager at BCG



# EVENTS

## Fittest Company Challenge

The 4th Annual Fittest Company Challenge was comprised of six fierce and competitive companies. The employees of participating teams competed virtually across a variety of fitness challenges, as well as ICW trivia and Boggle! RA Capital took home the trophy for 1st place, while Cooley LLP won the highly sought after Team Spirit Award.



## Civic Discussions

The Civic Discussion Series is a platform for bridging social capital - outside of the gym. Through raw, unscripted dialogue, ICW students, trainers, community members, and special guests unpack the challenges related to systemic racism and mass incarceration, through the lens of popular media. It is a platform for the voices of people in our program, as the people most impacted by these hardships. The Civic Discussion Series is in memory of our friend, advocate, and community member, Jay Buchta.

### Andrea Campbell

ICW was honored to be joined by Andrea Campbell (former Boston City Councilor, District 4, and Mayoral Candidate, current candidate for MA Attorney General) for a provoking discussion with two ICW Trainers, Etanis and Angel. The three discussed Trial 4 - a Netflix docu-series examining the story of Sean K. Ellis, a Black man unjustly accused and convicted of the 1993 murder of Boston police officer, John J. Mulligan, when Ellis was only a teen. Thank you Councilwoman Campbell for sharing your personal story and perspective with our community!



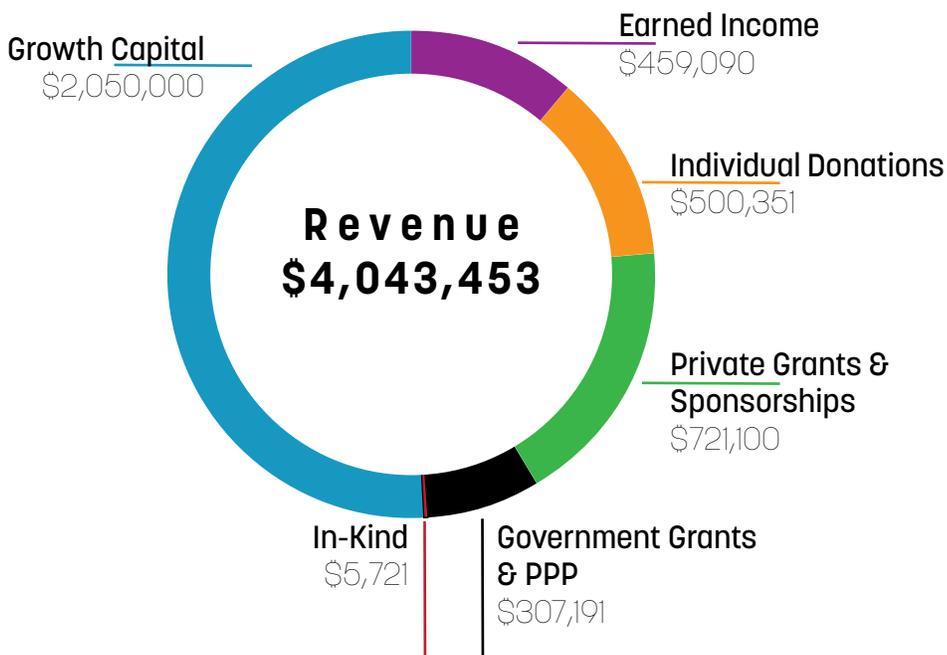
### Tommie Smith

Over 120 people joined our virtual conversation with iconic Activist/Athlete, Tommie Smith, and Director Glenn Kaino. The discussion centered around their new Documentary "With Drawn Arms" and featured a number of powerful moments, including a genuine exchange between Tommie and a young ICW program participant.

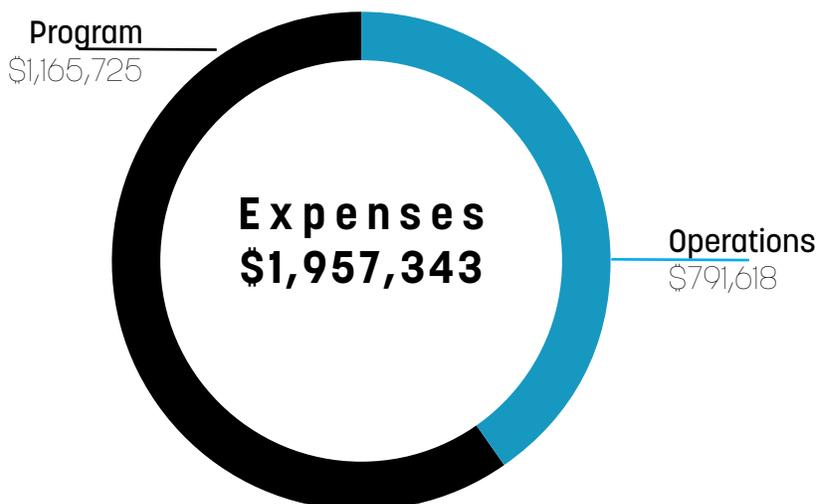


# Finances

ICW thanks our many funders for supporting us in continuing and growing our work. A very special thank you to Takeda Pharmaceuticals for our first seven-figure grant! Takeda is among many other generous companies, foundations, and individuals that make our program possible.



Note: The numbers below/above were not yet externally audited as of the date of publishing.



# 2021 Board of Directors

**Jason Bennett**, Director, US West Area - Amazon Web Services

**Tarikh Campbell**, Diversity & Inclusion Business Program Manager - Microsoft

**Michael Carazza**, FBI Supervisory Special Agent (Retired) - Public Corruption and Civil Rights Squad - Federal Bureau of Investigation (FBI)

**Sarah Downey**, Principal - Accomplice Venture Capital

**Jonathan Feinman**, Executive Director, Founder - InnerCity Weightlifting

**Alex Gedeon (Board Chair)**, Vice President, Private Equity - Bain Capital

**Carolyn Grimes**, Director - JustMap Foundation

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