

A large, dark silhouette of the Chicago skyline, including prominent buildings like the Willis Tower. The silhouette is set against a background of white watercolor splashes and ink-like stains, creating a textured, artistic effect.

# Ending **Street Violence,** Bridging **Social Capital**



Mike

## What is resilience?

Mike has been in and out of jail since he was 15. He's lost eight friends to gun violence and altogether, he's spent more than 72 months behind bars. Four different times, Mike got involved with ICW, only to slip up and fall back into the streets. ICW stuck by his side and he's now thriving more than ever.

Today he is training clients every day, he's studying for his ISSA training certification, and most importantly, he's paving a pathway for other young men from his neighborhood.

*“...anytime I've been down, ICW has been there to pick me up. ICW has been like family to me...”*

# A NOTE FROM OUR BOARD OF DIRECTORS

I was introduced to ICW in 2011. It was an organization with borrowed gym space and focused on getting young people connected to violence off the streets through weightlifting. Now in 2018, ICW operates two dedicated gyms with a mission that has evolved to bring people of different backgrounds and perspectives together to share connection and respect and provides a proven path to resetting a life off course due to lack of resources, opportunity and social capital. It is my pleasure and honor to serve as the Board Chair along with my dedicated Board colleagues and to be involved in the growth and “swerves” (a nod here to Michelle Obama) of such a vibrant organization that is not only surviving but thriving as we enter our 10th year. - **Carolyn Grimes, Board Chair**

Dear Friends,

2018 was a defining year for ICW, and the impact wouldn't have been possible without your support. We added 34 new students to our program, we worked with 366 new clients for a client total of 1,371 (between our personal and corporate training services), our revenue grew by more than 25% crossing \$2M for the first time, and 64% of our students held jobs for more than 90 days this year. 81% of our students avoided new arrests and our conservative ROI had a 5x return!

We created the “ICW Playbook” teaching manual. We brought on a Chief Program Officer, a Placement Coordinator focused on graduating students, a Partnership Coordinator, along with several Coaches and Advocates. By the end of the year we were hitting records in every department.

As we begin our 10<sup>th</sup> year, we are focused on increasing our service capacity at each site, on doubling our footprint in Boston by adding two more sites in the coming year(s), and we're focused on raising our public profile and voice to grow our impact beyond the walls of our gyms. Each day we see what happens when people are given a reason, a purpose, to get to know each other, to connect, to belong together. It disrupts the root factors of segregation, isolation, and racism that lead to street violence, chronic poverty, inequities, and health discrepancies that change dramatically from one zip code to the next. We have an opportunity to use ICW as a platform to inform society, to help people better understand the complexity of these social issues, and to feel the issues so they are compelled to act.

As we approach our 10-year anniversary, we reflect on how we've become experts in earning trust, in creating hope, in retention of our students. We can play a unique role complementing the work of other organizations, as we may be the only organization that can flip the power dynamics where our students become the valued experts and our personal training clients are there to get an amazing service. Genuine relationships form. The lives of our students change, the lives of our clients change, and the aggregate has an impact on society as the social norms that dictate what streets we do or do not cross fade away because that changes when you know the person, the community, you've otherwise been told to avoid.

As we look toward the next 10 years, we will not only focus on the impact on our students, but also the impact of our students on society.

Sincerely,  
Jon Feinman





# The Challenge

**10%**  
of Boston's  
youth drive:

**50%**  
**Total Homicides**

**70%**  
**Youth Homicides**

**77%**  
**Shootings**

While the problem seems insurmountable, by reaching a relatively small number of high impact young people, we can dramatically influence the system.

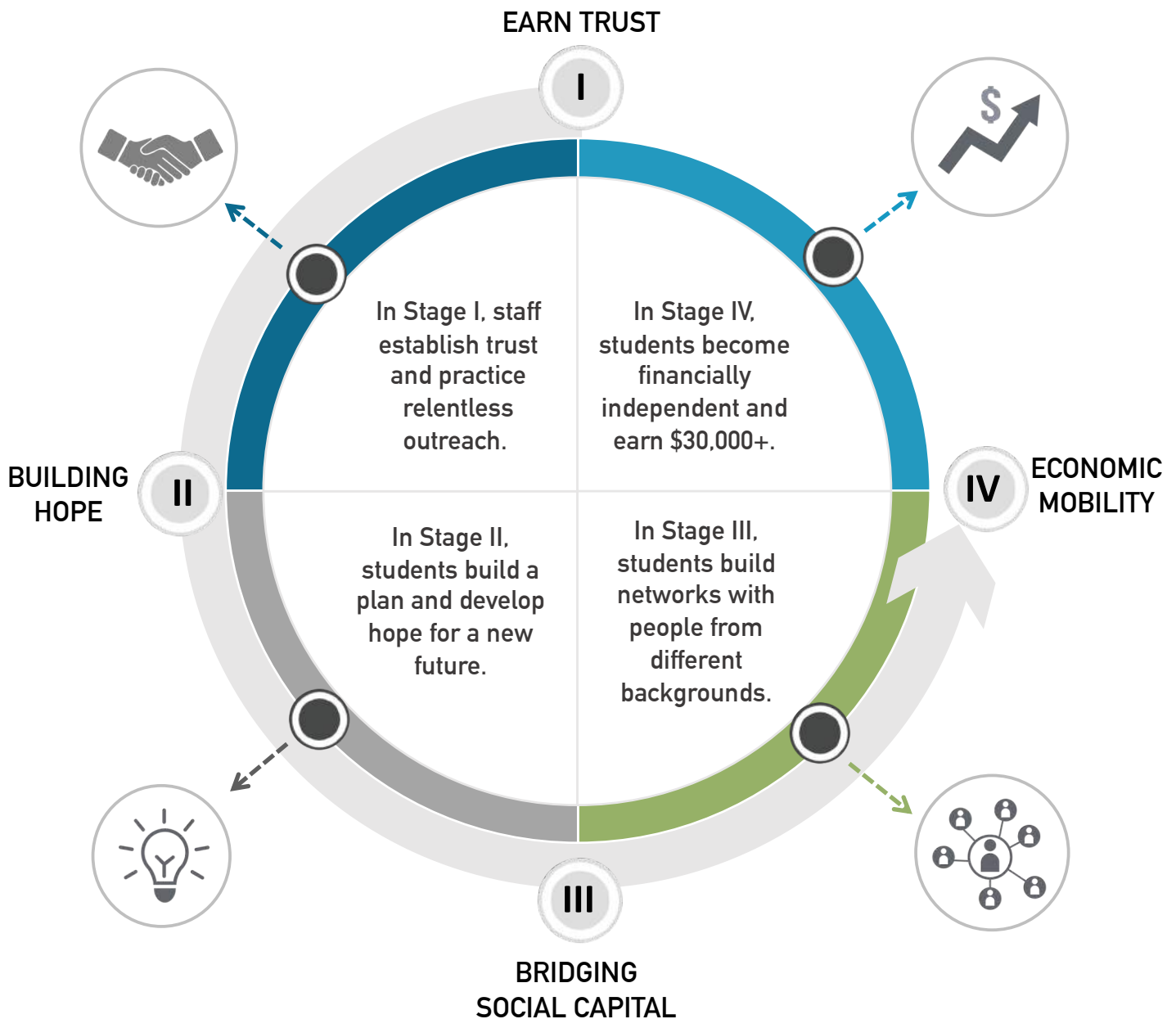
## Our Mission

InnerCity Weightlifting aims to end coordinated youth violence by connecting high impact young people with new networks and opportunities, including meaningful careers in and beyond personal training.

We use the gym to replace segregation and isolation with economic mobility and social inclusion, disrupting the system that leads to urban street violence.

# A Model That Works

Our impact is grounded in a four stage model that is woven together by our apprenticeship program in personal fitness training. We are unique in that we address both the immediate needs of program participants as well as the systemic factors that lead to street violence in the first place.



# Beyond Apprenticeship

Our students are bright, charismatic, and hardworking. They deserve a career that capitalizes on these attributes. In 2018, we had a record number of students participating in our apprenticeship program, paving the way to broaden their networks and increase their earning potential.

**36** Training certifications earned

**\$19.6** Average hourly wage earned by our students

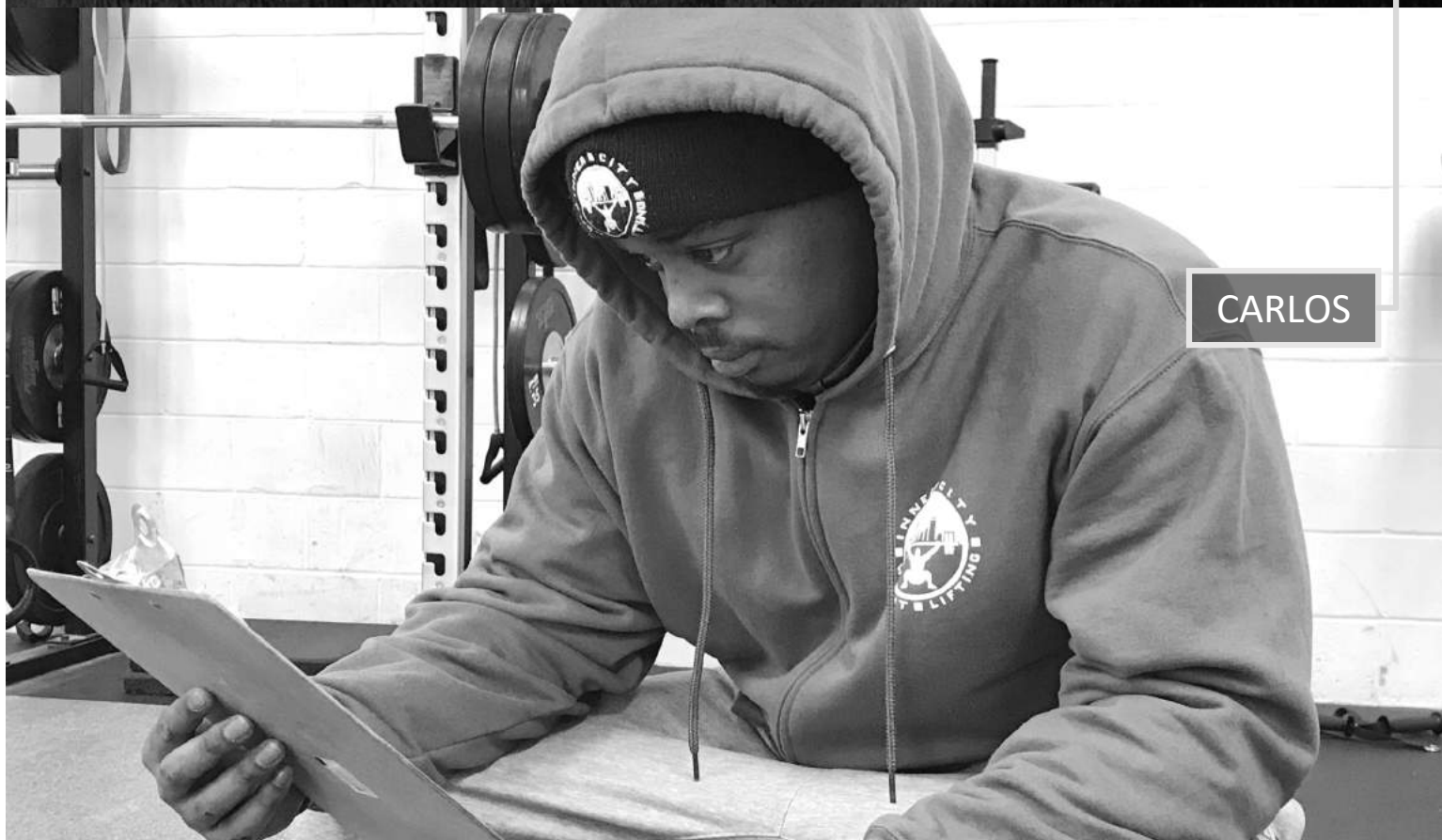
“

*Since getting my ISSA cert, I have more opportunities...*

*...The certification allowed me to work at other gyms, making way more money...*

”

CARLOS







Randy

## More than Weights

In 2018 we added wrap-around services, led by our Partnerships and Job Placement Coordinators. All support services are designed to meet student needs, freeing them up to focus on an education or career. We even set up our own food pantry!

- Job placements
- Secure Housing
- Safe Transportation
- Counseling Services
- Household Food Pantry
- HiSet Preparatory Classes
- College-Level Classes
- Financial Literacy Classes

**500 lbs/month**  
**Food ICW provides its students**

**2,650 Safe Rides**  
**Delivered to students in 2018**

# Our Impact

2018 was a defining year for ICW. We added 34 new students to our program, we worked with 366 new clients for a total of 1,371 (between our personal and corporate training services), our revenue grew by more than 25% crossing \$2M for the first time, and 64% of our students held jobs for more than 90 days this year. Our conservative ROI had nearly a 5:1 return, while a holistic approach to calculating ROI – including the cost of a homicide (\$17M), opportunity costs, legal fees, ER visits and costs on the health care system – is greater than 30:1.



Averyk

**147**

**Students Served**

**77**

**Students in Stages**

**2,3,4**

**80.6%**

**Avoided New Arrests**

**64%**

**Employed for 90+ days**

**4.8x\***

**Return On Investment**

\*Based on an internal review of "value creation"





Angel

## More Than a Job

ICW Kendall Square is an Enterprise site, serving up to 15 student trainers in our apprenticeship program and over 800 of their training clients. In 2018 alone, we generated:

**90%**

**Students at KS had  
no new arrests**

**874**

**New network  
connections**

**100%**

**Held employment  
for 90+ days**

**\$348k**

**Created in student  
trainer jobs**



Chino

## Bridging Social Capital

Not only do our trainers get a great job in a career they're passionate about, they get to meet clients from opposite socio-economic backgrounds, bridging social capital. By flipping the power dynamics, our students become the valued experts. Our clients get to know our students for who they truly are, shifting perceptions and creating a more inclusive Boston.

“*When I was going through a rough time in my life, Chino gave me great advice and perspective. I've accomplished a lot of my goals with his help ...*”

*-Chris, a Kendall Square client*



## SUMMER WORKOUT SERIES



# ICW Trains Boston

The 2018 Summer Workout Series was our biggest yet. Over 100 sweaty community members got fit and changed lives as ICW took over the Rose Kennedy Greenway for three hot Wednesday nights workouts. ICW Staff, Coaches, Student Trainers, and Board Members all came together to ensure a fun, safe, challenging circuit-style workout. The series was generously sponsored by State Street, BCG, WeWork, and Drizly.

The Fittest Company Challenge occurred in October for seven Cambridge companies all vying for bragging rights and a trophy. Our trainers led Kendall Square based employees through a team bench press, a tire-flip relay, agility exercises, and more.

**wework**



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ICW extends its deepest gratitude to its Board of Directors and Advisory Council. Your leadership has been crucial in helping us create our most successful year ever.

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# THANKS TO OUR GENEROUS DONORS

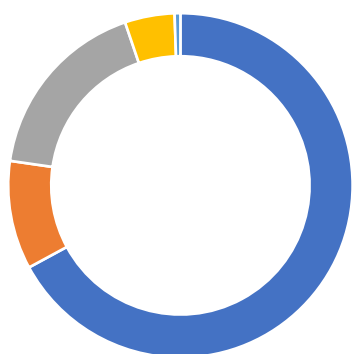
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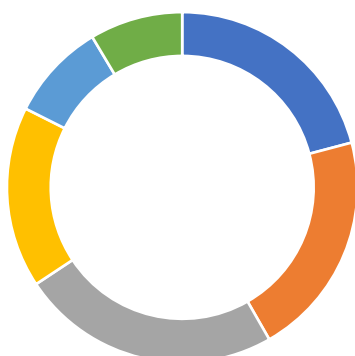
# Financials

The selected financial information includes revenue and expenses for all InnerCity Weightlifting operations at both its Kendall Square and Dorchester location. All revenue has been recognized on an accrual basis.



## FY18 Consolidated Revenue

Private Grants	\$	1,363,522	67%
Individual Contributions	\$	207,025	10%
Earned Income	\$	355,914	18%
Rental Income	\$	94,814	5%
Other	\$	10,990	1%
Total	\$	2,032,265	100%



## FY18 Consolidated Expenses

Apprenticeship Wages	\$	333,956	21%
Program & Support Services	\$	333,092	21%
Program Staff	\$	383,145	24%
Capacity Building & Evaluation	\$	267,444	17%
Taxes & Fringe Benefits	\$	144,042	9%
Admin & Operating Costs	\$	137,093	9%
Total	\$	1,598,773	100%

“...ICW finished FY18 in a strong financial position, poised for another year of impact. We eclipsed \$2M for the first time and intend to leverage our strong year to double down on Boston!”

-Zach Sloan, ICW COO

# Expanding Networks

In 2018, ICW grew its Corporate network by leading local companies in over 400 group workouts for their employees. Each of these workouts made a tangible impact on ICW Students, company culture, and on the Boston Community as a whole. Additionally, for the first time, two ICW consistently led their own Corporate Group Workouts throughout the year upon earning their nationally recognized certifications.

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# ICW IN THE PRESS



**“** *It's not just a gym to those that come to ICW. For many, ICW is the only opportunity some of these young men have to choose a different life than the one they grew up in.* **”** -NBC Boston

**“** *ICW students have a rare skill and provide information, guidance, and support to wealthier clients who lack that skill.* **”**

*-Statement on flipping power dynamics in ASA article featuring ICW*



# **InnerCity Weightlifting, Inc.**

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ICW Kendall Square**

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