

**GOOD JOBS,
STRONG
COMMUNITIES
—AN AGENDA
FOR
GOOD JOBS
IN BOSTON**

Report Author: Claire Gilbert

Executive Summary

Construction is booming, downtown restaurants are full, and traffic jams are clogging the Seaport District. But many Boston neighborhoods are hurting as good jobs disappear. Low-wage workers' take-home pay is flat or falling, and their increasingly insecure jobs undermine the city's attempts to stabilize neighborhoods and strengthen the local economy.

Boston's next mayor can make the city's job market work for all of Boston by:

1. **Funding youth jobs.** Stream \$8.5 million in City funding into youth jobs that include 14 to 19 year olds, which would support an additional 2500 summer jobs and 500 school-year jobs.
2. **Standing for local hiring of Boston residents in construction.** Require each major construction project to hire 51% Boston residents, 51% people of color, and 15% women.
3. **Holding employers accountable when they contract out work.** Hold corporations like Walgreens, AMC Loews, and Pulte Homes responsible for the wages and conditions in work they contract out to others.
4. **Enforcing Boston's Livable Wage Ordinance and supporting earned sick time benefits and an increase in the state's minimum wage to \$10.50 per hour for all workers.**
5. **Supporting jobs, not jails.** Urge the governor to freeze new prison construction and spend \$2 billion on new jobs instead.
6. **Helping win a living wage for airport workers.** Support the Lift Off Coal-

tion's campaign for a living wage for Logan Airport's 100,000 workers.

7. **Including domestic workers.** Support a Massachusetts Domestic Workers' Bill of Rights which establishes basic labor standards that protect domestic workers.
8. **Supporting fast food workers** and their campaign for respect, decent pay, and a contract for fast food workers in Boston.
9. **Extending a living wage to major employment hubs.** Use development standards and area wage standards to bring a living wage and better jobs to malls, shopping centers, and major development projects.
10. **Giving taxi drivers a fair deal.** Establish an independent commission to oversee Boston's taxi industry, regulate all cars for hire, and recognize the taxi drivers' union.

The Problem

Many of Boston's neighborhoods are sliding backwards economically.¹ Our security, stability, and economic status are at risk as dead-end jobs replace good jobs in our city. Consider:

- Wages for many workers are flat or falling. A recent study found that between 2000 and 2012, wages stayed flat or declined for the entire bottom 60% of wage-earners.²
- Meanwhile, the cost of living is rising. A 2011 Boston Indicators Report found that from 1990 to 2009, the cost of living increased by 68%.³

- Workers have to piece together two or three part-time jobs, leaving them with little time to spend with their families and no time to help build their communities. Because they lack even the most basic workplace benefits like sick days, they cannot take care of themselves or their children when they fall ill.
- Approximately 30% of the jobs in Greater Boston are in low-wage occupations, and about 40% of Boston’s workers have to live on these low wages, which provide an income below the Standard for Family Economic Self-Sufficiency for a family of four with two wage earners.⁴

Yet low wages are only part of the problem. Other trends are also driving working people down and driving them out of the city:

- The loss of affordable, employer-funded healthcare and other benefits
- Disappearing job security
- More part-time, contingent jobs where workers are made to seem disposable
- Employers who are shedding responsibility for their workers by contracting essential tasks to other, often low-road companies

Many of the jobs in the industries that drive our city’s economy—healthcare, higher education, business and finance, hospital-ity, biotech, construction & real estate, and retail⁶—have comparatively low wages, feeble benefits, unreliable work hours and

Inflation Outpaces Wages in Many Boston Neighborhoods

Community	1999 Median Yearly Earnings	2011 Median Yearly Earnings	Difference	Inflation-adjusted
Roxbury	\$22,294	\$24,952	\$2,658 [+12%]	-23%
Mattapan	\$25,300	\$29,186	\$3,886 [+15%]	-20%
Dorchester	\$22,294	\$24,952	\$2,658 [+12%]	-23%
Beacon Hill	\$38,509	\$53,479	\$14,970 [+39%]	+4%
Whole City	\$25,574	\$32,069	6,495 [+25%]	-10%

Source: American Fact Finder. United States Census: 1999 & 2007–2011 Community Survey and US inflation calculator.⁵

little stability.⁷ In Boston and nationally, most of the new jobs being created are low-wage and part-time. A recent report by the National Employment Law Project shows that while low-wage jobs were 21% of recession losses, they are 58% of post-recession job growth.⁸ All this weakens the fabric of our community.

Bad jobs have well-documented impacts on the families of low wage workers and the communities they live in. Good jobs make all the difference in terms of housing, education, and even reduced violence.

A person would have to make \$25 an hour to reasonably afford the average rent of \$1300 for an apartment in the City of Boston, or work 125 hours a week on the current minimum wage of \$8 per hour.⁹

Low wages impact educational outcomes, as 57% of low-income children do not read at grade level in third grade, according to Strategies for Children. Not reading by third grade is a predictor for dropping out of school, teen pregnancy, and incarceration.¹⁰ Parents with multiple part-time jobs cannot be home reading to kids and attending parent-teacher meetings.

One of the most painful outcomes caused by bad jobs for our communities is violence. A Report of the Special Committee on Youth Violent Crime Prevention has found that “there is a causal relationship between summer jobs and safer streets.”¹¹ Simply put, the more summer jobs accessible to young people, the less youth violence occurs in neighborhoods. Fewer summer jobs lead to an increase in youth violence. Bad jobs mean people have to

move out of the city, kids don’t learn how to read, and violence increases. Good jobs are the building blocks of strong, vibrant, healthy communities. We need a mayor who will stand up for good jobs and strong communities.

Good Jobs Build Strong Communities

Good jobs allow our families and our communities to thrive. These jobs should provide: more job security, higher wages, better benefits, dignity and respect for workers. Good jobs allow hard-working area residents to focus on their work, to create solid foundations for their families, and to engage actively in the life of their communities. Investing in good jobs result in a more robust economy with higher productivity, greater consumption, a diversified and skilled workforce. Good jobs facilitate workers’ participation in the civic, social, and economic lives of the community.

We need to value the roles workers play in their families and communities by paying family-sustaining wages, providing quality benefits, and stabilizing job security. Quality benefits include free or low-cost health insurance, reliable and sufficient retirement funds, adequate sick and family medical leave, and child-care funds. Worker-friendly scheduling practices, fair dismissal practices, reasonable notice of and real recall after layoffs, and full-time work contribute to increased job security.

Bad jobs are bad for our communities and bad for Boston. We are not powerless. We can make the changes needed to accomplish our dreams of strong communities and good jobs. A broad range of progressive coalitions are creating a comprehensive package of good jobs reforms for all Bostonians. Together we can win good jobs for all Bostonians and take a giant step toward the strong city we all know is possible.

The rest of this report describes campaigns aimed at the bad jobs crisis and the impact of low-wage work on our communities. These ten campaigns are sponsored by organizations representing Boston's workers and the communities they live in.

Fund Youth Jobs

Our youth must have access to good quality jobs to get the training, development, and leadership they will need to thrive and support their own families. In 2001,

the City cut funding for its own youth jobs program from a high of \$8.7 million to \$3.7 million, and cut out access to the jobs for 14 and 18 year olds. The next several years saw an uptick in violence with 75 homicides in 2005 and 74 in 2006.

Instead of seeing young people as potential criminals, we need to view them as our city's future leaders. Youth jobs:

- Decrease violence
- Support youth leaders
- Help young people who are trying to support their families

Each year, there are more than 14,000 youth who need summer jobs. Boston's new mayor must stand with us and the Youth Justice and Power Union to stream \$8.5 million in City funding towards youth ages 14–19. This increase will support an additional 2500 summer jobs and 500 school-year jobs. If we fail to fund these jobs we are failing our youth and leaving a whole generation behind.

“A lot of youth are struggling to support themselves and their families. They would do anything and that means they make unhealthy choices. [Investing in youth jobs] now would mean everything and would let us take control of our lives.”

— Kenny Jean, youth leader of the Youth Justice and Power Union (YJPU)

Joshua Roe

In Boston, I want to see more availability of jobs for youth. So many youth come up to me and say, "Yo, I need a job." Their parents can't give them what they need, and so they go about getting money in unhealthy ways. Young people feel like things like JROTC are their only route. I think that the age range for more youth jobs should be lowered to 14. For families that are struggling, when youth have jobs, youth can pay for what they need. I want to see more retail jobs available to young people, especially younger people, 14 and up. And the minimum wage should be higher for youth and adults.

If we had more jobs in Boston, it would change the young people that we see; they'd be more responsible and more aware. You would see young people fighting for a higher minimum wage because they would see the unfairness and understand their parents' struggle. Young people would begin the fight for social justice at a younger age.



Stand for Local Hiring of Boston Residents in Construction

Boston is a majority minority city. The population is now 53% people of color.¹² Yet in Greater Boston, nearly one-quarter of Black workers are underemployed, compared with 10% of white workers.¹³ Meanwhile, we are in the midst of a construction boom with \$4.4 billion and 13.6 million square feet of new construction underway in Boston in 2013.¹⁴

One way to ensure access to good jobs in Boston's lowest-income neighborhoods, where the majority of the community are Black and Latino, is to enforce the systems the City of Boston has already put in place to ensure fair access of local residents to jobs. The Boston Residents Jobs Policy (BRJP) requires all major construction projects in the City of Boston to hire 50% Boston residents, 25% people of color, and 10% women. But these standards often go unmet.

The Boston Jobs Coalition and the Right to the City Alliance are trying to make the BRJP standards a floor rather than a ceiling. The Coalition wants every major construction project to meet BRJP standards and go even farther by increasing the standards to reflect Boston's status as a majority minority city. The increases would require each construction project to hire 51% Boston residents, 51% people of color,

and 15% women. To create a vibrant city with strong communities, Boston's new mayor must enforce and expand the BRJP.

Hold Employers Accountable: Contracting

Contracting is growing across the economy, in all sectors, and in both blue and white collar jobs.¹⁵ And it destroys good jobs.

The greatest problem is not contracting in itself but the opening it gives corporations to evade labor law and drive down job standards. Labor law in this country is based on direct relationships between employers and employees. But employers that hire contractors cannot be held accountable when workers are not paid, when they are injured on the job, or when their rights as workers are otherwise violated—even though they defined the work and paid for it to be done.

At the airport or in office buildings, in warehouses and in big box stores, more workers are facing a labyrinth of employers. It can be hard to tell who they work for at all. Worker centers and unions often fight flagrant cases of wage theft and other violations, only to find that the attorney general does not have the tools to prosecute the employers who are ultimately responsible for the violation.

Community Labor United and the Immigrant Worker Center Collaborative are working towards reforms in our system to ensure the major actors, the big corporations and developers that make enormous profits in our city and our commonwealth, are responsible for making sure their contractors abide by the law and uphold good jobs standards for the women and men whose labor makes those profits possible. We need a mayor who will stand with us to hold employers accountable.

Ensure Minimum Wage and Earned Sick Time for All Workers

Since 2008, workers in Boston and throughout Massachusetts have struggled without an increase in the minimum wage. Raise Up Massachusetts is working to pass a bill to raise the state's minimum wage to \$10.50 per hour, raise the minimum wage for tipped workers to 60% of the full minimum wage, and index both wage rates to rise each year with the cost of living.

Among other benefits, this would let low-wage workers spend more time with their families, with impacts on school achievement and delinquency.

Sarah Nolan of the Mass Budget and Policy Institute has shown that raising the minimum wage to \$10 per hour would raise wages for 581,000 people "or one in five Massachusetts workers."¹⁶ In other words, a \$2 increase would directly impact 20% of us and would raise the floor for everyone else. Most of this needed extra money would go directly back into our communities and to the local economy.

"This is an opportunity for our mayoral candidates and our governor to step up and show us they support us across the board. It's a chance for them to say, 'we're people too.'"

— Noemi Ramos, Director of New England United 4 Justice

Joseph Forrester

I'm 63 years old and I work at National Wholesale Liquidators making \$8.50 an hour with no benefits. I've worked there for a year and a half, with my hours changing and being cut when business was slow. Since April, I've been fortunate to be able to work full time.

Even working more hours, my take home pay is only about \$260 a week. After I pay my rent every month, I am left with less than \$200 to cover all my other expenses.

Right now, the gas in my home is shut off because I can't afford to pay the bill. If it weren't for food stamps, I would not be able to put food on my table.

I haven't always been working minimum wage jobs. For many years, I worked as a Security Officer for hospitals in the Boston area, making as much as \$20 an hour. But times were tough and I was laid off, and after two years of unemployment, I had to take whatever job I could find to pay the bills.

But \$8.50 an hour just is not enough to survive. A full day of work barely even covers the cost of gas to get to work. For me, a raise in the minimum wage would make it easier to cover my monthly expenses. My co-workers and I work hard every day, and we deserve to be able to live off what we make.

Earned Paid Leave

One of four Massachusetts workers report “that they have been fired, suspended, punished or threatened with being fired for taking time off due to personal illness or to care for a sick relative.”¹⁷ The Massachusetts Paid Leave Coalition is supporting a bill giving Massachusetts workers access to paid sick time when they or their families fall ill.

When workers come to work sick for fear of losing their job, they make others sick. Families also suffer when parents cannot stay home to care for sick children—or are thrown into crisis if they do stay home and lose their job as a result.

The Earned Sick Time and Minimum Wage bills are part of the same effort. Each demands the support of Boston’s mayor and the state’s governor. Each should view these bills as part of their jobs and family support efforts.

Fight For Jobs Not Jails

Boston’s predominantly Black and Latino neighborhoods face Depression-era employment levels, and even as the city fails to ensure that all residents have access to good jobs, the state is incarcerating its Black and Latino communities at frightening rates. Massachusetts’ levels of incarceration are now on par with those of Kazakhstan and French Guiana, giving Massachusetts one of the highest rates of incarceration in the world.¹⁸

Governor Patrick’s administration projects that without changes to the criminal justice system, Massachusetts will need to spend \$2 billion in the next seven years to build 10,000 new prison units and \$150 million more each year to fill them.¹⁹ In essence we are preparing the city’s Black and Latino youth not for good jobs but for prison sentences, and we are devastating our communities in the process.

The Jobs Not Jails campaign is focusing priorities and public resources away from incarceration toward new jobs. Boston’s new mayor needs to advocate for this shift in public policy and for freezing construc-

“We need elected officials who will support labor policies that will uplift the quality of life for all workers, in this case, women.”

— Natalicia Tracy, Executive Director of the Brazilian Immigrant Center

tion of new prison units, reforming the entire criminal justice system, and diverting \$2 billion from prison construction into new jobs.

A Living Wage for Airport Workers

Logan Airport is a huge engine for jobs in the Boston area. It is responsible for 82,000 jobs, the equivalent of 3.2% of all jobs in Greater Boston.²⁰ Many of those jobs—in baggage handling, passenger assistance, plane cleaning, ramp and refueling—used to be well-paying jobs working directly for the airlines. Now they are routinely contracted out to the lowest bidder.

At Logan Airport, which is governed by the Massachusetts Port Authority, most workers in aviation services—which covers a wide range of jobs—earn \$8–\$8.50 per hour. Most have part-time hours with no sick days. Most of the workers rely on Commonwealth Care or have no health insurance at all. These jobs are as bad as those in fast

food even though they are ultimately controlled by the state government.

Service Employees International Union (SEIU) Local 32BJ, District 615, has joined with community groups to demand change at the airport. SEIU is helping Airport Workers United, employees of airport contractors who are speaking out. “When people hear that I work at the airport they think I have a good job, but that’s a joke,” says Yocelin Ratchell, a leader in Airport Workers United. “We want every airport job to be a good job.”

With such an enormous footprint on employment in the city, Logan plays a vital role in the strength of Boston’s communities. We need Boston’s new mayor and the state’s governor to join the Lift Off Coalition in demanding a Living Wage for all workers at Logan Airport.

“We expect the mayor of Boston to set a different tone. We expect the mayor of Boston to do his or her job and put the people’s interests above those of the developers.”

— Chuck Wynder, Executive Director of the Boston Workers Alliance

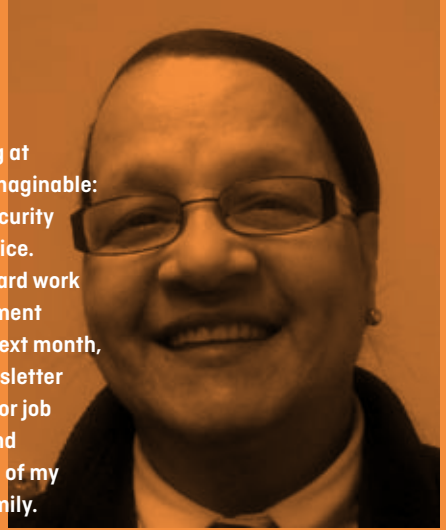


Isabelle Martin-Allen

Isabelle Martin-Allen lives in Everett and has fought for justice her whole life. Now, Isabelle and Mohamed Sheikh, another Everett resident who works at Logan Airport, are standing together to demand good jobs for all workers at Logan Airport. “I know Mohamed now, so I am committed to a better life for him and his family. But I also know all workers at the airport need higher standards—and our communities need it too.” Mohamed Sheikh and Isabelle Martin-Allen are standing together to demand a commitment to good jobs for all airport workers and a stronger Everett.

Maria Barros

I have spent the past fourteen years working at Logan Airport. I have held nearly every job imaginable: aircraft cleaning, wheelchair assistance, security checkpoint, plane guard, and customer service. In March of 2009, I was recognized for my hard work and presented with a Certificate of Achievement Award from G2 and American Airlines. The next month, I was featured on the front page of G2's newsletter which highlighted my dedication and superior job performance. Both the framed certificate and newsletter are proudly displayed on the wall of my Roxbury home surrounded by pictures of family.



However, my pay has consistently been reduced throughout the course of my employment. After several years making \$16 as security supervisor for Globe Aviation, when the Transportation Security Administration (TSA) took over these positions I was demoted from my supervisor role and paid at a rate of \$12 per hour. Soon after, that \$12 turned into \$10. Now I only make \$9 an hour, making it difficult for me to pay my mortgage and bills.

Kevin, my son, often leaves money on my bedroom bureau to help out with groceries and my car insurance. He puts it there because he knows that I'll refuse to take it if he were to try to hand it to me. He knows that I want to be self-sufficient, but sees that it is hard because I do not make enough money.

I am also very concerned about job security at Logan. Recently there have been a lot of layoffs and employees' hours have been cut. I am always nervous about the situation because it could get worse so I never know what to expect. Despite this, the company continues to hire on new employees, who sometimes are scheduled for more hours than employees who have worked there for years.

Include Domestic Workers

Domestic workers—mostly women of color, both US-born and immigrant, who work in homes as nannies, providers of elder care, and housekeepers—are a largely invisible and isolated workforce.²¹ They have been excluded from employment laws because their work has traditionally been devalued as the work of housewives, servants, and slaves. Domestic workers often work long hours with low pay and no benefits. Working in isolation, they are particularly vulnerable to abuse in the workplace. Excluded from employment laws, they are without recourse in the face of discrimination, unsafe working conditions, and sexual harassment.²² In many instances domestic workers are paid below minimum wage; in some, fees for lodging and food mean they make no income at all.²³

The Massachusetts Coalition for Domestic Workers is organizing to pass the Domestic Workers Bill of Rights. The bill would establish basic rights for domestic workers: sick time to care for themselves and their families, meal and rest breaks, clarity on what constitutes working time, and protection from discrimination and sexual harassment.

Boston's new mayor has a role to play here. This bill protects the safety and health of our communities by protecting the well-being of domestic workers and their families. Domestic workers do the work that enables everyone else to work. They are the foundation of our economy

and the caregivers of our communities. Valuing their work is intrinsic to creating strong vibrant communities and economies.

Support Fast Food Workers

Boston's fast food workers are joining the National "Fight for 15." Across the nation fast food workers are standing up to demand respect, decent pay (\$15 per hour), and a contract in an industry that has always viewed workers as disposable. In Boston, as in the rest of the nation, fast food workers are some of the lowest-paid workers in our communities, earning \$8–8.50 per hour with no sick days and no control over schedules.

Contrary to popular belief, most fast-food workers aren't teenagers; in fact, the median age of a fast-food worker is over 28 years old. Women who hold these jobs, and make up two-thirds of fast food workers, have a median age of 32.²⁴ In addition, most fast-food jobs are part-time, further crippling workers' ability to meet basic needs with their meager wages.

Fast food corporations have recovered from the recession and are earning at a higher rate than before. McDonalds' CEO took home an enormous \$13.75 million in compensation in 2012.²⁵ These corporate giants earn enormous profits in Boston as our residents spend their hard-earned dollars in their restaurants. Meanwhile, their labor practices leave hardworking Bostonians to raise children in poverty while juggling two or three jobs.

At the end of August, fast food workers in Boston walked off the job, joining the struggle for fair pay with fast food workers all across the United States. Boston's mayor has an important role to play ensuring that these workers—and any worker—who take action to improve their working conditions are not retaliated against and paid a fair wage. When Boston's fast food workers stand up for themselves, they are really standing up for Boston's communities and they need their mayor to stand up with them.

Extend the Living Wage To Major Employment Hubs

Action for Regional Equity's Jobs Coalition uses Logan Airport and the fast food workers' campaign as the starting point for a new campaign that will demand, win, and enforce higher than minimum wage standards in specific zones and categories such as the airport, malls, shopping centers, major development projects and other hubs.

Community residents are saying that bad jobs hurt the whole community, not just the workers. So they are taking ownership of these fights for higher jobs standards. Action for Regional Equity's local groups—One Everett and Good Jobs Strong Communities Dorchester-Roxbury—are coming together to say we need good jobs for our communities.

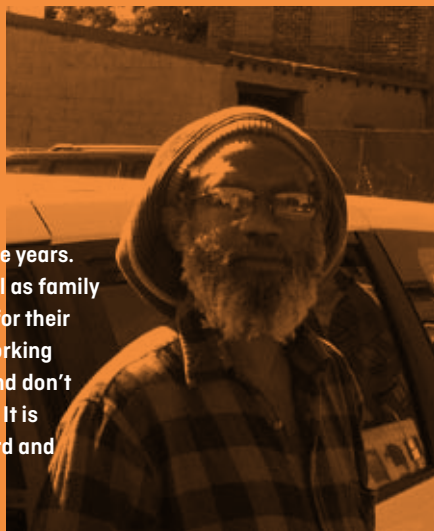
The coalition will fight for broad-based standards such as development standards and area wage standards, and also for everything that makes up a good job—stability, full-time work, and more.

Pierre Duchemin

I have been driving a taxi in Boston for twelve years. I support five children, two in college, as well as family in Haiti, who rely on my earnings to provide for their basic needs. I am in debt all the time as a working Boston Taxi driver. I work 70 hours a week and don't even want to comment on what I take home. It is shamefully low for someone working the hard and long hours that I do every day.

I pay \$150 a day to rent a taxi for 24 hours. Gas costs me \$60 a day. I must carry a minimum of \$80 dollars on my transponder account to work in the Airport. The only two credit card processing companies approved by Boston charge insanely high processing fees. CMT charges 6% and requires you to have an account with Bank of America. That account charges you \$1.50 each time you withdraw your own earnings. And Veri-one charges 5% and only pays your earnings twice a week, less on weeks with holidays. In a cash business [fleet owners do not accept credit cards to rent taxis] this causes massive cash flow problems. I also have to pay 8% processing on corporate account vouchers. I have no time to cook, so food and coffee to stay awake can cost as much as \$40. If it is a busy day I can work as little as 17 to 18 hours; if it is slow I must work as many as 21 hours.

I have constant financial problems. My house was foreclosed during the housing crisis. It is a struggle to make rent. I have to borrow money and I hate owing people. I have a gas bill, electric bill, and my sons' college tuition and books. For a working African immigrant living in Boston the American dream has become a nightmare. This is why we are organizing and I am a leader of BTDA, the Boston Taxi Union.



Justice for Taxi Drivers

Taxi drivers have been called “the driving poor.” It’s no wonder, since Boston taxi drivers who “lease” their cabs as independent contractors begin their day in debt paying medallion owners “about \$100 plus gas for each 12-hour shift.”²⁶ A recent Boston Globe Spotlight Series found that the industry is “plagued by petty bribery and overcharging of drivers and the unit of the Boston Police Department that regulates the industry often turns a blind eye to fraud and abuse.”²⁷ The largely immigrant workforce often makes below minimum wage and works without health insurance or benefits of any kind. Taxi drivers have long been misclassified as independent contractors rather than employees, which leaves them unable to access labor and employment laws that protect other workers.

The taxi industry, explains Sandy Wright, an organizer with the United Steelworkers/Boston Taxi Drivers Association, is overseen by an outdated Hackney Division that puts complete control over the industry in the hands of the Boston Police Department. The Taxi Drivers want to see a civilian commission administer, regulate, and oversee the industry. The commission would be comprised of elected officials, labor representatives, and drivers. It would be an open, transparent, and on-record commission and would offer drivers a chance at collective bargaining.

We need a mayor who will sponsor a Civilian Commission, who will support the reclassification of taxi drivers from independent contractors to employees, and who will recognize the United Steel Workers/Boston Taxi Drivers Association as the authorized representative of taxi drivers for the purposes of collective bargaining rights.

People Interviewed for this Report

Monique Nguyen Belizario, *Matahari Eye of the Day*
Hakim Cunningham, *Boston Workers Alliance*
Lew Finfer, *Massachusetts Communities Action Network*
Katy Gall, *Mass Uniting*
Monica Halas, *Greater Boston Legal Services*
Darrin Howell, *Mass Uniting*
Kenny Jean, *Youth Justice and Power Union*
Lisette Le, *Right to the City Alliance*
George Lee, *Youth Justice and Power Union*
Darlene Lombos, *Community Labor United*
Elvis Méndez, *Immigrant Worker Center Collaborative*
Dan Nicolai, *SEIU 32BJ District 615*
Steve O'Neil, *Jobs Not Jails*
Noemi Ramos-Winthrop, *New England United 4 Justice*
Natalicia Tracy, *Brazilian Immigrant Center*
Weezy Waldstein, *Action for Regional Equity*
Sandy Wright, *Boston Taxi Drivers Association*
Chuck Wynder Jr., *Boston Workers Alliance*

Notes

- 1 American Community Survey, Tables S2001 for 2007–2011. ACS 8 P085 for Decennial Census SF3. <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>.
- 2 A Decade of Flat Wages. The Key Barrier to Shared Prosperity and a Rising Middle Class. Economic Policy Institute. Lawrence Mishel and Heidi Shierholz. August 21, 2013. <http://www.epi.org/publication/a-decade-of-flat-wages-the-key-barrier-to-shared-prosperity-and-a-rising-middle-class>.
- 3 The Measure of Poverty: A Boston Indicators Project Special Report. 2011. Charlotte B. Kahn and Jessica K. Martin. http://www.boston.com/news/local/massachusetts/specials/boston_poverty_report_2011.
- 4 Ibid.
- 5 Earnings information: American Community Survey, Tables S2001 for 2007–2011. ACS 8 P085 for Decennial Census SF3. <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>.
<http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>.
Inflation information: According to the “US Inflation Calculator” website, which calculates cumulative inflation using the US Consumer Price Index, cumulative inflation from 1999 to 2011 was 35%. <http://www.usinflationcalculator.com>.
- 6 The Boston Economy in 2010. Research Division. Boston Redevelopment Authority. Jan. 2011. <http://www.bostonredevelopmentauthority.org/PDF/ResearchPublications/The-BostonEconomyin2010.pdf>.
- 7 Low Wage Earners and Low Wage Jobs in Greater Boston. Anneta Argyres and Brandynn Holgate. Labor Resource Center. University of Massachusetts Boston. April 2012.
- 8 The Low-Wage Recovery and Growing Inequality. National Employment Law Project. Data Brief August 2012. http://www.nelp.org/page/-/Job_Creation/LowWageRecovery2012.pdf?nocdn=1.
- 9 National Low Income Housing Coalition. Housing Wage Calculator. <http://nlihc.org/library/wagecalc>.

- 10 Strategies for Children. 65% in 2009 scored below proficient in MCAS, Turning the Page: refocusing MA for Reading Success.
- 11 Report of the Special Committee on Youth Violent Crime Prevention: Working Together to Increase the Peace. June 13, 2006.
- 12 Demographic and Socio-economic trends in Boston: What we've learned from the latest census data. November 29, 2011.
<http://www.bostonredevelopmentauthority.org/PDF/ResearchPublications//BostonEconomyDemographics.pdf>.
- 13 Jobs Equity Brief #1. September 2012. Action for Regional Equity. Analysis of monthly basic Current Population Survey microdata, September 2011–August 2012.
- 14 New England Real Estate Journal. April 19–25 2013. <http://nerej.com/62419>.
- 15 From Orchards to Internet: Confronting Contingent Work Abuse. Catherine Ruckelshaus and Bruce Goldstein. 2002. National Employment Law Project.
http://nelp.3cdn.net/8af16441e7427cce36_83m6ibx75.pdf.
- 16 The Regional Impact of a Minimum Wage Increase. Sarah Nolan. Jan 18, 2013. http://www.massbudget.org/report_window.
- 17 National Opinion Research Center, University of Chicago.
- 18 Prison Law Blog. Mass Incarceration: Breaking Down the Data by State.
<http://prisonlaw.wordpress.com/2010/07/13/mass-incarceration-breaking-down-the-data-by-state>.
- 19 Massachusetts Division of Capital Asset Management: A System Master Plan for Massachusetts Corrections.
<http://www.mass.gov/eopss/docs/eops/publications/the-massachusetts-corrections-master-plan.pdf>.
- 20 Forecasting and Infrastructure Planning The Boston Logan Perspective. Flavio Leo. February 2011. http://www.faa.gov/news/conferences_events/aviation_forecast_2011/agenda/media/Airports/Leo%20Flavio.pdf.
- 21 Home Economics: The Invisible and Unregulated World of Domestic Work. National Domestic Workers Alliance. New York. 2012.

²² Ibid.

²³ Ibid.

²⁴ Bureau of Labor Statistics, Current Population Survey, Table 15. Employed persons by detailed occupation, sex, and age, Annual Average 2011. Data for Combined Food Preparation and Serving Workers, Including Fast Food. Bureau of Labor Statistics, Current Population Survey, Table 1, Employed and experienced unemployed persons by detailed occupation, sex, race and Hispanic or Latino ethnicity, Annual Average 2011. Data for Combined Food Preparation and Serving Workers, Including Fast Food.

²⁵ <http://www.sec.gov/Archives/edgar/data/63908/000006390813000010/mcd-12312012x10k.htm#s0185DB1CB11033F643BD2408473971B6>.

²⁶ Cab Drivers Want Police Hackney Unit Replaced. April 2, 2013. Boston Globe. http://www.llrlaw.com/pdfs/taxi_04032013.pdf.

²⁷ <http://www.bostonglobe.com/metro/specials/taxi>.

GOOD JOBS, STRONG COMMUNITIES

YOUTH JUSTICE AND POWER UNION

BOSTON JOBS COALITION

RIGHT TO THE CITY ALLIANCE

COMMUNITY LABOR UNITED

IMMIGRANT WORKER CENTER COLLABORATIVE

RAISE UP MASSACHUSETTS COALITION

MASSACHUSETTS PAID SICK LEAVE COALITION

JOBS NOT JAILS

LIFT OFF COALITION

MASSACHUSETTS COALITION FOR DOMESTIC WORKERS

FIGHT FOR 15

ACTION FOR REGIONAL EQUITY'S JOBS COALITION