



BOSTON PRIVATE INDUSTRY COUNCIL
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www.bostonpic.org

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BOSTON PRIVATE INDUSTRY COUNCIL 2018



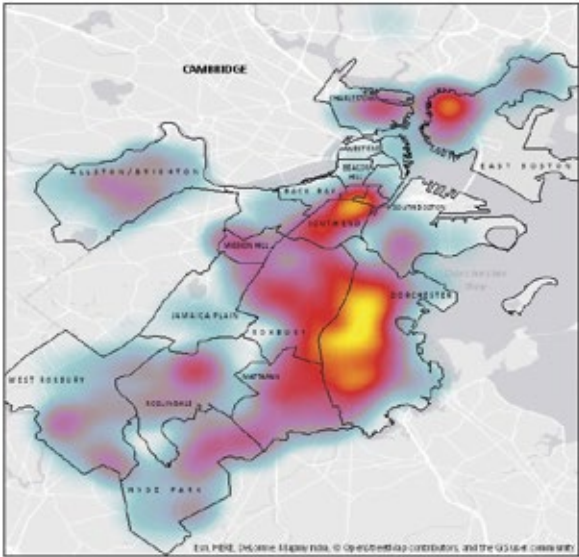
Valerie Desroches, a Brighton High School student and Harvard Business School intern, with Michelle Gordon-Seemore, Director of Talent Acquisition and Diversity at Harvard University, James Dunford, Recruitment Programs Administrator at Harvard University, and Ruby Blake, Assistant Director, Payroll Administration/Community Outreach

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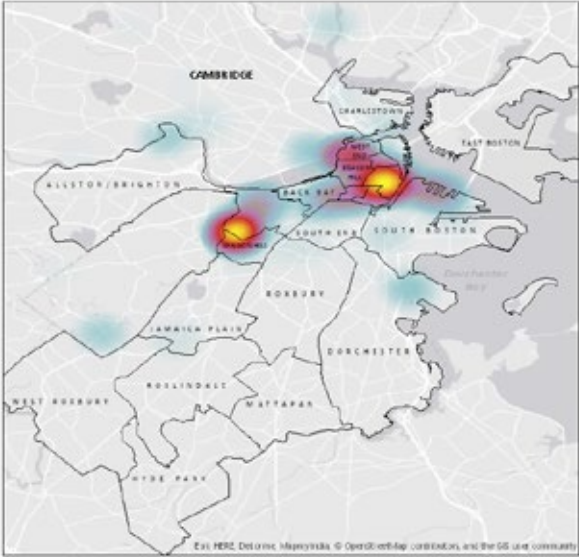
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The mission of the Boston Private Industry Council is to strengthen Boston's communities and its workforce by connecting youth and adults with education and employment opportunities that align with the needs of area employers.

Where PIC students live



Where PIC students work



PIC-brokered jobs and internships (private sector)

Boston PIC Service Map



What is the PIC?

The Boston Private Industry Council (PIC) is a workforce development board, a public-private partnership, and a nonprofit intermediary organization.

Mayor Martin J. Walsh appoints the 36 members of the business-majority Council which serves as Boston's **workforce development board**, chartering the city's career centers and overseeing federal workforce funding. Priority populations include low-income adults, dislocated workers, and out-of-school youth, as well as those served by a variety of federally-funded state agencies. This fall, the Commonwealth is striving to make the public workforce system more recognizable and coherent by projecting a common brand — MassHire — for career centers and workforce boards across the state. As part of this initiative, the PIC will exercise its workforce governance responsibilities as **MassHire Boston Workforce Board**.

The PIC is also a **public-private partnership**, focused on moving Boston public school students from school-to-career. The PIC views the Boston Public Schools (BPS) as the foundation of its workforce development and diversity strategy. Whether supporting career pathways within high schools or re-engaging students who have fallen behind, the PIC functions as an extension of the BPS, a relationship made possible by its status as the city's workforce board. Increasingly, this commitment extends beyond high school graduation, through college, and into Boston's growing economy.

The PIC is also a **nonprofit intermediary organization** with more than 50 talented and dedicated staff members who support its activities as a workforce board and a public-private partnership. PIC staff convene multi-sector committees, connect youth and adults with employment and training opportunities, conduct education and labor market research, and sustain the infrastructure that makes all this possible. The PIC is governed as a nonprofit organization by a Board of Directors, chaired by Kenneth C. Montgomery of the Federal Reserve Bank of Boston.



Imani Exilhomme has stayed connected with the PIC over time. While attending Madison Park Technical Vocational High School, Imani secured a summer job at State Street through her PIC career specialist. Now on track to earn her associate's degree in business from Bunker Hill Community College, Imani benefits from the support of her PIC postsecondary coach and the part-time job at Turner Construction she secured through the PIC's employer engagement team. Imani returned to State Street last summer as a college intern and plans to go on to UMass Boston.

School-to-Career: Learning outside the classroom and beyond the school day

For young people, the workplace offers an opportunity to build critical skills that complement academic learning — skills like communication, collaboration, and time management. In partnership with Mayor Walsh’s team, the Boston Public Schools, and local employers, the PIC generates jobs, internships, and career awareness activities for high school students.

PIC career specialists identify, prepare, and match Boston public high school students with paid work experiences in professional environments they would not be able to access otherwise. They assess student motivation and reliability throughout the year based on participation in workshops and career exploration opportunities. The employer engagement team recruits new employers and assists participating employers with interview schedules, hiring processes, and supervisor recruitment.

This past summer, the PIC generated over 2,200 employer-paid, employer-supervised jobs and internships for BPS students. Hundreds will continue working during the school year as paid interns or part-time employees. Many PIC employers also participate in work readiness and career awareness activities such as job shadows, mock interviews, worksite visits, and career panels.

Boston continues to lead the nation in its commitment to private sector employment for teenagers, prompting other cities to visit and develop high school internship programs of their own. Once based on dedicated

partnerships between companies and individual high schools, Boston’s summer jobs landscape has shifted toward more of an open market. New pathways taking shape within the BPS may offer the opportunity for better alignment between schools and employers going forward.

In addition to coordinating the private sector component of the Mayor’s Summer Jobs Campaign, the PIC manages over 500 subsidized, community-based jobs and internships. These positions are reserved for students who need a more supportive environment to prepare them for private sector opportunities and for students participating in special initiatives such as the Summer Learning Project, Escalera, and the Teen Leadership Institute.

The PIC participates in citywide initiatives such as Success Boston and Boston WINs in order to create pathways from high school through college to early career. The PIC is organizing a LinkedIn network for PIC alumni to promote college internships and career opportunities with partner employers as part of its talent and diversity pipeline strategy.



Pathfinders — The first C-Town Tech cohort

In the fall of 2015, a group of students at Charlestown High School were willing to enter the world of technology through a new pathway called C-Town Tech. Over the past few years, Pathways Coordinator Aaron Altman has learned from their experiences and applied their insights in order to make C-Town Tech both engaging for students and academically rigorous.

The C-Town Tech pathway makes it possible for students to take classes at Bunker Hill Community College while in high school, work in tech-focused internships, access professional development workshops, connect with mentors, and benefit from academic supports. The PIC career specialist at Charlestown High works with the students, their

teachers, and the pathway's business partner, SAP, to facilitate access to all these opportunities.

The students have developed a range of career interests over the past three years, some in technology and some in other fields. Despite their varying goals, each student has had the chance to explore interests, develop career aspirations, and begin building connections with professionals. Their experiences have shaped C-Town Tech, benefitting both themselves and the students who follow in their footsteps.

First row: Tashina Taylor; Ke'brant Almond; Aaron Altman (faculty); Jeremy Chen; Reginal Osirus

Back row: Ricardo Balbuena; Danny Munoz



Re-engaging Opportunity Youth: Leaving no young adult behind

Even as we focus on advancing Boston youth from high school to meaningful careers, the PIC is dedicated to re-engaging those who have fallen behind or left school altogether. Re-engagement provides an opportunity for these young adults to reclaim their potential — benefitting themselves, their communities, and society as a whole.

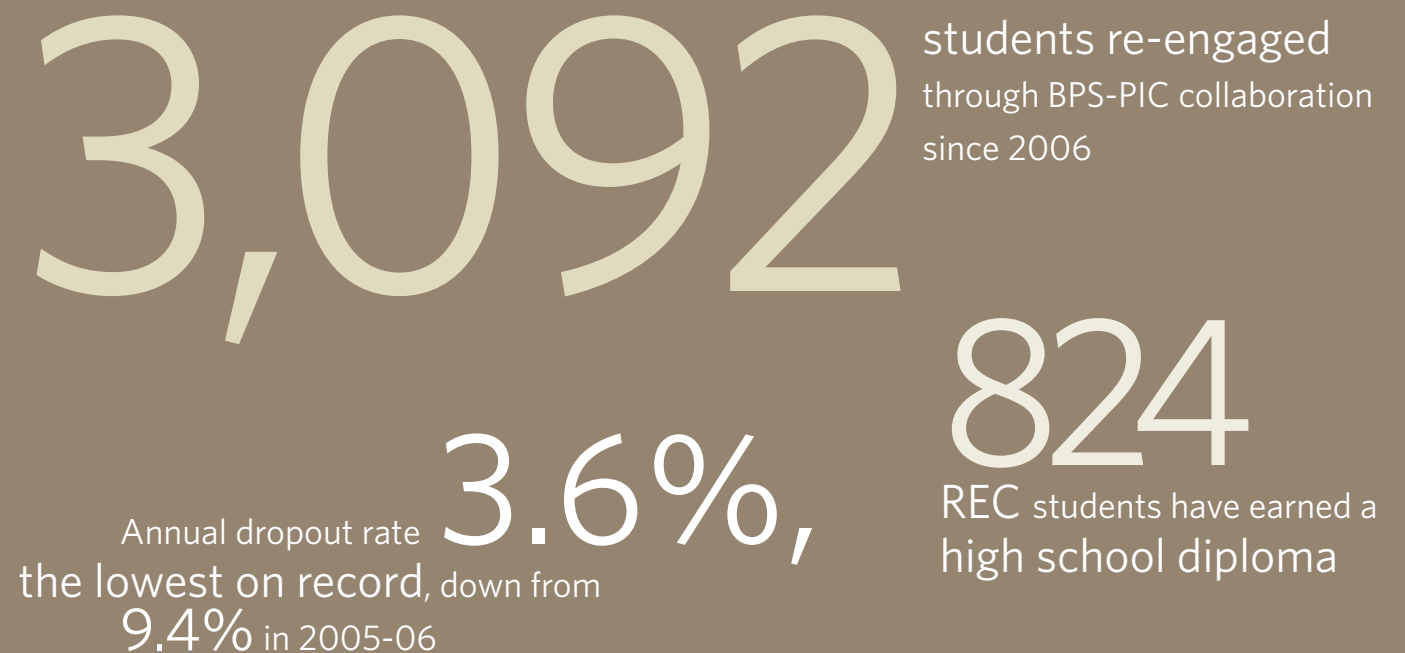
As Boston's workforce board, the PIC takes responsibility for opportunity youth — 16-24 year-olds who are neither working nor in school. The Re-Engagement Center (REC), now nine years-old, is experiencing a renewal. The Boston Public Schools (BPS) has hired Emmanuel Allen, the PIC staff leader who developed the re-engagement practice from the beginning, as the REC's new director. Working with BPS leadership, the REC will re-institute credit recovery, allowing students to earn credits while waiting for school placements. The BPS is also seeking ways to integrate social-emotional learning and social services into the REC.

For over 14 years, the Youth Transitions Task Force has been bringing public attention to both dropout prevention and re-engagement, with a focus on expanding and improving alternative education. The number of students dropping out of Boston public high schools annually has fallen by 62% over the past decade, resulting in a very different population in need of services. A recently released report on off-track youth, conducted by EY-Parthenon on behalf of the

BPS, calls for a redesign of alternative programming to better match current demand. The report also emphasizes the value of early warning indicators and interventions as critical to increasing graduation rates.

The PIC's re-engagement work is playing a lead role in the national Opportunity Youth movement, which has brought attention to the plight of disconnected youth and young adults. Though federal funding has ended, the PIC and the Boston Opportunity Agenda plan to sustain the focus on this population through biannual convenings, progress measures, and ongoing outreach. The REC is extending its services to disconnected high school graduates in order to refer them to postsecondary education, training, and employment opportunities.

Locally, the PIC partners with the BPS on an initiative called "Dismantling the School-to-Prison Pipeline." Goals include reducing suspension rates by developing positive alternatives to punitive discipline, addressing issues that cause students to be chronically absent, and promoting social-emotional learning as part of everyday instructional practice.



Brandon Siah — Persisting through graduation

Brandon Siah is pursuing a bachelor's degree in health information technology at Benjamin Franklin Institute of Technology. Just one year ago, Brandon was ready to give up on his high school education. He had been informed by mail that he could not return to Dorchester Academy. The school was changing its structure and mission and dozens of students needed placements at other alternative schools and programs.

A staff member from the BPS-PIC Re-Engagement Center (REC) reached out to Brandon to set up a meeting to review his options. During the conversation, REC staff determined that Brandon was actually just the type of student that Dorchester Academy was shifting its focus to serve. He had

passed MCAS and was only a few credits shy of graduation. The REC cleared up the administrative issues, and Brandon returned to Dorchester Academy and earned his high school diploma. Brandon aspires to become a health information technology professional after completing his degree.

Simultaneously, the REC team rallied in support of those students who were informed they could not return. After extensive outreach, almost all of these students visited the REC for assessment and referral. Many were re-admitted to Dorchester Academy, and the remaining students were referred to other alternative programs.



Postsecondary Success: College completion and career connections

Boston has made significant gains in college completion rates for BPS graduates. 51.6% of first-year college enrollees from the BPS Class of 2011 completed college within six years versus 40.6% for the Class of 2000. This increase occurred even as more BPS graduates enrolled in college.

The PIC provides postsecondary coaching services to Boston students as part of Success Boston, the city's college completion initiative. The coaching program helps students navigate the academic, financial and administrative challenges. Coaches connect students with college and community resources, while providing them with guidance and support.

The PIC focuses on students who enroll in two-year colleges. The largest cohort is at Bunker Hill Community College (BHCC). The team also coaches students at Roxbury Community College, Benjamin Franklin Institute of Technology, and Quincy College, as well as students transferring to UMass Boston.

PIC coaches monitor students' GPAs, credits earned, and persistence and completion rates. The six-year graduation rates for PIC-coached students first enrolling at two-year public colleges was 39% for the Class of 2011, compared with 26.3% of all BPS graduates who start in two-year schools.

The coaches also help students take advantage of new support programs. For example, Mayor Walsh has created a Tuition Free Community College program to close the gap between financial aid and the actual

cost of tuition and fees for students who commit to complete an Associate degree within three years. A new partnership with the Commonwealth called Boston Bridge makes it possible for students to continue on to a state college or university to pursue a Bachelor's degree without paying tuition or mandatory fees. BHCC's GPA Pilot allows students with GPAs of 2.7 or higher to bypass Accuplacer placement tests and place directly into credit-bearing courses.

The Success Boston initiative has been supporting the development of a liberal arts pathway between BHCC and UMass Boston. The PIC will identify key work readiness and technical skills for faculty at both colleges to integrate into coursework to help prepare students for paid internships and post-college employment.

To advance a "Getting Connected" strategy, a PIC employer engagement specialist has been working with Success Boston students to prepare them for jobs and internships. During the past year, over 150 students were served and 71 got jobs or internships. Many of the PIC's anchor employers hired first and second-year college students, including State Street, Dana-Farber Cancer Institute, and Brigham & Women's Hospital.

51.6%

of first-year college enrollees
from the BPS Class of 2011
graduated by 2017

70.8%

of BPS Class of 2016 graduates
enrolled in college within 16 months

521 community college and
transfer students coached by the PIC

Jennifer Bonilla — Paying it forward

Jennifer Bonilla connected with the PIC when she was a sophomore at East Boston High School. An English Language Learner (ELL), Jennifer was looking for opportunities to apply the new skills she was learning in school. She sought out the PIC career specialist at her school who helped her secure a summer job at the YMCA.

After graduating high school, Jennifer enrolled at Bunker Hill Community College. Coincidentally, her career specialist had just taken a new position as a PIC postsecondary coach within the Success Boston initiative. Jennifer was happy to turn to her former career specialist who helped her through the process of completing financial aid documents and registering

for classes. Her PIC coach helped Jennifer qualify for both Mayor Walsh's Tuition Free Community College plan and Bunker Hill's GPA Pilot Program. Thanks to this guidance, Jennifer was able to enroll in college credit courses based on her high school grade point average without taking Accuplacer, the placement test that sends so many students into developmental courses that do not count toward graduation.

Jennifer is currently in her first year of the General Studies program at BHCC and making good progress. She aspires to a career in education with the goal of becoming a high school ELL teacher, working with students who will follow a path similar to her own.



Boston's Workforce Development System: Collaboration gets results

The PIC is the city's workforce development board. The PIC charters Boston's Career Centers and complementary Access Points. In partnership with the Mayor's Office of Workforce Development, the PIC oversees federal workforce funding and training voucher distribution.

The past year, the Boston career center system served 15,515 customers, almost half of whom were newly unemployed. Under charters awarded by the PIC, JVS Boston and Morgan Memorial Goodwill Industries operate our Boston career centers, one downtown, the other in Roxbury. To extend our reach, the PIC selected St. Francis House and Work Inc. to connect with individuals who have not been accessing career center services on their own. Given the large number of customers they serve, the career centers and access points are well positioned to support *Boston Hires*, Mayor Walsh's campaign to help 20,000 residents secure good jobs with benefits by 2022.

The PIC fulfills its workforce board responsibilities under the terms of the Workforce Innovation and Opportunity Act (WIOA). This relatively new legislation requires collaboration among career centers and federally-funded state agencies to coordinate services for job seekers who face significant barriers to employment. The PIC is responsible for making this happen locally. Everyone benefits, and the law now allows these partners to share credit for successful outcomes.

Collaboration is on the rise across workforce regions as well. This year, the Governor's Workforce Skills Cabinet

launched a new regional planning initiative. The PIC, along with the Metro North and Metro Southwest workforce development boards, has developed a labor market blueprint for Greater Boston to align education, workforce, and economic development initiatives. The blueprint identifies high growth occupations in healthcare and technology and offers strategies to address current and projected skill gaps.



This fall, to unify the state's workforce system and increase public awareness, the Commonwealth is launching a new identity for career centers and workforce boards. The career center at JVS will be **MassHire Downtown Boston Career Center**, while the center at Morgan Memorial Goodwill will be **MassHire Boston Career Center**. The PIC, in its role as the city's workforce development board, will be known as **MassHire Boston Workforce Board**.



WIOA Partners — Creating a shared customer

Recognizing that sometimes it takes help from more than one organization for a job seeker to succeed, partners are aligning services across agencies — and getting credit for collaboration. This “shared customer” approach makes the resources of workforce and human service partners available through the career centers. To support this new service delivery model, each partner agency contributes to career center operational and infrastructure costs. Partners provide resources through cross training and staff co-location.

Boston has a team of leaders representing WIOA partner agencies locally. Together, they support the full range of individuals eligible for workforce development services — unemployment insurance claimants, low-income adults, individuals with disabilities, veterans, older workers, re-entry populations, and youth with barriers to employment. Through a Memorandum of Understanding, the partners have articulated a coordinated vision for the Boston system and a process for designing service delivery through the career centers.

Front row: Joan Cirillo, President/CEO of Operation A.B.L.E.; Alison Marlow, Director of Programs and Operations, YouthBuild; Richard Jeffers, Director, Department of Unemployment Assistance

Middle row: Jennifer Barthelemy, Assistant Director, Department of Transitional Assistance; Jolanta Conway, State ABE Director, Department of Elementary and Secondary Education; Mary Mahon-McCauley, Area Director, Boston, Massachusetts Rehabilitation Commission

Back row: John Oliveira, Deputy Commissioner, Massachusetts Commission for the Blind; Doreen Treacy, Director, MassHire Downtown Boston Career Center (JVS); Maddrey Goode, Director, MassHire Boston Career Center (Goodwill)



Employer Engagement: Partners in talent development and workforce diversity

Businesses partner with the PIC for a variety of reasons. Some strive to create opportunities for their employees to connect with the city by supervising and mentoring Boston Public School (BPS) students and graduates. Others see the PIC relationship as a vehicle for addressing their need for diverse and skilled talent, both immediate and projected.

Greater Boston has become a hub for innovative businesses, even as our mainstay industries are transforming themselves through technology. The PIC is connecting Boston students and educators to the people and spaces where these changes are taking place. In partnership with the Governor's STEM Advisory Council and our Boston Metro North STEM Network, we are pursuing work and learning opportunities where students and teachers can witness these innovations first hand in laboratories, on software engineering teams, and in maker-spaces throughout the city. In addition to making the connections that make work experiences possible, the PIC convenes employer-led committees to inform policy and practice at the local and state level.

TechHire Boston is a new consortium led by technology leaders and staffed by the PIC, SkillWorks, and the Mayor's Office of Economic Development, dedicated to addressing talent shortages and workforce diversity. TechHire Boston is exploring ways to help adults gain skills and experience through Registered Apprenticeship and other training pathways. The PIC is building early interest among BPS high school students through the

expansion of the Tech Apprentice internship program, the implementation of a new Signal Success curriculum, and the development of teacher externships during the summer.

The PIC-convened Employer Network is increasing the number and quality of high school internships and other work-based learning opportunities. In its second year, the Employer Network is focusing on organizing activities that complement new pathways within BPS — as part of our overall strategy to connect high school to college and early career in industries such as healthcare, life sciences, finance, technology, and professional services.

The Boston Healthcare Careers Consortium, comprised of healthcare providers, community-based organizations, and educators, is the PIC's most established industry network. As healthcare and payment reforms reshape the workplace, the Consortium is exploring innovative education and training models to adapt to these changes, as well as neighborhood outreach and workforce diversity initiatives to better serve the communities of Greater Boston.

46%

increase in Professional and Technical Services employment in Boston over past 10 years

Massachusetts teen employment rate 32%
down from 50% in 2000

657 PIC students in STEM-related internships in Summer 2018

Josh Schanck and Rory Duggan — Modeling partnership

Starbucks District Manager Rory Dugan was looking to give back to the local community and build a talent pipeline for her stores when she found her way to the Boston PIC website. She opened the employer section of the website and learned that the PIC's employer engagement team was available to help her develop a new youth employment program for the stores under her supervision.

What began with a few student hires and various career exploration events has grown into a partnership between Starbucks and the PIC that now serves as a model for the company's community partnerships. After Rory moved to a different position within Starbucks, her colleague Josh Schanck stepped in to

maintain and build upon the partnership. Since 2016, Starbucks has hired nearly 100 Boston public high school and community college students in barista and shift manager positions.

In addition, Rory and Josh are enthusiastic members of the PIC's Employer Network, participating on a subcommittee that is developing new strategies for deepening collaboration between local businesses and Boston's public high schools. Starbucks is now participating in a pilot program that convenes hospitality employers to create stronger pathways for students into a rapidly growing industry that is facing a serious workforce development challenge.



Research and Evaluation: Informing practice and public policy

The PIC analyzes education and workforce data to inform the city's collective impact strategies and to guide PIC priorities and initiatives. Internally, the PIC promotes a culture that uses data to assess the effectiveness of PIC activities.

Staying the Course: Six-Year College Enrollment and Completion Experiences of BPS Class of 2011 Graduates

Given the economic and social benefits of a postsecondary degree, increasing the college completion rates of BPS graduates is a crucial step toward improving economic mobility in the city. In April, the PIC released *Staying the Course*, a report on the college enrollment and completion outcomes of the BPS Class of 2011 graduates for the Success Boston initiative. The report finds that the six-year college completion rate for the BPS Class of 2011 reached 51.6%, the highest on record. The study calls attention to gender and race-ethnic disparities in college completion. It also highlights differences in college completion rates based on when students first enter college and whether they enroll continuously and full-time during their first two academic years.

College Stopout Learning Lab

In June, the PIC research team presented its new postsecondary research on BPS graduating classes at the first "Stopout Learning Lab" hosted by Success

Boston partners, Bunker Hill Community College and UMass Boston, with funding from the Lumina Foundation. The purpose of the learning lab is to create a community of practice among college leaders and nonprofit partners to increase awareness of the number of college stopouts, to learn why students stop out, and to share best practices for improving student retention and reengaging students who have left without a degree.

Tech Apprentices: 10-Year Retrospective

In March, the PIC completed a follow-up study of Tech Apprentices alumni from the summers of 2006–2016 to learn about their college enrollment, field of study, and post-college employment experiences. Tech Apprentices is a paid summer internship program for BPS students who want to develop their tech skills at the workplace. The study found that most Tech Apprentices attended four-year colleges and that just under half of the respondents studied computer science, information technology, or engineering.



Anika Van Eaton
Senior Research Analyst, Boston Private Industry Council

CORPORATE CONTRIBUTIONS (UNRESTRICTED)



Beth Israel Deaconess Medical Center, Boston Private, IBM Corporation

FOUNDATION GRANTS

The Angell Foundation
Anonymus
Aspen Forum for Community Solutions
Bank of America Charitable Foundation
Barr Foundation
BNY Mellon/Arthur F. Blanchard Trust
The Boston Foundation
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Red Sox Foundation
SIM Boston
SkillWorks
Social Innovation Fund, Corporation for National and Community Service
Starbucks Foundation
State Street Boston WINs
Verizon Foundation
Vertex

2018 TOP EMPLOYERS

Massachusetts General Hospital
Brigham & Women's Hospital
State Street Corporation
Bank of America
Liberty Mutual Group
Dana-Farber Cancer Institute
Tufts Medical Center
Boston Bar Association
Aramark (Fenway Park)
Boston Children's Hospital
Vertex Pharmaceuticals
Starbucks
Beth Israel Deaconess Medical Center

Boston College
Sanofi Genzyme
Federal Reserve Bank of Boston
Harvard University
Blue Cross Blue Shield of Massachusetts
John Hancock Financial Services
Massachusetts Department of Transportation
Fidelity Investments
General Electric
John J. Moakley Federal Court House (Nelson Fellowship)
Suffolk University
Boston Red Sox

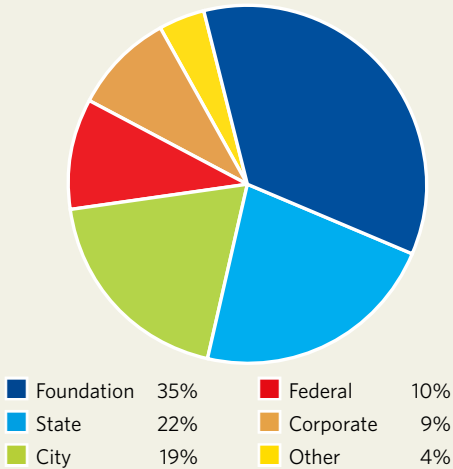
Brigham & Women's Faulkner Hospital
MASCO
University of Massachusetts Boston
Boston Society of Architects
Old Town Trolley Tours of Boston
Oxford Properties
Partners HealthCare
Citizens Bank
DTCC
Putnam Investments
Trinity Management
Mass Eye and Ear
Santander

Financial Highlights

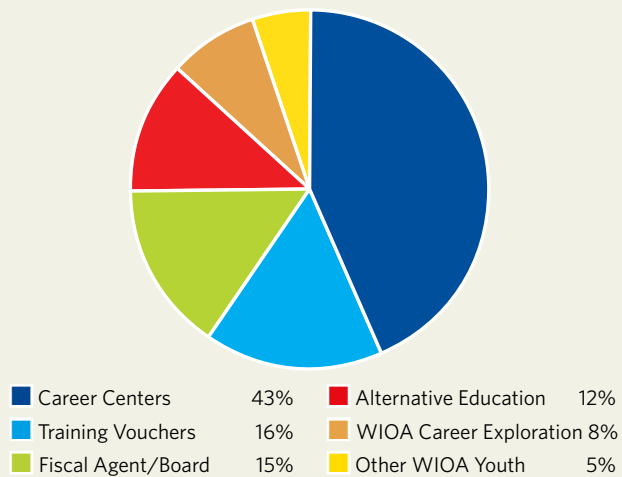
	2017	2016
Grants	\$2,670,707	\$3,033,567
Contracts	\$4,150,148	\$4,732,933
Contributions	\$1,317,130	\$811,601
Fees for service	\$80,000	\$80,000
Other income and support	\$22,684	\$16,871
Total revenues	\$8,240,669	\$8,674,972
Payroll and fringe benefits	\$5,148,778	\$4,951,052
Program contracts	\$643,119	\$892,662
Participant wages	\$1,615,190	\$1,460,825
Professional Services	\$354,562	\$482,702
General operating expenses	\$1,168,066	\$1,225,362
Total expenses	\$8,929,715	\$9,012,603
Net assets at beginning of year	\$2,638,362	\$2,975,993
Net assets at end of year	\$1,949,316	\$2,638,362
Change in net assets	(\$689,046)	(\$337,631)
Cash	\$758,903	\$997,442
Receivables	\$919,861	\$1,266,475
Other assets	\$583,228	\$815,948
Fixed assets	\$201,057	\$199,505
Total assets	\$2,463,049	\$3,279,370
Current liabilities	\$513,733	\$641,008
Net assets	\$1,949,316	\$2,638,362
Total liabilities and net assets	\$2,463,049	\$3,279,370

Includes pass-through funding for student wages and fiscal sponsorship of the Boston Compact and Boston Youth Services Network

PIC Operating Budget by Revenue Source
Fiscal Year 2018, Total Budget: \$6.13 million
Excludes pass-through funding for student wages



Distribution of Federal and State Workforce Funding in Boston
Fiscal Year 2018, Total Budget: \$5.15 million



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