



Phat Tran, a student from South Boston's Excel High School, with Krysty Bonczek, his Vertex summer internship supervisor.

The PIC Impact

The Boston Private Industry Council — or the PIC, as it is popularly known — is part of a three-decade effort to connect downtown to the neighborhoods, an agenda that pursues economic growth and economic justice simultaneously.

The PIC seeks to advance Boston youth and adults wherever they find themselves on the school-to-career continuum. Every year, we connect more than 3,000 teenagers with summer jobs and school-year internships. We oversee Boston's career centers, which provide refuge and direction to more than 19,000 job seekers annually while providing placement services to over 500 employers.

The PIC serves as Boston's workforce investment board and its school-to-career intermediary. Our collaboration with the Boston Public Schools dates back to the signing of the first Boston Compact in 1982. Whether partnering with the Mayor's team to oversee the distribution of public funding for workforce development or brokering students into summer jobs and school-year internships, the PIC works where business and community interests intersect, addressing the talent and diversity needs of employers while creating career pathways for Boston youth and adults.


Our work is grounded in the belief that meaningful employment changes lives, lifts people out of poverty, and strengthens the local economy. The PIC impact depends on a community of collaborators willing to offer their time, their resources, and their affiliation. At the PIC, we succeed only when our partners succeed.

In an ideal world, the continuum from school to career, from childhood to adulthood, would flow like a peaceful river, with unique twists and turns, but always finding its way into a sea of career opportunity.

Yet life rarely flows so easily, even for the more advantaged among us. Unpredictable currents and obstructions of all sorts throw many off course. Students drop out of high school or college; a recession turns thousands out of work; individual advancement is stymied by lack of training.

Almost five decades after an American president declared a War on Poverty, millions of our people still live on the edge, raising their children with very limited resources. Tragically, many young people never connect with the education and employment opportunities they need to realize their potential — a loss to our workforce and our economy. Others drift even further from the mainstream, creating an enormous and long-term cost to their communities and the taxpayer.

Boston is working to advance those who are ready to succeed and to assist those who have lost their way. The PIC positions itself at key transition points along that river, reaching out to connect Boston's diverse population with the economic mainstream.

An aerial photograph of Boston, Massachusetts, showing the city's dense urban landscape, the Charles River, and the harbor. The image captures the intricate network of streets, buildings, and green spaces that make up the city, with the water providing a stark contrast to the built environment.

The Boston Private Industry Council works 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.



Young people succeed when they have the consistent support they need over time. The PIC helped Brighton High School student Christina Rodriguez find summer employment, enroll in Bunker Hill Community College, attain her Associate degree, and secure employment in her chosen field after graduation. Dan Cuddy, her PIC high school career specialist, Danny Rivera, her PIC postsecondary coach, and Elisio Depina, her career counselor at The Work Place, provided the sequence of support that Christina needed to achieve her goals.

School-to-Career: Making the Workplace a Learning Place

For young people, employment opens doors, makes the classroom more relevant, and develops lifelong habits of hard work and responsibility. Despite the undeniable benefits of early work experience, national youth employment rates are barely half what they were in 2000. The consequences for the competitiveness of our future workforce could be profound.

A summer job or school-year internship is often the first rung on a career ladder and an introduction to the importance of higher education and professional or technical training. Nobody knows this better than Boston's new mayor, Martin J. Walsh, who championed youth employment for many years in the state legislature. Upon taking office, Mayor Walsh immediately took charge by convening employers to launch the 2014 summer jobs campaign. This summer, the PIC connected over 3,000 teenagers with jobs and internships. The majority of these positions were in professional workplaces that high school students would never see otherwise. Hundreds of these students continue working during the school year as paid interns.

The backbone of the PIC's school-to-career initiative is a team of career specialists and employer account managers. Career specialists work within Boston's public high schools. They guide, mentor, and inspire thousands of students annually and connect them with paychecks, supervisors, and the opportunity to learn at

the workplace. Throughout the school year, the PIC arranges career awareness activities such as resume workshops, job shadows, and mock interviews. Career specialists also connect hundreds of other students with community service jobs sponsored by foundations and the public sector.

PIC employer account managers broker the relationships between students and employers by recruiting and supporting the businesses that hire students for a wide range of challenging jobs at healthcare institutions, financial services firms, life science companies, and other professional organizations.

Though businesses often hire students as an effective way to have a positive impact in the community, they soon learn that PIC interns have real skills, do solid work, and bring a fresh perspective to the workplace. For example, Tech Apprentice, a collaboration between the PIC and the Boston Public Schools, identifies and places students with strong technology skills who routinely go on to exceed the expectations of their employers.

3,240

summer jobs secured
through the PIC

350

31.3% national teen summer

employment rate, down from 51.7% in 2000

employers provide summer jobs or
school-year internships

Olivier Tingue and Matt McTygue — Finding a Future

Olivier Tingue is a 2014 graduate of the Jeremiah E. Burke High School who emigrated from his native Haiti following the 2010 earthquake. Matt McTygue is the partner-in-charge of the Boston office at Edwards Wildman, specializing in debt finance and private equity transactions. Olivier admires Matt for being a strong leader and a great role model. Matt admires Olivier for his skills and charismatic personality. Together, they represent what can happen when two worlds meet within the context of a professional workplace.

As a high school sophomore, Olivier did a job shadow at a local investment firm and met with his PIC career specialist to craft a resume, practice interviewing, and participate in job readiness workshops. Olivier won a position at State Street Corporation, and his work that summer was strong enough to secure an invitation to return the following summer.

In March 2014, Olivier was asked to speak alongside Mayor Walsh at the annual employer appreciation reception. After hearing Olivier, the president of the Boston Bar Association (BBA) asked him if he would like to work in a law firm. Olivier jumped at the opportunity and secured a summer internship at Edwards Wildman, an international law firm located in the Prudential Tower. There he met Matt McTygue, who runs the Boston office and co-chairs the BBA summer jobs program.

Under Matt's watchful eye, Olivier interacted with attorneys in special seminars, court house tours, and weekly lunches, while working in various departments within the firm and assisting in a mock trial. Olivier currently attends Bridgewater State University and plans on pursuing a career in international law.



Olivier Tingue with Matt McTygue

Dropout Prevention and Recovery: Re-Engaging with School and Society

It is never too late to intervene in the life of a struggling student. Ten years ago, the PIC convened the Youth Transitions Task Force to reduce the number of students dropping out of high school. Today, the BPS proudly reports the lowest dropout rate in its history, cutting the number of students leaving school by more than 50% over the past eight years.

In 2006, the PIC's landmark report called *Too Big To Be Seen* framed the scale and consequences of the then-invisible dropout crisis. Almost 2,000 students were leaving school without a diploma each year. Over a lifetime, each dropout adds almost a half-million dollars to the public tab through lost tax revenue and increased government spending. To grasp the issue at the grassroots level, the PIC hired two outreach workers — former dropouts themselves — to reach out to young men and women who had quit school without a diploma.

These days, the Re-Engagement Center, a remarkable BPS-PIC partnership, re-enrolls more than 400 dropouts annually, connecting them with appropriate school placements, both within the district and within nonprofits, while providing the individualized support returnees need to succeed. After only a few years of operation, the re-engagement center model is catching fire nationally. Over 25 cities and school districts are now implementing their own re-engagement centers, modeled on Boston, reorienting their school systems to serve students who have dropped out, not just those who attend regularly.

Dropout prevention is just as important as dropout recovery. The BPS manages a large-scale credit recovery program, providing supervised online education for students only a few credits shy of graduating. The PIC continues to deliver its Classroom at the Workplace program, providing paid work experience, top-flight academic instruction, and career exploration for students who have yet to pass MCAS, particularly those preparing for the science retest in biology.

The PIC's Summer Learning Project, part of a larger effort organized by Boston After School & Beyond, secures a turnaround commitment from students who have experienced very little success in school. In return, the PIC provides employment, academic instruction, mentoring, and youth development activities in collaboration with Freedom House.

Now, the PIC, along with the Boston Opportunity Agenda, is convening a new Opportunity Youth Collaborative to extend the focus to unemployed 20–24 year-olds, both with and without high school diplomas. Boston is one of 21 communities selected by the Aspen Institute to implement this national initiative.

2,010

dropouts re-enrolled through
the Re-Engagement Center since 2009

57%

fewer BPS students
dropped out last year as compared to 2006

641

students served by the REC
have earned their BPS diploma

Abdi Abdullahi — Defining Moments

Each spring, the Re-Engagement Center (REC) sends letters to students who dropped out of a Boston public high school in the last year, encouraging them to re-enroll. In 2012, Abdi Abdullahi received one of those letters. Facing a variety of personal challenges, Abdi had bounced between a number of high schools, unable to find the motivation he needed to succeed. He realized he had to get his life on track.

Abdi made his way to the REC and soon was taking online courses and evening classes. One day, he heard one of the PIC dropout recovery specialists at the REC describing an alternative education program at ABCD University High School. This opportunity seemed right to him. Abdi successfully interviewed at ABCD and went back to school full time.

Comfortable among teachers and students who understood his situation, Abdi realized he had the maturity and skills he needed to thrive. He appreciated the accommodations the school made, offering a curriculum that could be adjusted to each individual student's needs. Although math had always been a challenge for him, Abdi connected with his teachers and soon was at the top of his class. He even mentored fellow students who were struggling with the material.

This spring, Abdi graduated and was accepted into Northeastern University's Foundation Year program. As the youngest of seven children, he can't wait to be the first in his family to graduate from college. After graduation, Abdi wants to be a Boston Public School teacher.



Postsecondary Agenda: Enrollment, Persistence, Completion, and Career Connections

High school graduation and college enrollment rates continue to rise for Boston Public School students. However, in an economy that rewards postsecondary degrees and credentials, college completion really matters. In fact, the PIC, in collaboration with educators and employers, hopes to establish an even more ambitious goal: career-oriented employment upon graduation.

Since the 2008 publication of a groundbreaking study from the PIC and the Center for Labor Market Studies (CLMS) and the launch of the Success Boston initiative, the six-year completion rate for BPS graduates enrolling in college has risen by eight percentage points to almost 50%, and our goal of 52% completion for the Class of 2009 appears within reach. While progress continues to be made, our 70% completion goal for the Class of 2011 and beyond will require an expanded effort under the leadership of Boston's new mayor, Martin J. Walsh.

Success Boston created an opportunity for the PIC to adapt its high school-focused career specialist model to the community college setting. The Boston Foundation is funding several nonprofit organizations to coach and support BPS graduates attending college locally. Working with 270 students at Bunker Hill and Roxbury community colleges as well as the Benjamin Franklin Institute of Technology, the PIC's postsecondary coaches help students access college resources, navigate the difficult transition from high school to college, and advance toward a degree and a career. Simultaneously, under the leadership of UMass

Boston Chancellor J. Keith Motley, area colleges and universities are developing innovative ways to engage and retain BPS graduates.

A 2013 CLMS study, *Getting Closer to the Finish Line*, found that the two-year persistence rate of students receiving coaching services was 16 percentage points higher than a comparison group of college-enrolled BPS graduates who did not receive Success Boston coaching. This year, as part of a federally-funded demonstration project, the PIC and Bunker Hill will take the additional step of providing employment and career navigation services for second- and third-year community college students.

The impact of coaching is clear: PIC-supported students from the classes of 2009 and 2010 are graduating at rates three times higher than previous classes. Recognizing the value of this coaching model, the PIC now employs a full-time college navigator who supports adult graduates from SkillWorks-funded job training programs, young adults enrolling years after finishing high school, and those returning to complete their college education.

340

community college students
are currently supported by five
PIC transition coaches

BPS graduates with a transition
coach are

16

percentage points more
likely to persist in college over two years

Success Boston
college completion goal:

70%

Valter Gomes — Seizing Opportunity

Valter Gomes came to Boston from Cabo Verde as an infant and grew up in Mattapan. His athletic skills pulled him away from the allure of entrepreneurial street life and helped him find his way to East Boston High School, where he barely maintained the C average necessary to keep him in school and on the field of play. It did not come as a surprise when he received a slew of college rejection letters.

One afternoon, a PIC postsecondary transition coach found Valter in the East Boston High School cafeteria and delivered the pitch that convinced Valter that his mediocre academic performance in high school did not necessarily limit his future prospects. Valter realized that his path to college and career success would be through community college.

With support from his PIC coach, Valter enrolled at Bunker Hill Community College, where he caught fire intellectually. Valter graduated from the Commonwealth Honors Program at Bunker Hill as a member of the Phi Theta Kappa Honor Society and as president of the Sustainability Club. His interest in business and the environment led him to spearhead compost and hydration initiatives on campus.

Valter is now attending Boston University on a full scholarship, and is majoring in economics. He is developing a digital application that will reduce food waste and help low-income families access food more affordably. Valter's natural charisma and his burning desire to learn and achieve speak clearly to a future without limits.



Boston's Career Centers: Connecting Job Seekers and Employers

Throughout a period of persistent unemployment, Boston's one-stop career centers have served as the first stop and often the last resort for tens of thousands of displaced workers and low-income adults. The centers succeed by offering effective ways for employers to identify motivated job seekers who can meet specific needs.

The PIC oversees the work of the centers and their finances, and conducts extensive annual reviews with participation from business leaders and other PIC committee members. Faced with repeated cuts in state revenue, the PIC made the difficult decision to consolidate downtown career center services within The Work Place, managed by Jewish Vocational Service. At the request of Mayor Walsh, the PIC agreed to extend the transition period through March 2015, when The Work Place will move to a larger facility that will accommodate additional staff and customers. In Roxbury, Morgan Memorial Goodwill Industries continues to operate Boston Career Link.

Since 1995, Boston's career centers have provided quality employment services. Career center staff teach job search skills adapted to today's challenging job market, refer individuals to appropriate education and training programs, and distribute a limited number of job training vouchers. Employers benefit because career center counselors refer pre-screened, qualified applicants to meet their needs. As the volume of job seekers has doubled, the career centers have met the

challenge by making effective use of technology and continuing to focus on top-notch customer service.

The PIC-chartered career centers are national models for quality service and customer satisfaction. In collaboration with local community colleges, Boston's career centers are strengthening their relationships within healthcare, life sciences, and other sectors that offer career opportunities to those with industry-specific skills. The centers are developing new business engagement strategies while sustaining their historic commitment to specific populations, such as those at risk of homelessness or facing the barrier of a criminal record.

After 16 years of managing federal job training funds and career center operations under the federal Workforce Investment Act, the PIC and the Mayor's Office of Jobs and Community Services are preparing to implement the new Workforce Innovation and Opportunity Act, recently enacted by Congress in a rare moment of bipartisanship.

19,854

job seekers served at
Boston career centers

538

employers served

230

job fairs and recruitment events

Maddrey Goode — Engaging Employers

Born and raised in Roxbury, Maddrey Goode has served his community by connecting youth and adults with jobs and careers for nearly two decades. A Northeastern University graduate, Maddrey worked with City Year before becoming an alternative education career specialist at the PIC and then the transitional employment coordinator at Youth Opportunity Boston. He credits his work with youth and young adults with convincing him that the integration of education and employment is critical to career success, regardless of age.

This year, Maddrey became the Director of Boston Career Link (BCL) after serving for eight years as its manager of business services and job placement. Working with his team, Maddrey developed BCL's innovative business engagement model, an employer-

driven approach focusing on mass hiring events. Over the past year, BCL has hosted more than 160 on-site recruitment events for area employers, resulting in hundreds of job placements.

Maddrey is blessed with a calm and engaging personality that makes everyone around him happy to do the work that needs to be done. His expertise is recognized by his peers in the workforce development field. He leads sessions at national conferences on best practices for business engagement, and he delivers trainings to career center business service representatives across the state. Maddrey's deep history in the community has allowed him to expand BCL's connections with a range of stakeholders and community institutions in its target neighborhoods of Roxbury, Dorchester, and the South End.



Critical Collaboration: Aligning Education and Training with Business Needs

The PIC brings employers together with educators and workforce organizations to imagine new ways to develop pathways into their respective industries and professions. Workforce demand is driving the conversation in healthcare, life sciences, and STEM, as we strive to put Boston residents on the path to career-oriented employment.

The PIC has convened the Boston Healthcare Careers Consortium since 2010, sponsoring a dynamic conversation among Boston's largest hospitals, other healthcare employers, community colleges, career centers, and nonprofit organizations. In 2011, the Consortium published *Critical Collaboration*, which included recommendations that have informed and guided new relationships among the partners and garnered an unprecedented level of attention from legislators and other state officials. The Consortium is currently focused on advancing career pathways through community college that result in career-oriented employment.

In 2013, the PIC launched a new consortium to bring the region's life sciences employers together with training and education providers, career centers, and workforce development agencies. The Metro Boston Life Sciences Career Consortium fosters working relationships and develops projects to support and take advantage of the dynamic growth within this industry. This convening is a component of the Skilled Careers in

Life Sciences (SCILS) initiative, which is funded by a federal grant awarded to the Mayor's Office of Jobs and Community Services. The broader SCILS initiative supports occupational training at colleges and universities and paid internships with area employers, as well as recruitment, career guidance, and job placement for participants.

The PIC also convenes the Boston STEM Network, a subset of the Governor's STEM Advisory Council. This year, the Network released a new report, *Assessing the State of STEM in Boston*. The report documents current levels of academic achievement and student interest, and highlights new partnerships and initiatives designed to increase performance, engagement, and career awareness in STEM subjects. The network is poised to promote computer science and other engaging STEM curricula in the high schools and to recruit new employers to host STEM internships and school-year activities.



19%

of Boston jobs are in healthcare

40%

of BPS seniors
planning to attend college expect to
pursue a STEM major

1 in 5 jobs

at life sciences firms requires
no more than a two-year associate degree

Laurie McCorry and Joanna Cataldo — Working Together

Laurie McCorry is the Dean of Science, Engineering, and Health Professions at Bunker Hill Community College and a well-respected innovator, dedicated to advancing the careers of working professionals through education and training. Joanna Cataldo coordinates education and training at East Boston Neighborhood Health Center, one of the largest community health centers in the country. East Boston is the city's most international neighborhood, with over 68% of its residents speaking a language other than English at home. Over half of the health center's employees live in its service area.

Laurie and Joanna are active members of the Healthcare Careers Consortium, and their professional relationship represents the kind of collaboration the Consortium is designed to promote. Working together,

they developed a medical interpreter program which uses the workplace as the context for gaining the skills and knowledge necessary to serve East Boston's very diverse patient population.

What started as a pilot program for clinical and administrative employees now continues as an established course offering at Bunker Hill. The health center rewards participating employees with a pay differential for their training. Laurie and Joanna presented the details of the program to the Consortium, sharing what they learned by creating an innovative approach to meeting the health center's needs for medical interpreters. This collaboration is just one example of the impact a cross-sector partnership can have on the lives of low-income and entry-level workers.



Joanna Cataldo with Laurie McCorry

Research: Informing Practice and Public Policy

Research and evaluation shape PIC program design and public policy priorities. The PIC partners with the Rennie Center for Education Research & Policy and with the Center for Labor Market Studies (CLMS) to frame critical issues and to analyze PIC practices. The results of this research receive significant attention and position Boston as a national leader in education and workforce development.

Learning from Alternative Education

The Rennie Center's policy brief, *Alternative Education: Exploring Innovations in Learning*, provides a baseline assessment of alternative education in Massachusetts. The number of students in urban districts who have fallen dangerously behind academically far exceeds the capacity to educate them effectively. Recommendations include (1) increasing state resources to help districts develop alternative education options and (2) treating alternative education sites as "innovation labs" to inform and improve mainstream instruction. The report concludes that alternative education needs to be central to the larger school reform discussion if the goal is for all students to succeed.

Meaningful Employment Boosts Future Employability

A new CLMS report found that, during the summer of 2013, youth engaged in meaningful employment opportunities with community-based organizations acquired the skills necessary to boost their future employability. The study tracked and analyzed the employment experiences and behaviors of youth whose paychecks were funded by the Youth Violence

Prevention Funder Learning Collaborative (YVP).

Participants rated the quality of their worksite supervision quite favorably. Consistent with findings from the groundbreaking study on 2012 YVP programs, youth participants reduced their involvement in risky, violent, and delinquent behaviors over the course of the summer.

The State of STEM in Boston

The Boston STEM Network's report, *Assessing the State of STEM in Boston*, provides a baseline measure of Boston Public School student interest and achievement in STEM and examines the out-of-school time STEM community's capacity to serve Boston students. Although student interest in STEM is high in the early years and achievement in STEM has improved over the past five years, there is still much work to be done in order to ensure students are prepared for success in STEM subjects and careers. The report's findings are impacting the priorities of a growing STEM network in Boston.

These research studies are available at www.bostonpic.org.



Krishnauna Wood, a PIC summer intern from the John D. O'Bryant School of Mathematics & Science, with Macarthur Cherenfant, a radiology support services supervisor at Beth Israel Deaconess Medical Center.

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2014 PIC SUMMER JOBS TOP EMPLOYERS

State Street Corporation
Brigham and Women's Hospital
Massachusetts General Hospital
Blue Cross Blue Shield of Massachusetts
Aramark
Bank of America
Boston Bar Association
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Financial Highlights

	2013	2012
Grants	\$313,887	\$283,368
Contracts	6,574,657	5,908,886
Contributions	1,693,682	1,205,961
Fees for service	289,946	135,396
Other income and support	4,890	201,841
Total revenues	8,877,062	7,735,452
Payroll and fringe benefits	3,784,236	3,463,374
Program contracts	519,490	523,440
Participant wages	1,764,230	1,405,345
Site operations	1,591,100	1,378,257
General operating expenses	1,045,320	940,327
Total expenses	8,704,376	7,710,743
Net assets at beginning of year	1,587,228	1,562,519
Net assets at end of year	1,759,914	1,587,228
Change in net assets	172,686	24,709
Cash	890,221	914,645
Receivables	1,342,964	1,273,077
Other assets	241,774	283,172
Fixed assets	105,267	78,536
Total assets	2,580,226	2,549,430
Current liabilities	820,312	962,202
Net assets	1,759,914	1,587,228
Total liabilities and fund balance	\$2,580,226	\$2,549,430

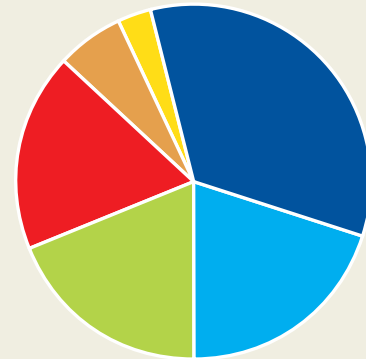
Includes pass-through funds to Career Centers and Summer Jobs

PIC Operating Budget by Revenue Source

Fiscal Year 2013

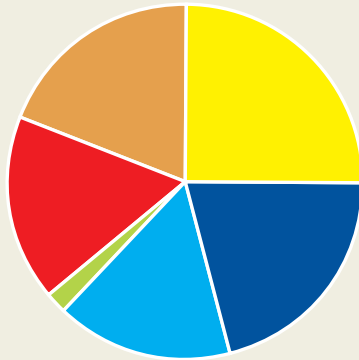
Total Budget: \$5.2 million

Excludes pass-through funds to Career Centers and Summer Jobs



State	34%
City	20%
Foundation	19%
Federal	18%
Corporate	6%
Other	3%

Distribution of Workforce Investment Act Funds
Fiscal Year 2014
Total Budget: \$3.6 million



Training Vouchers	25%
Career Centers	21%
Alternative Education	16%
Youth Skills Training	2%
WIA Career Exploration	17%
Fiscal Agent/Board	19%

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