



Brandon Gulley, a 2015 graduate of the Edward M. Kennedy Academy for Health Careers, with his Tech Apprenticeship supervisor Ryan Oreste, Manager of IT Operations for the Boston Red Sox, in the control room at Fenway Park.

The PIC in 2015

The Boston Private Industry Council (PIC) is the city's Workforce Development Board and its school-to-career intermediary. Under the leadership of Mayor Martin J. Walsh, the PIC oversees Boston's one-stop career centers and the federal investment in job training. We also deploy a talented and highly motivated staff to generate workplace experiences and to help create pathways that lead from high school to early career, while re-engaging those young adults who have fallen behind. We collaborate with business, the Boston Public Schools (BPS), higher education, government, labor, and community organizations.

2015 is proving to be a very exciting year. Nationally, the new Workforce Innovation and Opportunity Act went into effect on July 1, enacted with overwhelming bipartisan support. Locally, we have completed the difficult transition from three to two career centers with the opening of a consolidated downtown center in dramatically improved surroundings.

The arrival of Superintendent Tommy Chang and the school department's move to the spectacular new Bruce C. Bolling Municipal Building in Dudley Square signal the beginning of a new era. The PIC will be increasing its career specialist presence in the high schools, just as a new high school redesign strategy moves toward implementation. School leaders like Val Goncalves (opposite page) are championing PIC activities within their school communities.

Meanwhile, the PIC is expanding its dropout recovery partnership with the BPS and its participation in Success Boston, the city's college completion initiative. We are even targeting a new population — 20-24 year-old high school graduates who are unemployed and disconnected from postsecondary education and training — as part of the national Opportunity Youth initiative.

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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.





Val Goncalves is a highly-regarded guidance counselor at New Mission High School in Hyde Park, and a BPS graduate himself. While attending the John D. O'Bryant School of Mathematics and Science, he landed his first job through his PIC career specialist. Today, Val helps students like Saned Diaz, New Mission Class of 2016, plan for college and career.

School-to-Career: Linking the classroom to the workplace and fostering career aspiration

The PIC engages employers to make the workplace a learning place, providing Boston high school students with unique access to professional and technical environments. Workplace experience develops skills such as communication, collaboration, self-discipline, and critical thinking — and helps students appreciate the connection between academic success and financial well-being.

This September, the number of PIC career specialists working in Boston high schools will jump from 16 to 23 — thanks to a new multi-year grant from the State Street Foundation (Boston WINs) and steady support from the Boston Public Schools and the state budget. New employer account managers are coming on board as well. The timing could not be better. In concert with a broad-based high school redesign process, Superintendent Tommy Chang is focused on linking classroom learning to career aspiration, as well as to workplace experiences and community-based programs.

Boston high school students know the PIC. At first, the PIC means a paycheck, but over time the real value kicks in. Students develop working relationships with adults they would never meet otherwise. They almost always imagine themselves differently at the end of the summer or school-year internship. Aspiration generates motivation, which leads to persistence and improved performance.

Mayor Walsh is without peer when it comes to recruiting private sector employers, bringing on more than 40 new employers in each of the past two years. In total,

the PIC will have generated over 2,700 employer-paid, employer-supervised positions for students this summer. Hundreds will continue working during the school year as paid interns or part-time employees. PIC employers also participate in work readiness and career awareness activities such as job shadows, mock interviews, site visits, and career panels.

Most private sector placements are competitive. PIC career specialists identify, prepare, and match students from every high school, specializing in hidden gems and late bloomers. Students must be motivated and reliable, and those with technical skills have more options with better pay and more responsibility.

The PIC also places nearly 600 young men and women in jobs at community-based organizations each summer. These positions are for students who need a more supportive environment before moving on to private sector employment. Community-based jobs also provide a safety net for students who are not successful interviewing for private sector internships and jobs, as well as for students participating in PIC summer learning programs.

3,310

summer jobs for
PIC students

155

employers hired a student
directly through the PIC this summer

76 employers hosted

710

students on
Job Shadow Day

Sherry Dong — Creating internships for Boston high school students

Sherry Dong serves as the Director of Community Health Improvement Programs at Tufts Medical Center. She cares deeply about making students, particularly those who are from immigrant communities in Chinatown, Dorchester, the South End, and South Boston, aware of healthcare career opportunities. Sherry is passionate about bringing students from diverse cultures into the workplace, reflecting the Tufts patient population and ensuring culturally and linguistically competent care.

In partnership with the Josiah Quincy Upper School and the PIC, Sherry established the youth internship program at Tufts Medical Center in 2006. Under her direction, the summer internship program has more than tripled from 13 students in 2006 to 44 students in 2015 and now includes additional high school partners.

The PIC depends on “employer champions” like Sherry Dong — workplace leaders who develop meaningful internships and career awareness activities for Boston high school students. Sherry is skilled at recruiting and supporting supervisors and at motivating students to work productively and learn on the job. She encourages department managers to appreciate the cultural and linguistic assets that students bring to Tufts Medical Center, in addition to their technology expertise and other skills.

Students work in a variety of departments, including pediatrics, surgery, radiology, interpreter services, and physical therapy. Thanks to Sherry’s trailblazing work, many students return for subsequent summer internships or volunteer during the school year.



Sherry Dong with PIC summer interns Destinee Morris, Excel High School Class of 2015, and Eric Yeung, Josiah Quincy Upper School Class of 2017.

Dropout Prevention and Recovery: Leaving no young person behind

Ten years ago, 1,936 students left the Boston Public Schools without a diploma. Last year, that annual number fell to 701, resulting in the lowest dropout rate in BPS history. Cutting the dropout rate in half once seemed like an insurmountable goal. Now we dare to imagine a zero dropout rate, knowing that we are more than halfway there.

It's never too early to intervene in the life of a struggling student or too late to reach out to a disconnected young adult. 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 BPS and at nonprofit organizations. 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 are failing their courses or who have dropped out altogether, not just those who attend regularly.

Dropout prevention is just as important as dropout recovery. 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. The PIC continues to deliver its Classroom at the Workplace program, providing paid work experience, first-rate academic

instruction, and career exploration for students who have yet to pass MCAS.

This March, Boston was one of seven communities chosen by the Aspen Institute and Jobs for the Future to implement innovative strategies for reconnecting opportunity youth (disconnected 16-24 year-olds) with education, employment, and career pathways. Boston has chosen to build on its success in reaching out to high school dropouts by opening a new Connection Center for high school graduates who are unemployed and not enrolled in further education or training.

The Connection Center, located within the Ruggles MBTA station, is the product of a year-long planning process convened by the PIC and the Boston Opportunity Agenda through the Boston Opportunity Youth Collaborative. A federal Social Innovation Fund grant is supporting the outreach, assessment, and referral activities of the Connection Center, which is operated by X-Cel Education, a community-based nonprofit organization. The grant also supports pathways to community college, occupational training, and employment services.

2,335

dropouts re-enrolled through
BPS-PIC collaboration since 2006

3.8%, the lowest
BPS dropout rate ever

762

re-engaged dropouts
have earned their
BPS diplomas

Kendra Castillo — Back on track

These days, Kendra Castillo is a successful Bunker Hill Community College student pursuing a degree in psychology, an administrative aide at Action for Boston Community Development (ABCD), and a mother. A few years ago, after dropping out of high school following the birth of her baby, it was hard for Kendra to imagine that this kind of success would be possible. She re-enrolled twice, in two different high schools, but was unable to balance the challenges of academics, transportation time, raising an infant, and working at a minimum wage job to pay the bills.

Frustrated with her prospects, Kendra went online to search for answers. She found information about the BPS-PIC Re-Engagement Center (REC) and decided

to check out what the REC had to offer. After meeting with a PIC dropout recovery specialist, Kendra knew she had made the right move. She started earning course credits through online credit recovery, prepared to pass MCAS, and developed the time management skills she would need to stay on the path to graduation.

Today Kendra is proud to be a graduate of Greater Egleston Community High School and a community college student with a promising future. She recently spoke to re-engagement center teams from across the country, describing what it felt like to be lost and then to find a new path to college and career when she searched for and found the Re-Engagement Center.



Postsecondary Agenda: Enrollment, persistence, completion, and career connections

Boston's knowledge-based economy demands and rewards postsecondary credentials. We must continue to increase college and training completion rates, particularly for our BPS graduates. Employer engagement could prove to be the key to raising community college completion rates substantially and to connecting graduates to career-oriented employment.

Since the launch of Success Boston in 2008, the six-year completion rate for BPS graduates who enroll in college in the first year after high school has risen by eight percentage points to nearly 50%. However, it will take a more intense and comprehensive strategy to reach our goal of a 70% six-year completion rate for the Classes of 2011 and beyond. As we begin to work with late enrollees and returnees, we intend to measure the percentage of *all* BPS graduates who receive a degree or postsecondary certificate within six, eight, and even ten-year intervals after finishing high school.

This year, Boston's college completion initiative took a great leap forward when the Boston Foundation secured a Social Innovation Fund grant to increase the number of postsecondary coaches. Coaches will support as many as 1,000 BPS graduates annually in the transition from high school to local colleges and universities. The impact of coaching became clear in a 2013 report from the Center for Labor Market Studies, which found that the two-year persistence rate of students with coaches was 23 percentage points higher than a comparison group of BPS graduates without coaches.

To begin the new school year, the PIC postsecondary team will double, deploying six coaches to assist students at Bunker Hill and Roxbury community colleges, Benjamin Franklin Institute of Technology, Quincy College, and, for the first time, students transitioning from community college to UMass Boston. SkillWorks funds a PIC college navigator, who advises coaches from other nonprofit organizations while providing guidance to opportunity youth and graduates of training programs who go on to community college, many of whom have been out of school for years.

The PIC understands that college completion requires more than a good transition from high school or a community-based program. Community college students need employment that respects the demands of college and the sense of purpose that comes from choosing a major or certificate program. This year, we are partnering with the Mayor's Office of Workforce Development and Bunker Hill Community College on a new career navigation and employment program — Getting Connected — to learn whether career guidance and employment assistance makes a difference for second and third-year students.

433

community college students
are currently supported by
seven PIC coaches

BPS graduates with a postsecondary
coach are

23

percentage points more

likely to persist in college over two years

Success Boston
college completion goal:

70%

Abdullahi Macalin — Postsecondary persistence

While a student at English High School, Abdullahi Macalin worked with his PIC career specialist to secure a summer job and school-year internship at State Street Corporation. As Abdullahi prepared to graduate in 2009, it was clear that he would be an excellent fit for the postsecondary coaching provided by the PIC through the Success Boston initiative. A smooth handoff from career specialist to postsecondary coach facilitated Abdullahi's transition to Bunker Hill Community College.

Then, health issues in Abdullahi's family forced him to put his education on the back burner. Abdullahi could have drifted away from his education entirely.

However, through conversations with his PIC coach, he developed a strategy for completing his degree, balancing the effort required to succeed in college with his responsibilities at home.

Abdullahi's persistence was rewarded when he earned his associate degree in May. Now he has set his sights even higher by enrolling in UMass Boston to pursue his bachelor's degree in information technology. Abdullahi will continue to receive ongoing support from the PIC, as we launch a new coaching initiative to support students transitioning from community college to UMass.



Workforce Development and Boston's Career Centers: Connecting job seekers and employers

In collaboration with the Mayor's Office of Workforce Development, the PIC charters Boston's one-stop career centers and oversees the distribution of federal Workforce Innovation and Opportunity Act funding. Workforce training and the career centers are critical as Boston employers begin to face the challenge of replacing a whole generation of retiring workers.

Economic growth depends on the size and quality of the workforce. Congress recognized this when it passed the new federal workforce law, the Workforce Innovation and Opportunity Act of 2014, with large bipartisan majorities in both the House and the Senate. Some of the new law's most important provisions, such as competitive bidding for career centers and industry sector collaborations with higher education, have been successfully piloted here in Boston.

In April, Boston completed the difficult transition from three to two career centers, necessitated by a steep reduction in Boston's share of state career center funding. A year earlier, Mayor Walsh had intervened to secure transitional funding from the state legislature and to insist that state services such as unemployment insurance be provided at a consolidated downtown career center. The result is the newly named JVS CareerSolution, managed by Jewish Vocational Service in a welcoming environment at 75 Federal Street.

Meanwhile, Boston Career Link, operated by Morgan Memorial Goodwill Industries in Roxbury, leads the Commonwealth in its commitment to employer engagement and business services, implementing targeted sector strategies for industries such as hospitality, retail trade, security, and healthcare. To support continuous improvement, the PIC conducts extensive annual reviews with participation from business leaders, city officials, labor leaders, and other PIC committee members.

The career centers succeed by offering effective ways for employers to identify motivated job seekers who can meet specific needs. Center staff teach job search skills, refer individuals to appropriate education and training programs, distribute a limited number of job training vouchers, and host customized job fairs.



16,799

job seekers served at
Boston career centers

321

employers

recruited through the career centers

381

job fairs and recruitment events

Milton Ramos — Determined to succeed

Milton Ramos had been working as a computer technician for nine years when his employer closed its doors. He applied for numerous jobs in his field, and although he had the right skills and experience, he was unable to secure interviews because he did not have the necessary certification.

As a condition of his unemployment insurance, Milton attended a workshop at Boston Career Link (BCL) where he met Donna McLaughlin, his career advisor, who supported him with resume writing, interview preparation, and his job search. Donna guided him through the process of applying for a training voucher so that he could afford to attend a network administration training program at the Network Technology Academy Institute (NTAI) in Malden.

Milton was doing extremely well in class, but in September of 2014 he suffered a heart attack that kept him in the hospital for two weeks. During his stay, he took his classes online so that he would not fall behind. After leaving the hospital, Milton found it difficult to balance rehabilitation, medical appointments, classroom instruction, and his part-time job at Staples.

Out of respect for the challenges that Milton faced, the staff at NTAI went the extra mile and even worked on weekends to prepare him to pass his Microsoft Certified Solutions Associate certification test. With guidance from his BCL career advisor, Milton updated his resume and brushed up on his interview skills. He is now a full-time computer operator at the Massachusetts Department of Revenue.



Critical Collaboration: Aligning education and training with business needs

When the PIC brings employers, educators, and workforce organizations together, new pathways into industry and the professional world appear. Workforce demand is driving the conversation in healthcare, life sciences, and other STEM industries, as we develop strategies to connect Boston residents to career-oriented employment.

For the past five years, the Boston Healthcare Careers Consortium has hosted a dynamic conversation among Boston's largest hospitals, other healthcare employers, community colleges, career centers, and nonprofit organizations. The Consortium has gained statewide recognition for its successful employer-led model. This year, the Consortium is taking collective responsibility for connecting students from four allied health certificate programs with jobs in the industry. Employer members are leading workshops to prepare students for interviews and success at the workplace. The data gathered on job placements will inform the next phase of the Consortium's work.

In recognition of the rapidly growing life sciences sector in Boston, the PIC has organized a consortium to bring the region's life sciences employers together with education and training providers, career centers, and workforce development agencies. Since 2013, the Metro Boston Life Sciences Consortium has fostered working relationships among educators and employers across four workforce regions. This convening is a component of the Skilled Careers in

Life Sciences (SCILS) Initiative, funded by a multi-year federal grant secured by the Mayor's Office of Workforce Development. This year, SCILS is focusing on connecting employers with trained candidates, while providing colleges and training programs with information and insights that will help them better prepare students for the competitive labor market.

The PIC also convenes the Boston STEM Network, a subset of the Governor's STEM Advisory Council. The Boston STEM Network brings together school, industry, and nonprofit partners to align education and afterschool programming with career opportunities in science, technology, engineering, and mathematics.

On the technology front, the PIC is working with Charlestown High School, Bunker Hill Community College, and Jobs for the Future to develop an information technology pathway, sponsored by the German technology company SAP. The PIC will be responsible for developing and managing the work-based learning component of the pathway program which launches in September.

19%

of Boston jobs are in healthcare

25%

of biopharma companies formed in the
last three years are in the Boston area

50%

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

Rachel Marshall — Launching a career in life sciences

Rachel Marshall graduated from the John D. O'Bryant School of Mathematics and Science in June of 2000, but she did not go on to college right away. Years later, she did enroll in community college, but then withdrew because it was difficult to balance academic demands with the responsibilities of being a mother. Along the way, however, Rachel realized that she wanted to develop technical skills that could land her a good job.

With information she gathered at Boston Career Link, Rachel applied and interviewed for admission to the Just-A-Start Biomedical Careers Program — an active member of the PIC-convened Metro Boston Life Sciences Consortium. She secured a spot in the nine-month program. To pay for her training, Rachel received support from the SCILS Life Sciences Credential Achievement Fund, an important

component of the federal SCILS grant managed by the Mayor's Office of Workforce Development.

Rachel completed her biomedical training program and now works as an intern at Vertex Pharmaceuticals, putting her technical training to use immediately, running experiments to predict drug to drug interactions. This fall, she is re-enrolling at Bunker Hill Community College to pursue an engineering degree with the goal of beginning a career in materials science or nanotechnology. Rachel is in line for a second internship at Vertex, this time in the Drug Metabolism and Pharmacokinetics Department. She will stay connected to the SCILS (Skilled Careers in Life Sciences) Initiative by volunteering to mentor the next wave of SCILS participants.



Research: Informing practice and public policy

Research and evaluation shape PIC program design and policy priorities. A series of reports by the Rennie Center on PIC-BPS dropout reduction initiatives received significant attention, positioning Boston as a national leader in education and workforce development.

The PIC has significantly increased its internal research capacity and its ability to collaborate with external evaluators. Currently, we are participating in three important impact evaluations.

Opportunity Youth

Previous research by the PIC and the Center for Labor Market Studies (CLMS) on the size and characteristics of Boston's disconnected youth population was critical to the Boston Opportunity Youth Collaborative's decision to develop a Connection Center for young adults who have a high school credential but are neither employed nor in college or occupational training. However, there is very little research available on strategies to connect unemployed 20-24 year-old high school graduates with further education, training, and career pathways. The PIC is working with the Urban Institute, a DC-based research organization, to study the implementation of the Connection Center's intake, assessment, and referral activities and the training programs funded by the grant.

College Coaching

The Boston Foundation has engaged Abt Associates to evaluate the impact of coaching on the college persistence and graduation rates of Boston Public

School graduates from the Classes of 2013 and 2014. The Abt study will rely on a rigorous quasi-experimental design to determine if coaching makes a difference. It will extend the CLMS evaluative work that documented two-year persistence rates for coached students from the Class of 2009 that were 23 percentage points higher than a comparison group of students who did not have a postsecondary coach. This September, the PIC is taking on its seventh cohort of BPS graduates transitioning to community college.

Getting Connected

In January, the Mayor's Office of Workforce Development, the PIC, and Bunker Hill Community College (BHCC) partnered to launch Getting Connected, a pilot program to test intensive career counseling and PIC employment services as an intervention for second and third-year community college students. Getting Connected is funded by a U.S. Department of Labor grant that supports two new career navigators at BHCC and a postsecondary employer specialist at the PIC. The Urban Institute and Chicago-based Chapin Hall are studying the implementation and impact of Getting Connected and will present their findings to the Department of Labor.

4,747

unemployed high school
graduates not enrolled in
education or training

701

BPS students
dropped out between July
2013 and June 2014

49.7%

six-year college completion rate for
first-year enrollees from the BPS Class of 2007

The Rennie Center — Documenting effective strategies

The mission of the Rennie Center for Education Research and Policy is to improve public education through well-informed decision-making based on deep knowledge and evidence of effective policymaking and practice. The Rennie Center is a key research and policy partner to the Youth Transitions Task Force (YTTF) — the PIC-convened dropout reduction coalition that includes the Boston Public Schools, community organizations, local foundations, city departments, and state agencies. Recent studies and forums have focused on the BPS-PIC Re-Engagement Center and effective alternative education practices across the state.

This year, the Rennie Center organized a forum to mark the tenth anniversary of Boston's dropout prevention and recovery initiative. For the event, the

Center prepared a case study, titled "Youth Transitions Task Force: A Ten-Year Retrospective." The study examined how the YTTF mobilized constituents on issues affecting disconnected and at-risk youth and influenced decision-making at the state and local level.

The Center applied a collective impact framework to examine the work of the YTTF. The final case study includes a timeline detailing both the accomplishments and the challenges that remain for the dropout prevention and recovery initiative in Boston. There are few collective impact accomplishments that can match Boston's 60% reduction in the number of students dropping out annually, so the report is sure to attract national interest.

The full report can be found at www.renniecenter.org/topics/YTTF_case_study.



Rennie Center staff Jennifer Poulos, Director of Research, and Chad d'Entremont, Executive Director.

Boston Private Industry Council

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Until every child is well™



HONORABLE MENTION

Boston Private Bank & Trust, EMC, Greater Boston Management, Inc., IBM,
Massachusetts Convention Center Authority, Needham Bank, Walpole Co-operative Bank

2015 PIC FOUNDATION GRANTS

Aspen Institute	Kelly Family Foundation
Bank of America Charitable Foundation	Klarman Family Foundation
Barr Foundation	Liberty Mutual Foundation
BNY Mellon	Lloyd G. Balfour Foundation, Bank of America, N.A., Trustee
Boston After School & Beyond	SkillWorks
Boston Opportunity Agenda	Social Innovation Fund, Corporation for National and Community Service
Charles Stewart Mott Foundation	State Street Foundation
Fidelity Investments	TD Charitable Foundation
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Google Community Grants Fund of Tides Foundation	United Way of Massachusetts Bay and Merrimack Valley
Hyams Foundation	Verizon Foundation
Jobs for the Future	Vertex Pharmaceuticals
Josephine and Louise Crane Foundation	

2015 PIC SUMMER JOBS TOP EMPLOYERS

Brigham and Women's Hospital	Genzyme, a Sanofi company	Boston Red Sox
State Street Corporation	Federal Reserve Bank of Boston	University of Massachusetts Boston
Massachusetts General Hospital	Harvard University	Fidelity Investments
Aramark (Fenway Park)	Beth Israel Deaconess Medical Center	Youth Design
Bank of America	Blue Cross Blue Shield of Massachusetts	Citizens Bank
Dana-Farber Cancer Institute	Walgreens	John Hancock Financial Services
Boston Bar Association	Liberty Mutual Insurance	Target
Boston College	Santander	Suffolk University
Tufts Medical Center	MBTA, Massachusetts Department of Transportation	BNY Mellon
Boston Children's Hospital		Massachusetts Eye and Ear Infirmary
Vertex Pharmaceuticals		

Financial Highlights

	2014	2013
Grants	\$1,852,705	\$313,887
Contracts	6,301,124	6,574,657
Contributions	581,072	1,693,682
Fees for service	267,226	289,946
Other income and support	11,461	4,890
Total revenues	9,013,588	8,877,062

Payroll and fringe benefits	3,833,198	3,784,236
Program contracts	305,328	519,490
Participant wages	1,858,939	1,764,230
Site operations	1,267,531	1,591,100
General operating expenses	1,612,393	1,045,320
Total expenses	8,877,389	8,704,376

Net assets at beginning of year	1,759,914	1,587,228
Net assets at end of year	1,896,113	1,759,914
Change in net assets	136,199	172,686

Cash	468,439	890,221
Receivables	1,799,983	1,342,964
Other assets	193,390	241,774
Fixed assets	180,240	105,267
Total assets	2,642,052	2,580,226

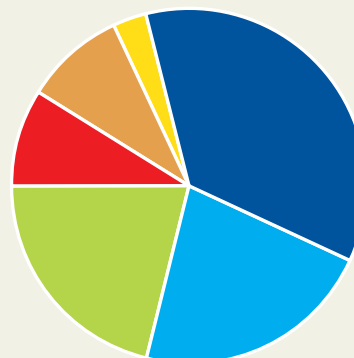
Current liabilities	745,939	820,312
Net assets	1,896,113	1,759,914
Total liabilities and fund balance	\$2,642,052	\$2,580,226

PIC Operating Budget by Revenue Source

Fiscal Year 2014

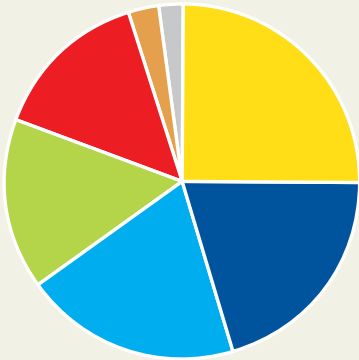
Total Budget: \$4.9 million

Excludes pass-through funds to Career Centers and Summer Jobs



State	36%
City	22%
Foundation	21%
Federal	9%
Corporate	9%
Other	3%

Distribution of Workforce Investment Act Funds
Fiscal Year 2015
Total Budget: \$3.9 million



Adult Skills Training	25%
Career Centers	20.5%
Fiscal Agent/Board	19.5%
Alternative Education	15.6%
Youth Career Exploration	14.4%
Special Projects, Youth	3.0%
Youth Skills Training	2.0%

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