



BOSTON PRIVATE INDUSTRY COUNCIL  
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KENNETH C. MONTGOMERY, *Chair*  
NEIL SULLIVAN, *Executive Director*



MARTIN J. WALSH, *Mayor, City of Boston*



BOSTON PRIVATE INDUSTRY COUNCIL 2016



Elizabeth Bernabel (center), a Youth Design intern and senior in the graphic design and visual communications pathway at the English High School, with Youth Design Founder Denise Korn and Executive Director Tony Richards



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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.





# What is the PIC?

The Boston Private Industry Council (PIC) is the city's Workforce Development Board and school-to-career intermediary. The PIC brings together employers, educators, and workforce organizations, often by industry sector, to help advance the agenda for education and workforce preparation.

As one of sixteen workforce boards statewide, the PIC oversees Boston's one-stop career centers and the federal investment in job training, in partnership with the Mayor's Office of Workforce Development. A top-level board of directors and a broad-based Council, appointed by Mayor Martin J. Walsh, make it possible for the PIC to exercise unique influence and leadership. PIC committees engage many of the city's most experienced leaders, ensuring alignment with both public and private sector priorities.

As the city's school-to-career intermediary, the PIC **convenes** multi-sector collaborations, **connects** employers with schools and students with jobs and internships, **measures** progress on key indicators such as high school dropout and college completion rates, and **sustains** the effort to create career pathways for students and talent pipelines for employers.

In collaboration with Superintendent Tommy Chang and the Boston Public Schools (BPS), the PIC deploys a highly motivated staff to generate workplace experiences for high school students. Other frontline staff re-engage young adults who fall behind or drop out of school altogether. PIC postsecondary coaches support BPS graduates as they make their way through local colleges. Our intermediary work takes place in the context of citywide initiatives such as Success Boston, Boston WINs, the Youth Transitions Task Force, and the Opportunity Youth Collaborative.

The PIC's overarching goal is to continuously increase the number of youth and adults who earn the credentials necessary to secure career-oriented employment and achieve financial independence, along with the opportunity to advance professionally through further education and training. As the city evolves as an international hub for knowledge-based industries, Mayor Walsh and the PIC want to ensure that Boston residents are prepared to become the workforce of the future.

Nathaly Batista and Jha'Shawn Burrell were part of the first cohort supported by PIC postsecondary coaches through the Success Boston initiative. Nathaly, a Roxbury Community College graduate, is pursuing a bachelor's degree at UMass Boston while working for Aramark at Fenway Park, a job she secured through the PIC in 2011. Jha'Shawn holds degrees from Bunker Hill Community College and Fitchburg State University and now works as a PIC career specialist at Tech Boston Academy.



## School-to-Career: Connecting the classroom and the workplace

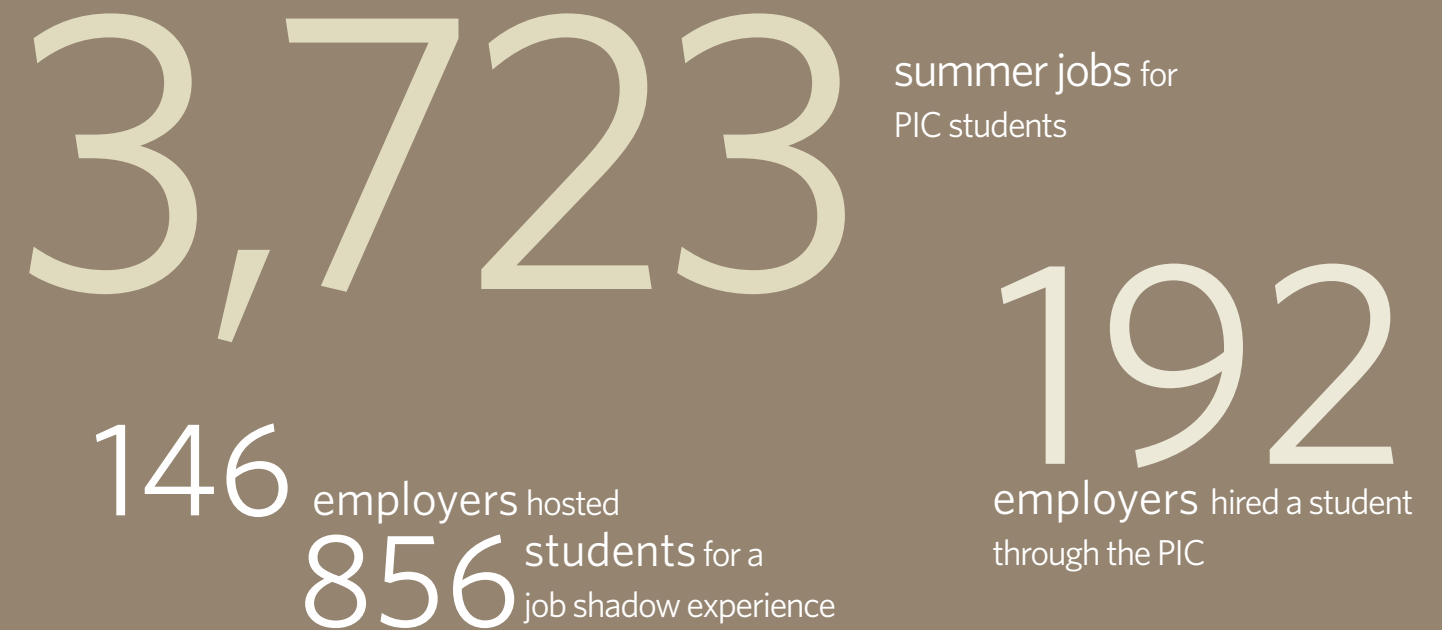
In partnership with participating employers, the PIC provides Boston public high school students with unique access to professional and technical environments. At the workplace, students develop skills such as communication, collaboration, time management, and critical thinking. They imagine themselves in new ways, while learning what they do well and enjoy doing.

Under the leadership of Superintendent Tommy Chang, Boston high schools are developing new relationships with employers that will lead to more opportunities for career exploration and pathway development. In June, PIC Board Chair Ken Montgomery and Dr. Chang convened a forum at the Federal Reserve Bank, bringing together school leaders and employers to discuss college completion, linked learning, and cross-sector collaboration. The goal is to create career pathways for students and talent pipelines for employers.

No city in America can match Boston's commitment to private sector jobs and internships for high school students. Mayor Walsh's outreach efforts have brought on more than 40 new employers to the Summer Jobs Campaign in each of the past three years. In total, the PIC generated over 3,000 employer-paid, employer-supervised positions for students this summer. 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.

PIC career specialists identify, prepare, and match students from each of Boston's public high schools with paid work experiences in professional environments that they wouldn't see otherwise. PIC employer account managers bring on new companies and assist with interview schedules, hiring processes, supervisor recruitment and training, and student evaluations. PIC students are motivated and reliable, and those with technical skills have more options with better pay and more responsibility.

The PIC also places nearly 600 Boston public high school students 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 in interviewing for private sector internships, as well as for students participating in PIC summer learning programs.





## Boston WINs — Creating pathways from high school to early career

Pam Morgan, Vice President of Corporate Information Security at State Street Corporation, has become a very important person in the lives of her summer intern, Ely Depina, from the Dearborn STEM Academy and her mentee, Sam Dorgan, from the Josiah Quincy Upper School. State Street has deepened its commitment to summer internships by adding a year-round mentoring program in the context of Boston WINs (Workforce Investment Network) — a \$20 million, four-year investment in the PIC and four other high-performing nonprofit organizations.

Boston WINs is an unprecedented mobilization of State Street's corporate and foundation resources to create a continuum of support for students from high school through college to early career. This collective impact strategy features a pathway approach that includes

a pledge to hire 1,000 BPS graduates for entry-level positions once they complete either college or Year Up, a technical training program and WINs partner.

The other four WINs partners work with both high school and college students. Bottom Line, College Advising Corps, and uAspire offer college application and financial aid advice, while the PIC focuses on employment, work-based learning, and career awareness. The Boston WINs strategy extends through college to career-oriented employment, in collaboration with Success Boston, the city's college completion initiative. By coordinating the activities of the organizations, Boston WINs seeks to provide more comprehensive support to each BPS student in order to achieve measurably better results for both students and employers.



Ely Depina, Sam Dorgan, and Pam Morgan

## Opportunity Youth: Re-engaging those who have fallen behind

Over the past nine years, the number of students dropping out of Boston public high schools annually has fallen from 1,936 to 812, a 58% reduction. There are few examples of collective impact with such remarkable results and clear benefits for the community, the taxpayer, and the students themselves.

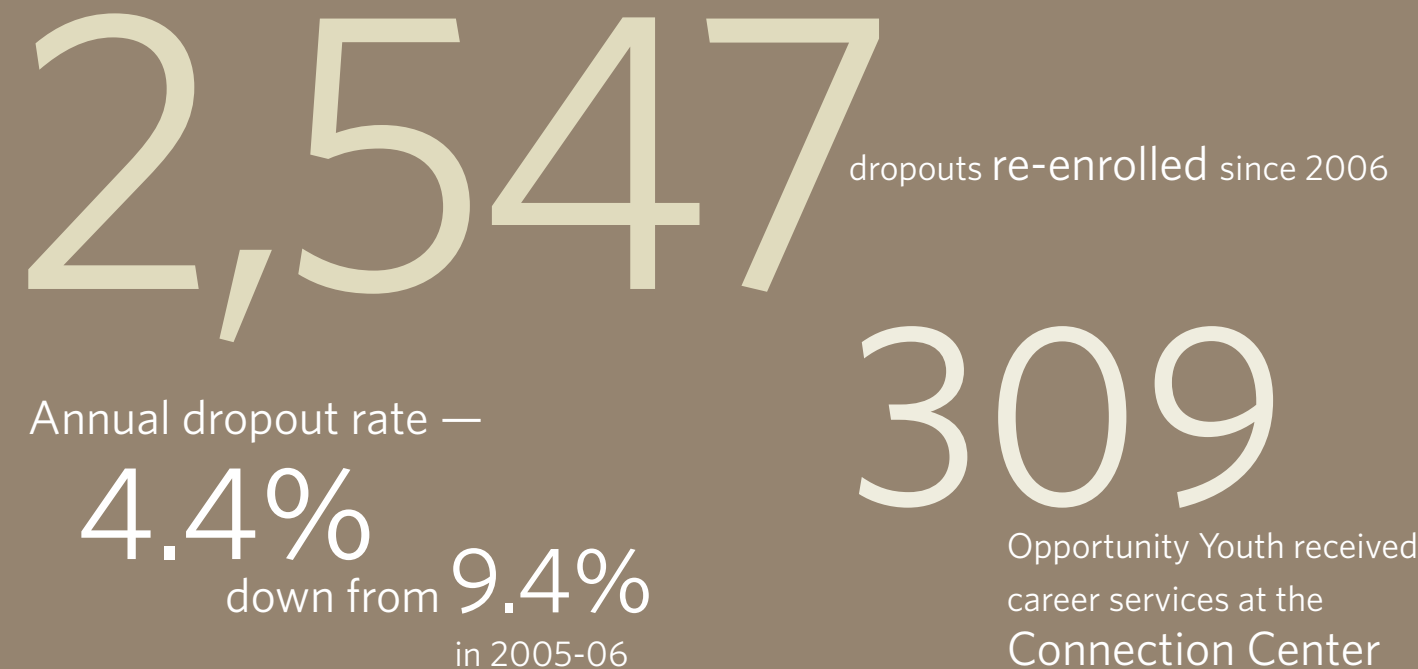
Now, the challenge is to reduce the dropout rate even further, while reaching out to BPS graduates who are not connected to the labor market or postsecondary education. The PIC organizes two collaborations in pursuit of these objectives — the Youth Transitions Task Force and the Opportunity Youth Collaborative.

The Youth Transitions Task Force — Boston's dropout prevention and recovery coalition — has developed a new set of policy recommendations, in concert with the BPS. The recommendations address progressive disciplinary practices, positive school culture, engaging instruction, early intervention, alternative education, and dropout re-engagement.

The Opportunity Youth Collaborative (OYC), convened by the PIC and Boston Opportunity Agenda, has expanded the re-engagement agenda to include disconnected high school graduates. The OYC is part of a national network of communities developing strategies for engaging opportunity youth — 16-24 year-olds who are out of school and out of work. The OYC is piloting a Connection Center, operated by X-Cel Education, to match opportunity youth to skills training, employment, and postsecondary bridge programs.

Meanwhile, the BPS-PIC Re-Engagement Center (REC) — a nationally acclaimed and replicated dropout recovery model — has ramped up its outreach efforts. PIC staff, BPS volunteers, and community partners have launched a targeted door-knocking campaign that moves from neighborhood to neighborhood to reach former BPS students where they live. The REC re-enrolls more than 300 students annually, matching them with appropriate school placements within the BPS and at nonprofit organizations.

BPS leaders are focused on reducing the number of students who become alienated and eventually leave school without a diploma. In June, the BPS collaborated with the OYC and the Rennie Center for Education Research and Policy to convene a series of high-impact forums on "Dismantling the School-to-Prison Pipeline." More than 300 community partners, BPS administrators, and policymakers heard from national experts about identifying and changing practices and policies that drive students away from school.





## Lorraine Trowers — Collaborating to make a difference

For the past ten years, Lorraine Trowers has been a consistent and caring presence in Dudley Square at Youth Options Unlimited (YOU) Boston, a division of the Mayor's Office of Workforce Development. YOU Boston provides a unique combination of intensive case management and career development services to young adults, primarily those who are court-involved and reentering the community from incarceration.

Lorraine, currently the YOU Boston Senior Case Manager, works closely with PIC staff at the Re-Engagement Center (REC). When working with a YOU Boston participant who needs a high school credential, Lorraine walks him or her over to the REC, a few short blocks away. She shares what she knows about the individual's strengths and needs so that the REC staff can make an appropriate referral to a Boston

public high school or alternative program. The trust that Lorraine has established with the young person is critical to the success of this transition.

In addition, Lorraine and other YOU Boston staff have volunteered in the REC's new door-knocking campaign, reaching out to former BPS students who left school without a diploma. The connection between Lorraine and the PIC runs deep. As a high school student at the O'Bryant, Lorraine worked with her PIC career specialist to secure her internship at State Street Bank. She went on to earn her bachelor's in political science and master's in public administration at Suffolk University and a law degree from UMass School of Law. Professionally and personally, Lorraine Trowers represents what education can do for the community.



## Postsecondary Success: College completion and career connections

College completion rates for BPS graduates are on the rise. To make further progress, we will need new strategies, even as we sustain promising interventions such as postsecondary coaching. Career exploration and related work experiences could lead to even higher completion rates, while putting students on the path to careers in the Boston economy.

Postsecondary coaching is an important component of the overall Success Boston college completion initiative. With funding from a federal Social Innovation Fund grant secured by the Boston Foundation, several nonprofits have expanded coaching capacity to support virtually every BPS graduate transitioning to community college, as well as hundreds of students enrolling in four-year colleges. This year, the PIC postsecondary team has doubled in size. Six PIC coaches will be working with over 375 students at Bunker Hill Community College, Roxbury Community College, Benjamin Franklin Institute of Technology, Quincy College, and UMass Boston.

PIC postsecondary coaches help students navigate the college experience, manage their time, and develop good study habits. Coaches refer students to tutoring and financial aid services, as well as to community resources such as homeless shelters and healthcare providers. Many students need to work to support themselves and cover college expenses. To address this need, a PIC postsecondary employer account manager matches students with employers based on student skill, interest, and experience.

Early research on the Success Boston coaching intervention is promising. A recent study by Abt Associates describes completion results for the 264 graduates of the BPS Class of 2009, the first cohort to receive coaching support. At the top seven colleges attended by coached students, those with coaches were more likely to graduate (49%) than their non-coached peers (38%). At community colleges, coached students were more likely to graduate (35%) than students who were not coached (24%). Further research will isolate the independent impacts of coaching on persistence and completion.

The PIC's postsecondary strategy is not limited to recent high school graduates. The PIC's college navigator works with participants from SkillWorks-funded job training programs and opportunity youth who go on to community college. The PIC partners with local colleges, career centers, and nonprofit organizations to support adults of all ages who are seeking to improve their career prospects through higher education.

51.3%

of first-year college enrollees from the BPS Class of 2009 graduated by 2015

108

PIC-coached BPS graduates have earned a college degree since the launch of Success Boston

1,314

college graduates from the BPS Class of 2009, a 79% increase compared to the Class of 2000



## Claudia Torres — Continuing to move forward

When Claudia Torres graduated from Dorchester Academy in 2012, her PIC career specialist connected her to a PIC postsecondary coach who helped her enroll at Bunker Hill Community College (BHCC). After a successful first year, family issues and housing instability made school more difficult. Her grades started to slip and her drive to succeed slowed. Going into her third year, Claudia still had 30 credits left to complete before graduation, and she felt overwhelmed.

Claudia was able to establish herself independently before the start of her fourth year in the fall of 2015. She credits her PIC postsecondary coach with being there for her when she was ready to return to school full time. She told her coach that she wanted to find employment that would pay more than her laundromat job and

fit better with her school schedule. Claudia's coach recommended that she attend an information session for *Getting Connected*, a pilot program that prepares BHCC students to succeed at the workplace and brokers them into part-time employment and internships.

At the information session, she met the PIC's post-secondary employer account manager who leveraged his relationship with Apple to secure an interview for Claudia, and coached her through the process. Claudia was hired to work at the Apple store on Boylston Street last December. She continues to work there today and is moving up the ranks. Claudia graduated from BHCC in May as a business major and transferred to UMass Boston, where she will continue to be supported by a PIC postsecondary coach this fall.





# Boston's Career Centers: Creating opportunity and driving innovation

In partnership with the Mayor's Office of Workforce Development, the PIC charters Boston's one-stop career centers and is responsible for the implementation of the federal Workforce Innovation and Opportunity Act. Career centers provide a critical infrastructure for the workforce development system in Boston.

In 1996, Boston was one of the first cities in the country to pilot a one-stop career center. Today, the PIC is well-positioned to launch the next phase of career center work. Boston has pioneered some of the most important provisions of the new Workforce Innovation and Opportunity Act (WIOA), including industry sector collaborations and competitive bidding for career center operators. This year, the PIC and the Mayor's Office of Workforce Development will conduct an open and competitive procurement process for new four-year charters to address the priorities established by WIOA and the PIC's Workforce Development Committee.

The career centers currently operating under PIC charters — Boston Career Link in Roxbury and JVS CareerSolution downtown — provide employment services, career counseling, access to education and training, and connections to complementary public and nonprofit support services. Career centers are open to all job seekers and workers, though WIOA prioritizes services to low-income adults, dislocated workers, TANF recipients, customers with disabilities, and veterans. In addition, the federal government continues to provide funding to support both the long-term and the newly unemployed.

The business customer is equally important. Career centers actively recruit and engage employers to meet their workforce needs by identifying skilled workers and educating employers on hiring incentives and training subsidies such as the state's Workforce Training Fund. In order to better coordinate employer engagement statewide, Governor Baker has launched *Demand 2.0*, a business-driven approach to workforce development. Both career centers are participating in a pilot program led by the Executive Office of Labor and Workforce Development to provide placement support to hospitals, health centers, and financial institutions.

Under WIOA, the PIC is charged with formalizing the relationships among career centers, community colleges, community-based organizations, and state agencies such as the Department of Transitional Assistance and the Massachusetts Rehabilitation Commission. This ambitious agenda will realize the original vision of a one-stop experience, resulting in a well-coordinated set of services that lead to better outcomes for career center customers.





## Shiu Yip Cheung — Counseling for career advancement

Shiu Yip Cheung personifies what career centers do for job seekers, employers, and the community. For the past 12 years, Shiu Yip has worked with career center customers who need additional training — first at Boston Career Link and more recently at JVS CareerSolution. He assesses a customer's skills and aspirations in order to identify an appropriate training program. Then he works with the customer to assemble the proposal necessary for the Mayor's Office of Workforce Development (OWD) to consider and award a federally funded training voucher.

When a large-scale layoff results in an influx of new career center customers, OWB often secures a National Emergency Grant from the U.S. Department of Labor to support training and reemployment services.

Shiu Yip meets the displaced workers individually to help them cope with the loss of employment and imagine a new career direction. Once new training money becomes available, he is able to move dozens of men and women onto new career paths. Given the nature of recent layoffs, his ability to speak both Cantonese and Mandarin has proven invaluable.

Shiu Yip's commitment goes well beyond making it possible for career center customers to enroll in training. He stays in touch with his customers and the training providers throughout the program. He understands that everyone wins when program completion leads to quality employment, and he stays involved until the job gets done.





## Industry Sector Convening: Where education and business meet

The PIC brings together employers, educators, and workforce partners to imagine new talent pipelines into industries that are vital to the Boston economy. As retirement looms for so many and innovation requires new skills, workforce development is increasingly critical to the future of healthcare, life sciences, information technology, and other STEM industries.

The PIC convenes the Boston Healthcare Careers Consortium — hosting a dynamic conversation among Boston's largest hospitals, other healthcare employers, community colleges, career centers, and nonprofit organizations. The consortium facilitates discussions on labor market demand, education and training capacity, workforce diversity, and advancement strategies for current employees.



The conversation leads to action-oriented research projects, such as supporting 150 Bunker Hill and Roxbury community college students enrolled in allied health certificate programs and tracking their employment outcomes. Employer members conduct workshops to prepare students for interviews and to succeed on the job. Colleges make adjustments to the curriculum to align with the evolving skill demands of the industry. The consortium is nationally recognized for its successful employer-led model.

As part of the Skilled Careers in Life Sciences (SCILS) initiative, the PIC organizes a consortium to

bring the region's life sciences employers together with educators, training providers, career centers, and workforce development agencies. The federal grant, managed by the Mayor's Office of Workforce Development, has supported over 500 participants in training programs and internships over the past four years.

The PIC currently convenes two other networks in partnership with the Metro North Regional Employment Board (REB). The Greater Boston STEM Network acts on the Governor's STEM Advisory Council policy priorities — work-based learning for high school students, dual enrollment, computer science and engineering, as well as STEM-focused afterschool and summer programs.

This year, in response to employer interest, the PIC and the Metro North REB are organizing an Information Technology Consortium to foster new working relationships among educators and employers and to generate more internship opportunities at all levels.

21

Boston-area healthcare employers participate  
in the Healthcare Careers Consortium

516 SCILS participants  
in training programs and  
internships over 4 years

578

Boston public high school students in STEM internships

## Christian Phillips and Bruce Van Dyke — Joining forces for life sciences

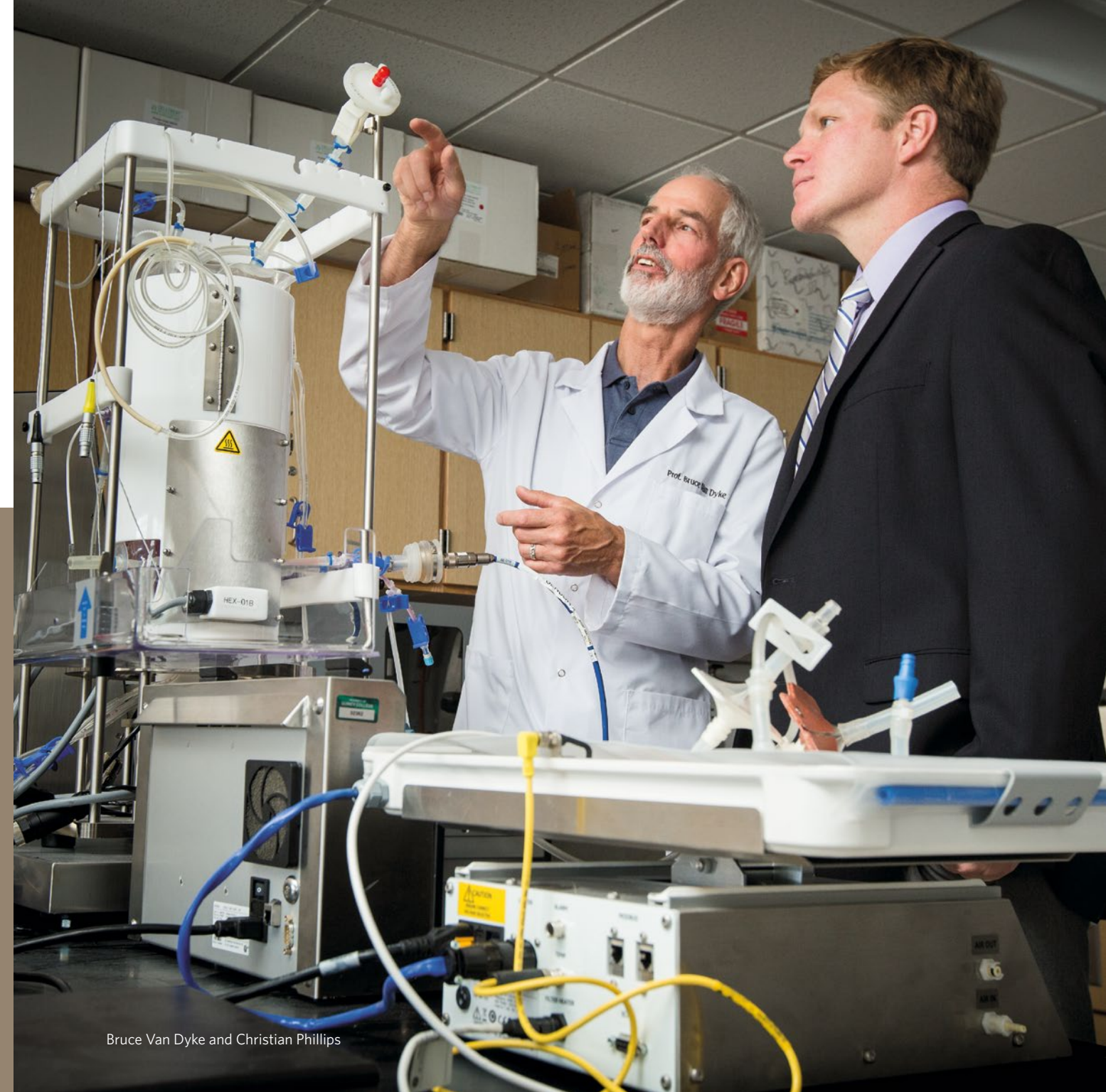
When local companies and postsecondary institutions join forces, the result is a win for both business leaders and educators. Christian Phillips and Bruce Van Dyke met at a quarterly meeting of the PIC-convened Life Sciences Careers Consortium at Quincy College's biomanufacturing lab, and they have been connected ever since.

Christian, the General Manager at Albany Molecular Research, was invited to the meeting to participate on an employer panel and provide honest input about his company's hiring needs. He highlighted the need for training programs to provide context so that students appreciate the importance of technical procedures and their impact on patients.

Bruce, the Chair of the Quincy College Biotechnology and Compliance Program, understands the need for

regular collaboration with the business community. Every few years, he invites employers from across the state into the lab to help evaluate and refine the curriculum in response to evolving requirements so that his students are ready to enter the industry upon graduation.

The professional relationships fostered by the Life Sciences Careers Consortium can persist within a rapidly changing industry. Christian has taken a new position at another life sciences company, Brammer Bio, and he continues to mentor Bruce's students at Quincy College. Christian anticipates partnering with Bruce to provide new Brammer Bio employees with training on disposable manufacturing equipment at Quincy College's lab.



Bruce Van Dyke and Christian Phillips



## Research: Informing practice and public policy

Research and evaluation shape PIC program design and policy priorities. The PIC seeks to understand current education and labor market developments and to use this information to improve practice and to drive strategies that will create economic opportunity for Boston youth and adults.

This year, the PIC prepared a major report for Mayor Walsh and the Success Boston initiative that documents remarkable increases in college completion rates for BPS graduates. In addition, the PIC is partnering with the UMass Donahue Institute to study the youth labor market.

### **Success Boston College Completion Study**

At a June forum hosted by the Boston Foundation, the PIC released an important study on the six-year college completion rate of BPS graduates from the Class of 2009, the first class to enroll after the launch of Success Boston. The full report — “Reaching for the Cap and Gown: Progress Toward Success Boston’s College Completion Goals for Graduates of the Boston Public Schools” — includes the PIC study and a chapter by Abt Associates on the Success Boston coaching program.

The PIC study finds that 51.3% of first-year college enrollees from the BPS Class of 2009 completed college within six years — just shy of the 52% goal set in 2008. This represents an 11 percentage point increase compared to the BPS Class of 2000. The study calls attention to gender and race-ethnic

disparities in college completion. Female BPS Class of 2009 graduates who enrolled in college in the first year after high school had a 58% graduation rate, exceeding that of male first-year enrollees by 15.6 percentage points. For the four major race-ethnic groups, six-year college completion rates ranged from 42% to 75%.

Due to gains in high school graduation, college enrollment, and college completion rates, the number of BPS graduates who earned a college degree within six years of completing high school climbed from 735 for the Class of 2000 to 1,314 for the Class of 2009, a 79% increase.

### **Youth Labor Market in Boston and Massachusetts**

Teens are not participating in the labor market recovery following the Great Recession, according to a UMass Donahue Institute study prepared for the PIC. Employment rates of teens in Massachusetts through 2015 remained near all-time lows. The authors conclude that, in the context of impending baby boomer generation retirements, public policymakers should consider strategies for identifying and developing young talent, particularly among youth experiencing relatively low employment rates.



PIC Board members Ken Montgomery (Chair), Pam Eddinger, Tommy Chang, and Keith Motley, with Paul Grogan, President of the Boston Foundation

# Boston Private Industry Council

## 2016 CORPORATE CONTRIBUTORS

### GOLD



### SILVER



### BRONZE



### HONORABLE MENTION

Arnold Worldwide, Boston Private Bank & Trust, EMC Corporation, IBM, Santander, Steward Health Care System LLC

## 2016 PIC FOUNDATION GRANTS

Anonymous	Charles Hayden Foundation	Liberty Mutual Foundation
Aspen Institute Forum for Community Solutions	Fidelity Investments	Red Sox Foundation
Lloyd G. Balfour Foundation, Bank of America, N.A., Trustee	Frank W. and Carl S. Adams Memorial Fund, Bank of America, N.A., Trustee	SkillWorks
Bank of America Charitable Foundation	Hyams Foundation	Social Innovation Fund, Corporation for National and Community Service
Barr Foundation	Jobs for the Future	State Street Boston WINs
BNY Mellon	Josephine and Louise Crane Foundation	TD Charitable Foundation
Boston After School & Beyond	JPMorgan Chase Foundation	United Way of Massachusetts Bay and Merrimack Valley
Boston Foundation	Kelly Family Foundation	Verizon Foundation
Boston Opportunity Agenda	Klarman Family Foundation	Vertex Pharmaceuticals

## 2016 TOP EMPLOYERS LIST

Massachusetts General Hospital	Youth Design	Santander
Brigham & Women's Hospital	Beth Israel Deaconess Medical Center	Fidelity Investments
State Street Corporation	Stop & Shop	University of Massachusetts Boston
Bank of America	MBTA, Massachusetts Department of Transportation	Citizens Bank
Aramark (Fenway Park)	Liberty Mutual Insurance	John Hancock Financial Services
Boston Bar Association	Harvard University	Brigham & Women's Faulkner Hospital
Dana-Farber Cancer Institute	Sanofi Genzyme	Blue Cross Blue Shield of Massachusetts
T.J. Maxx	Federal Reserve Bank of Boston	Suffolk University
Tufts Medical Center	Boston Red Sox	Primark
Boston College	Boston Children's Hospital	
Vertex Pharmaceuticals		



# Financial Highlights

	2015	2014
Grants	\$5,394,802	\$1,852,705
Contracts	3,688,197	6,301,124
Contributions	\$668,569	581,072
Fees for service	\$80,000	267,226
Other income and support	\$10,150	11,461
<b>Total revenues</b>	<b>\$9,841,718</b>	<b>\$9,013,588</b>

Payroll and fringe benefits	4,086,924	3,833,198
Program contracts	1,502,351	305,328
Participant wages	1,373,573	1,858,939
Site operations	149,615	1,267,531
General operating expenses	1,649,375	1,612,393
<b>Total expenses</b>	<b>8,761,838</b>	<b>8,877,389</b>

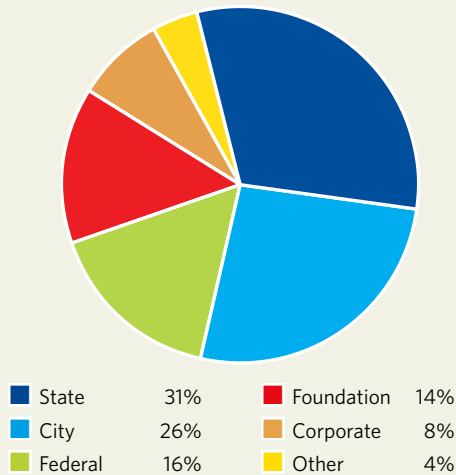
Net assets at beginning of year	1,896,113	1,759,914
Net assets at end of year	2,975,993	1,896,113
Change in net assets	1,079,880	136,199

Cash	1,237,748	468,439
Receivables	1,182,820	1,799,983
Other assets	1,095,475	193,390
Fixed assets	188,728	180,240
<b>Total assets</b>	<b>3,704,771</b>	<b>2,642,052</b>

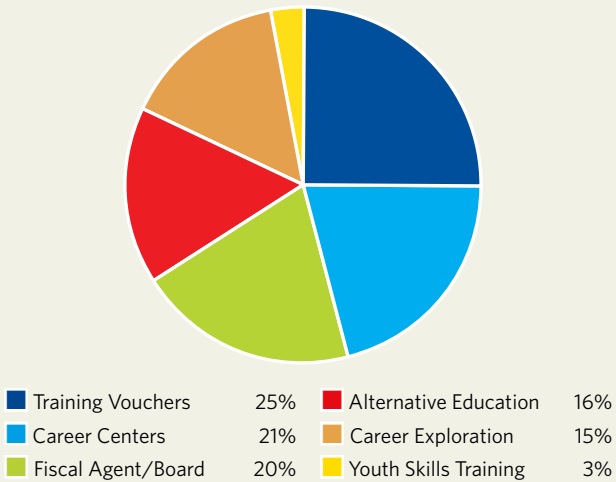
Current liabilities	728,778	745,939
Net assets	2,975,993	1,896,113
<b>Total liabilities and fund balance</b>	<b>3,704,771</b>	<b>\$2,642,052</b>

Includes pass-through funding for career centers and student wages

PIC Operating Budget by Revenue Source  
Fiscal Year 2015, Total Budget: \$4.9 million  
Excludes pass-through funding for career centers and student wages



Distribution of Workforce Innovation and Opportunity  
Act Funds, Fiscal Year 2016, Total Budget: \$4.5 million



## Board of Directors

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Community Labor United

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Brigham and Women's Hospital

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Boston Housing Authority

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Sociedad Latina

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Greater Boston Chamber of Commerce

Sarah Schoff, Program Coordinator, Research, Policy & Eval.  
Executive Office of Labor and Workforce Development

Emily Shea, Commissioner, Elderly Affairs  
City of Boston

Inez Stewart, Vice President of Human Resources  
Boston Children's Hospital

Richard Stutman, President  
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