



BOSTON PRIVATE INDUSTRY COUNCIL  
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NEIL SULLIVAN, *Executive Director*



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



BOSTON PRIVATE INDUSTRY COUNCIL 2017



Abdukadir Ibrahim, a Boston International Newcomers Academy student, with Mike Dunn, a member of the CFA Society of Boston — both part of a PIC pilot program, funded by BNY Mellon, to prepare students to compete for internships in the financial services industry



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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.





# Introduction

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 nonprofit organizations to advance the agenda for education and workforce preparation. The PIC depends on a community of collaborators, and we only succeed when our partners succeed. This is what makes collective impact possible.

As one of sixteen workforce boards statewide, the PIC oversees Boston's career center system 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, allow the PIC to exercise unique influence and leadership.

As the city's school-to-career intermediary, the PIC convenes employers, connects students with jobs and internships, measures progress on key indicators, and sustains the focus on priorities ranging from dropout reduction to college completion to career advancement. 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 sees public education as the foundation of Boston's workforce development and diversity strategy. In collaboration with Superintendent Tommy Chang and the Boston Public Schools (BPS), the PIC deploys a highly motivated front-line staff to generate workplace experiences for high school students, to re-engage young adults who fall behind or drop out of school altogether, and to support BPS graduates as they make their way through local colleges.

The work of the PIC is grounded in the belief that meaningful employment changes lives, lifts people out of poverty, and strengthens the local economy. In order to bridge the gap between downtown and the neighborhoods, we are committed to developing pathways to career-oriented employment and financial independence, with various entry points for both youth and adults.

Carolyn De Jesús Martínez will tell you that Anne Schwieger (left) and Andrew Flye (right) are two of the most influential people in her life. Anne, the City's Broadband and Digital Equity Advocate, supervised and mentored Carolyn during her City Hall internship in the Department of Innovation and Technology. Andrew teaches computer science at Boston International Newcomers Academy. Together, they are extending the classroom to the workplace and back again, helping Carolyn develop skills that will put her way ahead in career and life.



## School-to-Career: Creating pathways for students and talent pipelines for employers

To complement Superintendent Tommy Chang’s “Linked Learning” strategy for high schools, the PIC is working with employers to generate more opportunities for career exploration and work-based learning. Interdisciplinary classroom projects make school more engaging, while the workplace provides the context for developing the skills that employers value.

Boston continues to lead the nation in its commitment to private sector employment for teenagers, prompting other cities to visit and learn how to develop high school internship programs of their own. Mayor Walsh has boosted employer participation by making internships part of almost every conversation he has with companies new to Boston. This summer, the PIC facilitated over 2,300 employer-paid, employer-supervised positions for students. Hundreds will continue working during the school year as paid interns or part-time employees. Many PIC employers also participate in work readiness and career awareness activities such as job shadows, mock interviews, worksite visits, and career panels.

The PIC also places nearly 500 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 and for those students participating in special initiatives such as the Summer Learning Project, Escalera, and the Teen Leadership Institute.

PIC career specialists identify, prepare, and match students with paid work experiences in professional environments that they would not access otherwise. Career specialists use the PIC Work Readiness Protocol to measure student progress throughout the year based on participation in workshops and career exploration experiences. The employer engagement team assists PIC employers with interview schedules, hiring processes, and supervisor recruitment. To support new employers, the PIC collaborated with Brigham and Women’s Hospital to create an Employer Guide with sample job descriptions, onboarding checklists, program timelines, and a work-based learning plan.

The PIC collaborates with Boston high schools, employer partners, nonprofit organizations, and foundation-led initiatives such as Boston WINs and Success Boston to create pathways from high school through college to early career. New computer science courses and pathways will make it possible for the PIC to place more Tech Apprentices in IT companies and departments, while visits to construction sites, hospitals, and utility companies are introducing students to different work environments.

3,303

BPS students obtained work experience through the PIC

169 employers  
hired a student through the PIC

4,939  
BPS students participated  
in a work readiness activity



## Tyler Thomas — Finding his way

Despite struggling with commitment and communication during his junior year, Tyler Thomas grew to become one of the most dedicated and successful PIC students at Charlestown High School as a senior.

At the end of his sophomore year, Tyler was selected for a summer job that led to a coveted school-year internship. By the time winter rolled around, Tyler found himself struggling to balance school and work. His grades suffered and he was not able to complete the internship. A community-based job the following summer did not work out well either, and he walked away without properly informing his employer.

Back at school in the fall, Tyler's PIC career specialist helped him realize that he needed to explore different work environments. Fortunately, the PIC had just

launched a career awareness program for students who might want to work in the utility industry. Through a site visit at Feeney Brothers, followed by a job shadow at Eversource, Tyler learned about Associate degree programs at Bunker Hill Community College (BHCC) that provide career pathways into the industry.

This past summer, Tyler worked at Related Beal under the supervision of Matt Collins in an internship the PIC developed with help from the Greater Boston Real Estate Board and the Governor's STEM Advisory Council. Tyler is now taking first-year classes at BHCC. With support from his PIC postsecondary coach, he is intent on succeeding academically and qualifying for the Electric Power Utility Technology program, which offers paid co-op experiences at Eversource and the opportunity for employment upon graduation.



Matt Collins and Tyler Thomas

## Opportunity Youth: Leaving no young adult behind

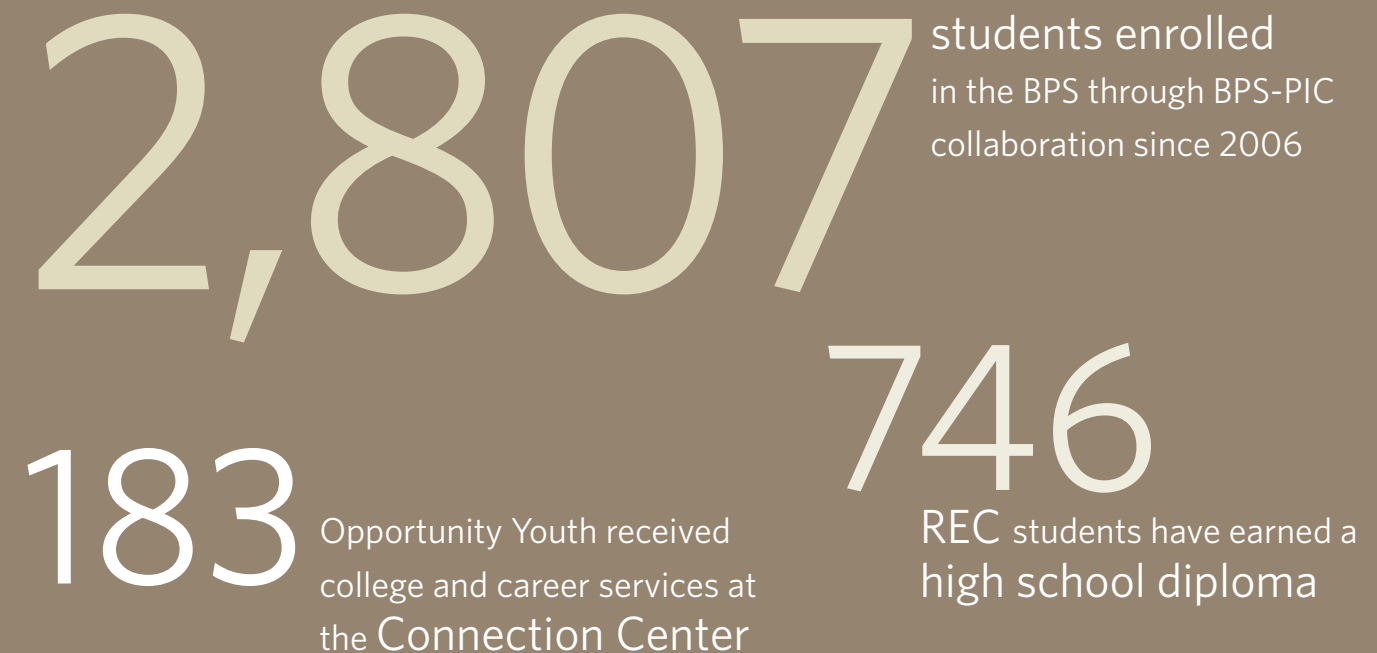
In May, Boston hosted the Aspen Institute's Opportunity Youth conference, convening 23 communities from across the country to focus on education and career pathways for disconnected 16-24 year-olds. This previously invisible population includes high school dropouts, college stop-outs, and unemployed high school graduates not enrolled in college or training.

The Aspen convening featured a plenary speech from Mayor Walsh, followed by a panel of prominent leaders who described how Boston has approached dropout prevention and re-engagement, college transition and completion, and a new priority, reconnecting disengaged high school graduates. Boston's Opportunity Youth Collaborative analyzed data and conducted youth-led research to identify this population as the one least served by existing programs.

To better support disconnected high school graduates, the Collaborative opened a Connection Center in the summer of 2015 to provide outreach, assessment, and referrals to programs that provide occupational training or a bridge to college. The Center has seen almost 500 young adults and connected over 200 with education, training, and employment. This summer, the Connection Center, managed by X-Cel Education, moved its operations to Boston Career Link, the career center located at Morgan Memorial Goodwill Industries in Roxbury. This co-location aims to sustain the focus on Opportunity Youth within the public workforce system for years to come.

Since 2004, the Youth Transitions Task Force has been addressing the younger cohort of Opportunity Youth — high school dropouts. Its signature initiative, the Re-Engagement Center (REC), continues to re-enroll or transition over 300 students annually and now serves as a model for the Connection Center. Nearly 750 re-engaged students have earned a high school diploma since the PIC began this outreach effort, and many others have completed the requirements for a High School Equivalency certificate.

This year, the Task Force and the Collaborative are working with the Boston Public Schools (BPS) on a broad-based dropout prevention strategy called Dismantling the School-to-Prison Pipeline. These partners co-hosted two major forums to increase stakeholder awareness and to mobilize both the community and the schools. New initiatives include the BPS campaign to increase attendance and reduce chronic absenteeism, as well as the collective effort to reduce suspensions and promote positive school culture.





## Shadé Johnson — Making the connection

During high school, Shadé Johnson participated in PIC leadership development activities, connected with employment through her career specialist, and received significant support from KeySteps, a school-based nonprofit that provides wrap-around services. A year after she graduated, Shadé was out of school and unemployed. She sought help from her KeySteps counselor, who referred her to the Connection Center.

When Shadé walked through the Connection Center door, X-Cel Education Success Coach Kareem Lewis welcomed her and asked about her career aspirations. Shadé wanted to become a Certified Nursing Assistant (CNA), so Kareem accompanied her to an information session for a tuition-free CNA training program offered by East Boston Neighborhood Health Center (EBNHC) and Bunker Hill Community College. Once

enrolled, Shadé was quiet and sat at the back of the classroom. Her instructor, Mary LaMarra, recognized Shadé's potential and encouraged her to sit front and center, prompting her to come out of her shell and rise to the top of the class.

Shadé completed the CNA program in the spring of 2016 and passed the state CNA exam that June. Proud of her star student's success, Mary recommended Shadé for a position at EBNHC. Shadé worked full-time as a CNA caring for elderly patients for almost a year, and then she found a new position in the emergency room at Massachusetts General Hospital. Shadé's success demonstrates that there are opportunities for those who do not go on to college immediately after high school, particularly if they make the right connections.



Mary LaMarra and Shadé Johnson

## Postsecondary Success: College completion and career connections

Boston has made significant gains in college completion rates for BPS graduates. 51.3% of first-year college enrollees from the BPS Class of 2009 completed college within six years versus 40.6% for the Class of 2000. This increase occurred even as more BPS graduates enrolled in college.

Postsecondary coaching has been an integral part of the Success Boston college completion initiative since it began in 2008. With funding from a federal Social Innovation Fund grant secured by the Boston Foundation, the PIC postsecondary team has doubled its capacity. Currently, six PIC coaches are working with over 400 students at Bunker Hill Community College (BHCC), Roxbury Community College, Benjamin Franklin Institute of Technology, Quincy College, and UMass Boston.

PIC postsecondary coaches help students access college resources, navigate the transition from high school to college, and make progress toward a degree and a career. Coaching gets results. The six-year graduation rate of PIC-coached community college students from the BPS Class of 2009 is 36.8%, as compared to 23.8% for their non-coached peers.

The Success Boston initiative is inspiring new initiatives and programs. This year, Mayor Walsh and Governor Baker launched Boston Bridge, an initiative designed to make it possible for low-income Boston students to earn both an Associate's and a Bachelor's degree free of tuition and mandatory fees. Meanwhile,

a pilot program at BHCC allows BPS graduates to avoid taking developmental education courses if they enroll with at least a 2.7 grade-point average.

While transition supports work for many, some students require attention over a longer period of time in order to complete. Community college students often “stop out” when life gets too complicated. This year, the PIC, in partnership with Success Boston and area colleges, conducted a study to identify students still working toward a degree five or more years after enrolling and those who left school with significant credits. In addition, the PIC's college navigator, funded by SkillWorks, supports Opportunity Youth who enroll at BHCC, as well as adults who are seeking to improve their career prospects through higher education.

The PIC vision for postsecondary success extends beyond college completion to early career. For decades, former PIC students have found their way into Boston's professional workforce. Going forward, the PIC is committed to a talent pipeline strategy that realizes the full potential of Boston's diverse population, both youth and adults.

50.1% of first-year college enrollees from the BPS Class of 2010 graduated by 2016

70.1% of BPS Class of 2015 graduates enrolled in college within 16 months

422 community college and transfer students coached by the PIC



## Khang Ngo — Learning and earning

Khang Ngo moved to Boston from Vietnam in 2008. Two years ago, Khang became the first in his family to graduate from college when he earned his Associate's in Automotive Technology from Benjamin Franklin Institute of Technology (BFIT). This June, Khang received his Bachelor's degree in Automotive Management from BFIT. College wasn't always easy for Khang. Early on, though fluent in English, he found himself struggling with college-level writing assignments. His PIC postsecondary coach connected Khang with a BFIT professor who volunteered to help him with his writing.

Khang got a good start on both college and career while still in high school. At Madison Park Technical Vocational High School, he enrolled in the Automotive and Truck Repair pathway. During his senior year, he

earned high school and college credits concurrently by taking dual enrollment courses at BFIT. He actually earned a full year of credits toward his Associate's degree tuition-free.

Khang also learned how to earn money while he was in school. In high school, his PIC career specialist placed him in a summer job at the Blue Cross Blue Shield warehouse where he learned about work ethic from his veteran supervisor-mentors. He continued working there part-time during the following school year. Throughout his time at BFIT, Khang complemented what he learned in the classroom with jobs at local automotive dealerships. Today, Khang works as a technician at Quirk Volkswagen, with an eye toward automotive management down the line.



# Boston's Career Center System: Getting results through collaboration

In partnership with the Mayor's Office of Workforce Development (OWD), the PIC oversees the distribution of federal funding, the chartering of career centers, and the implementation of the Workforce Innovation and Opportunity Act (WIOA). Career centers, coupled with the new Access Points, provide the infrastructure for Boston's public workforce development system.

To address the priorities established by the new federal legislation, the PIC and OWD conducted an open and competitive procurement process to award new charters to operate Boston's comprehensive career centers. The PIC, acting as Boston's Workforce Development Board, approved four-year charters for Jewish Vocational Service and Morgan Memorial Goodwill Industries to operate JVS CareerSolution and Boston Career Link, respectively.

In order to expand the reach of the career centers, the PIC is implementing a WIOA innovation called "Access Points" — sites where job seekers can enroll in the system and learn about the services available at the comprehensive career centers and through federally-funded state agencies. The long-term goal is to create a "no wrong door" approach that makes it possible for job seekers to enter the workforce system through a network of affiliated organizations. The PIC designated St. Francis House and Work, Inc. to implement this concept on a pilot basis.

The PIC embraces WIOA as an opportunity to integrate workforce development, education, and human services

in order to move individuals more effectively toward employment and economic self-sufficiency. The PIC convenes the career center operators and relevant state agencies to leverage resources on behalf of job seekers, particularly those facing significant barriers to employment. Boston is positioning the career centers at the core of a system that treats WIOA-eligible customers as shared customers, recognizing that sometimes it takes help from more than one agency for a job seeker to succeed.

In response to Governor Baker's call to focus more strategically on the workforce needs of local employers, Boston's career centers are deepening their relationships within various industries in order to connect employers with pre-screened candidates who qualify for the positions they are seeking to fill. In addition, the state has launched a regional planning process to address education, workforce development, and economic development in a coordinated way. Boston is collaborating with the Metro North and Metro Southwest workforce development boards on this effort.





## Preston Wigasi Brant and Svetla Georgieva — Securing new talent

Last November, Preston Wigasi Brant, a recruiter for the Security Division of Delta Air Lines Global Services, faced the challenge of hiring 50 employees for Delta's new security operation at Logan Airport by January. Based in Atlanta, Preston discovered Boston Career Link (BCL) in Roxbury through an online search. Delta is committed to hiring staff from the communities where the company operates and seeks out candidates who represent a variety of nontraditional backgrounds.

Preston contacted the career center and connected with the BCL Business Services team. Preston asked about the hiring market in Boston and the best ways to connect to job seekers. Given the labor market information available, the staff at BCL encouraged Preston to increase the proposed wages for Delta's

new hires based on the competition for security staff in the city. Preston took this information back to Delta's corporate office and was able to increase the wage range by \$3 per hour, settling on \$15-\$19 per hour plus benefits.

At this point, BCL Business Account Representative Svetla Georgieva took charge. She scheduled and coordinated recruiting events and found space for Delta to on-board new hires and train employees when space was not available at Logan Airport. From December to February, Preston was on-site at BCL nearly once per week. The partnership resulted in Delta hiring 51 job seekers through the career center. Now, Delta is expanding its security operations at Logan, working with BCL to hire 30 additional staff members.



Svetla Georgieva and Preston Wigasi Brant

## Employer Engagement: Imagining Boston's future workforce

The PIC brings together employers, educators, and workforce partners to design new talent pipelines into industries that are vital to the Greater Boston economy. As technology changes the nature of work and skill demands increase, industry-informed strategies are central to the PIC's work.

Since 2010, the PIC has convened the Boston Healthcare Careers Consortium — hosting a dynamic conversation among Boston's largest hospitals, other healthcare employers, community colleges, career centers, and nonprofit organizations. Topics include labor market demand, education and training capacity, workforce diversity, and advancement strategies for current employees.

In the year to come, the Consortium will focus on the implications of an aging workforce, the need to fill vacancies in specific positions such as Medical Assistants and Medical Lab Technicians, and efforts to diversify the nursing workforce. Additional priorities include updating its inventory of healthcare training programs, developing criteria for identifying high-performing providers, and reexamining the recommendations first presented in its 2011 *Critical Collaboration* report.

Reaching into the rapidly expanding technology sector, the PIC partners with SkillWorks to bring together a committee of chief information officers from major employers who consistently note the need for employees with excellent communication and

problem-solving skills, not just technical proficiency. In June, Mayor Walsh launched TechHire Boston, a new initiative aimed at ensuring that the diverse communities of Boston participate in the growth of the technology sector, kicking off the effort with a one million dollar pledge on behalf of the City.

To increase the number of students who pursue degrees in science, technology, engineering, and mathematics (STEM), the PIC is collaborating with the Metro North Regional Employment Board to advance the three priorities identified by the Massachusetts STEM Advisory Council — work-based learning, dual enrollment, and computer science instruction. In addition, Boston continues to focus on increasing student interest in STEM subjects through after-school and summer programs.

Finally, the PIC has convened a new Employer Network to increase the number and quality of high school internships. This is critical to the overall effort to create pathways from high school through college to career opportunities in priority industries such as healthcare, life sciences, finance, technology, and professional services.

Employment in the computer systems design industry  
in Boston almost **tripled** between 2008-2016

Nearly 1 in 5 jobs in Boston are in  
**healthcare**

**544** PIC-coached Boston public high school students in  
STEM internships in Summer 2017



## Boston's Tech Employers — Hiring the next generation now

Boston's technology economy is expanding rapidly, filling in spaces along the waterfront and throughout the city. Young professionals from across the country and around the world want to work and live in our city, and innovative companies of all sizes are drawn to Boston in pursuit of this talent.

In response to Mayor Walsh's call to action, many of these companies are cultivating the next generation of tech professionals by bringing high school interns into their workplaces. Tech-focused companies ranging from financial services to engineering to cybersecurity are exposing students to a wide range of emerging career opportunities.

Every participating company relies upon at least one person who champions the cause and coordinates

the new internship program, regardless of his or her formal position. The most successful programs engage people from across the company — from a CEO who authorizes the hiring to human resources who assist with on-boarding to the front-line supervisors who guide students and develop their skills.

Boston's economic future may well depend on the quality and size of its technology workforce. For that reason, technology leaders from a variety of sectors are coming together as TechHire Boston, a new consortium convened by the PIC and SkillWorks. The experiences that students and supervisors share at the workplace will help inform a long-term strategy for developing a skilled and diverse technology workforce, even as employers collaborate to address immediate hiring needs.



From left: Christina Luconi, Rapid7; Diana Freeman, DTCC; Karin Beckstrom, ERT; Adam Jackson, Red Hat; Babak Movassaghi, Flex; Paul Blandini, Autodesk; Dena Upton, LogMeIn; Brian Madden, Lexington Solutions; Shirley Paley, Catalant; Robert Power, Silicon Labs; Melissa Jordan, General Electric.



## Research: Informing practice and public policy

The PIC tracks performance on education and workforce measures to provide important data to guide the city's collective impact strategies and to shape PIC priorities and initiatives. In addition, the PIC partners with external evaluators to assess impact and identify solutions to systemic challenges.

In May, the PIC released a brief on *Trends in Education and Workforce Indicators for Boston's Youth and Young Adults* that describes the solid progress made over the last decade in graduating students from high school and transitioning them into and through postsecondary education. This research informed the "Boston Story" discussion featured at the Aspen Convening on Opportunity Youth.

### Success Boston Enrollment Status Pilot Project

After rising for several years, the six-year college completion rate for BPS graduates remains steady at approximately 52% for first-year enrollees. In search of new ways to improve completion rates, the PIC collaborated with 16 area colleges and the Success Boston initiative to conduct analysis on the BPS Class of 2011. The purpose was to identify students with substantial credits toward graduation several years after initial enrollment and to gain a deeper understanding of how to reengage students who have stopped out or lost momentum. Further research will allow Success Boston to design completion strategies beyond the transition to college.

### Pathways for Opportunity Youth

The Boston Opportunity Youth Collaborative partnered with the Rennie Center for Education Research & Policy to prepare a brief and organize a June policy forum on college success for Opportunity Youth (OY). The research was grounded in interviews with students, postsecondary coaches, and leaders from higher education and the community. The brief identifies the challenges OY face in college, documents the supports currently available to students, and recommends new institution and system level policies.

### Continuous Improvement

The PIC promotes an internal culture that uses data to assess the effectiveness of interventions and to improve performance. This year, the PIC designed a new web-based system for the Re-Engagement Center to facilitate outreach, intake, and referral activities. The system has enhanced case management capabilities by providing front-line staff with up-to-date academic information on the students they have referred. The PIC also developed a new Work Readiness Protocol within its central database to track the preparation of thousands of high school students for jobs, internships, and other work-based learning opportunities.

4-year BPS high school graduation rate  
increased from 59.1% in 2006 to

72.4% in 2016

Annual dropout rate: 4.5%  
down from 9.4% in 2005-06

Teen employment rate  
in Massachusetts during 2016:

33.8%

down 16 percentage points  
from 50.3% in 1999-2000



## The Boston Story — Acting collectively and effectively

The PIC has always believed that measurement matters, particularly when it comes to aligning the priorities of community leaders, educational institutions, and policymakers. In May, the measures the PIC monitors most closely provided the foundation for the “Boston Story,” as told by Mayor Walsh and a panel of local leaders at the Aspen Institute’s national convening on Opportunity Youth, young people who are neither in school nor working.

In anticipation of the forum, the PIC prepared a new brief on key education and workforce indicators for young adults in Boston. The high school dropout rate is less than half what it was ten years ago, and the four-year high school graduation rate has risen by over 12 percentage points, with five-year graduation rates now topping 76%. College enrollment and completion

rates have increased as well. Among the city’s 16-24 year-olds, the percentage of Opportunity Youth has declined from its pre-recessionary level of 9.1% to 6.9% in 2014-15.

Mayor Walsh’s keynote speech cited these positive trends, and the panel that followed reflected on the various ways that good data is helping institutions and organizations act collectively. Convenings such as Boston’s Opportunity Youth Collaborative — organized by the PIC and the Boston Opportunity Agenda and informed by the Youth Voice Project — are keeping the city focused on those who are not succeeding, even in the context of overall progress. The PIC research brief documents the race-ethnic and gender gaps that persist, thus framing the work that needs to be done going forward.



From left: Tommy Chang, Boston Public Schools; Clea Andreadis, Bunker Hill Community College; Emmanuel Allen, Boston Private Industry Council; Paul Grogan, Boston Foundation; Amanda Shabowich, Youth Voice Project; Turahn Dorsey, City of Boston.

## CORPORATE CONTRIBUTIONS (UNRESTRICTED)



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## FOUNDATION GRANTS

The Angell Foundation  
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Dana-Farber Cancer Institute  
Tufts Medical Center  
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Boloco, Boston Private Bank & Trust, Dana-Farber Cancer Institute, IBM, Shire

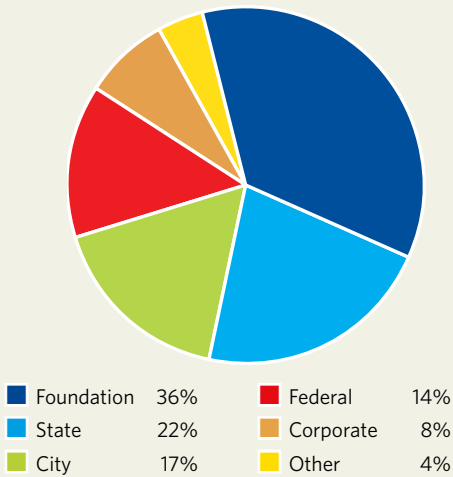


# Financial Highlights

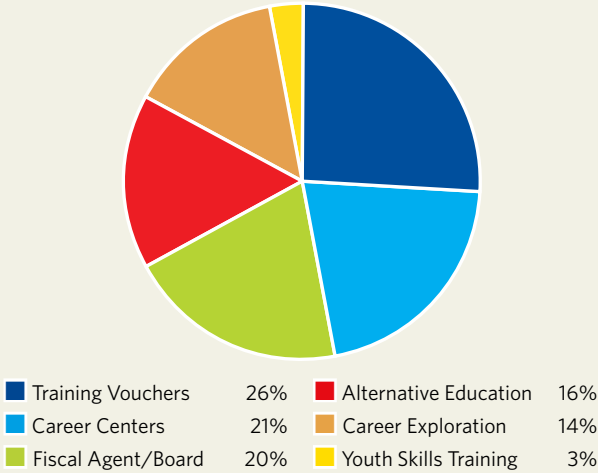
	2016	2015
Grants	\$3,033,567	\$5,394,802
Contracts	\$4,732,933	\$3,688,197
Contributions	\$811,601	\$668,569
Fees for service	\$80,000	\$80,000
Other income and support	\$16,871	\$10,150
Total revenues	\$8,674,972	\$9,841,718
Payroll and fringe benefits	\$4,951,052	\$4,086,924
Program contracts	\$892,662	\$1,502,351
Participant wages	\$1,460,825	\$1,373,573
Professional Services	\$482,702	\$419,989
General operating expenses	\$1,225,362	\$1,379,001
Total expenses	\$9,012,603	\$8,761,838
Net assets at beginning of year	\$2,975,993	\$1,896,113
Net assets at end of year	\$2,638,362	\$2,975,993
Change in net assets	(\$337,631)	\$1,079,880
Cash	\$156,988	\$1,237,748
Receivables	\$1,266,475	\$1,182,820
Other assets	\$1,656,402	\$1,095,475
Fixed assets	\$199,505	\$188,728
Total assets	\$3,279,370	\$3,704,771
Current liabilities	\$641,008	\$728,778
Net assets	\$2,638,362	\$2,975,993
Total liabilities and net assets	\$3,279,370	\$3,704,771

2015: Includes pass-through funding for student wages and career centers  
2016: Includes pass-through funding for student wages

PIC Operating Budget by Revenue Source  
Fiscal Year 2017, Total Budget: \$6.35 million  
*Excludes pass-through funding for student wages*



Distribution of Workforce Innovation and Opportunity  
Act Funds, Fiscal Year 2017, Total Budget: \$3.65 million



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City of Boston

Steven Tompkins, Sheriff  
Suffolk County

James Whalen, Senior Vice President and CIO  
Boston Properties

Marina Zhavoronkova, Assistant Secretary  
Executive Office of Labor and Workforce Development

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