



40 Years of Making Connections

BETWEEN DOWNTOWN AND THE NEIGHBORHOODS

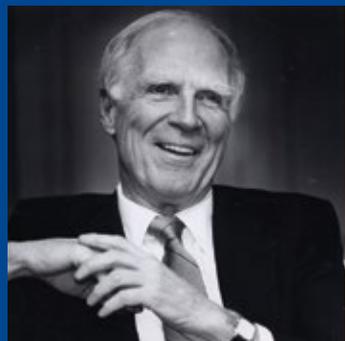
BETWEEN JOB SEEKERS AND EMPLOYERS

BETWEEN STUDENTS AND CAREERS

BETWEEN POLICY AND PRACTICE

BOSTON PRIVATE INDUSTRY COUNCIL 2019

PIC Timeline



1979

Mayor Kevin White and State Street Bank Chairman Bill Edgerly establish the Boston Private Industry Council to oversee federal job training resources and to engage private sector employers; this business-majority model was legislated nationally in 1982 and again in 1998 and 2014.



1982

Business and higher education leaders join the BPS and the Mayor in signing the first Boston Compact school improvement agreement; PIC launches the private sector component of the Mayor's Summer Jobs Campaign as part of the business commitment to the school system.



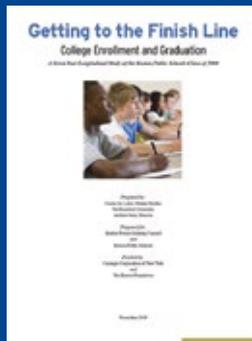
1991

The PIC and area hospitals create ProTech, one of the first school-to-career programs in the country and a model for the 1994 federal School-to-Work Opportunities Act; Governor Bill Weld and Mayor Ray Flynn launch a statewide initiative to fund subsidized youth employment, now called YouthWorks.



1996

As part of a Clinton Administration pilot program, the PIC becomes one of the first workforce boards in the country to charter the operation of "one-stop career centers," which became a model for the 1998 Workforce Investment Act.



2006

The PIC's *Too Big to Be Seen* report launches dropout reduction work in Boston; the PIC hires the first dropout re-engagement specialists and, in 2009, collaborates with the BPS to open the Re-Engagement Center.



2008

The Center for Labor Market Studies at Northeastern University and the PIC publish *Getting to the Finish Line*, one of the nation's first college completion studies, leading Mayor Tom Menino to launch the Success Boston initiative and The Boston Foundation to fund postsecondary transition coaches.



2010

The PIC and area healthcare leaders convene the Healthcare Careers Consortium, a model for industry sector coalitions as later called for in the 2014 Workforce Innovation and Opportunity Act; the PIC and SkillWorks convene TechHire Boston in 2017.

2013

The PIC, along with the Boston Opportunity Agenda, creates the Opportunity Youth Collaborative in response to a call from the Obama Administration and the Aspen Institute; the PIC expands its re-engagement efforts to include 20-24 year-olds who are out of school and out of work, including disconnected high school graduates.

2019

Under the leadership of Mayor Marty Walsh, the PIC sustains all of the initiatives above on behalf of the city's youth and adults and its employers.

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.

ON THE COVER: Ilham Amin, a 2019 TechBoston graduate and a Tech Apprenticeship at DTCC in the summer of 2018, interned at Eaton Vance this past summer. He is now a freshman at UMASS Lowell.

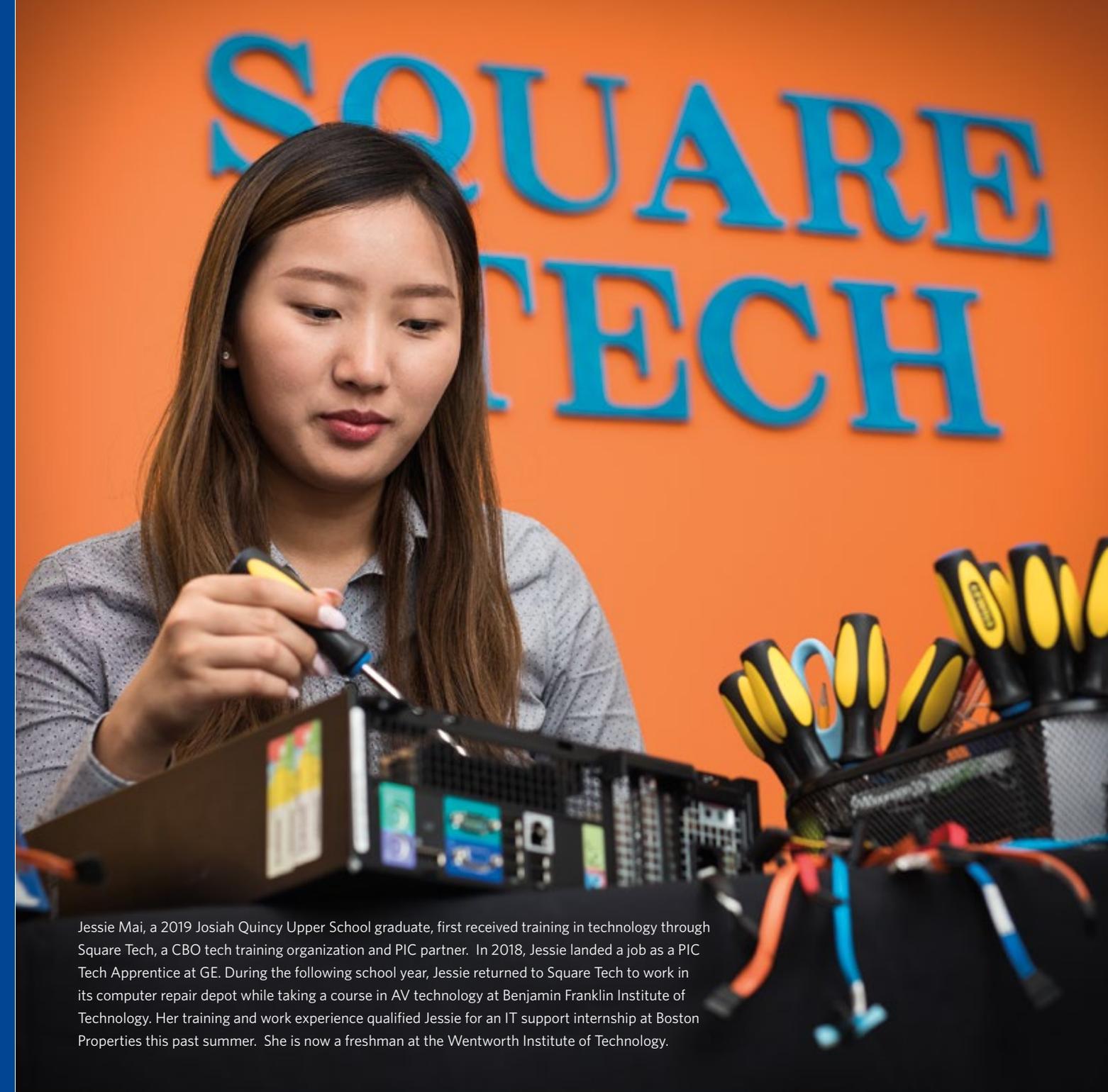
Introduction

Forty years ago, Boston was a divided city, struggling economically and still reeling from school desegregation. Neighborhoods were pitted against one another, and new office towers downtown appeared to provide jobs for commuters, not for Boston residents.

Faced with these circumstances, Mayor Kevin White and Boston corporate leaders imagined a new public-private partnership, the Boston Private Industry Council. The PIC, as it was known from the beginning, was founded as the city's business-led workforce board to oversee federal job training funds, a model soon replicated across the country. A few years later, the PIC helped broker a school improvement compact among business leaders, higher education, the Mayor and the BPS to better connect the neighborhoods with the emerging downtown economy. This new compact launched the PIC's first private sector summer jobs campaign. *(See the timeline under this flap.)*

Today, the PIC serves as Boston's MassHire Workforce Board and school-to-career intermediary, in partnership with Mayor Marty Walsh, Governor Charlie Baker, and their administrations. This 40th anniversary annual report describes the components of the PIC strategy:

- Career centers matching job seekers with training and employment and meeting the hiring needs of area employers (p.2)
- Workplace experience and career awareness for high school students through school-year and summer jobs, internships, and related activities (p.4)
- Re-engagement for students who have left school and those who graduate without adequate employment or further education and training (p.6)
- Postsecondary coaching for those who commute to area colleges (p.8)
- Industry sector collaboratives, in partnership with higher education and nonprofit training organizations, to imagine better ways to connect with Boston's diverse talent (p.10)
- Quality research to inform practice and public policy (p.12)



Jessie Mai, a 2019 Josiah Quincy Upper School graduate, first received training in technology through Square Tech, a CBO tech training organization and PIC partner. In 2018, Jessie landed a job as a PIC Tech Apprentice at GE. During the following school year, Jessie returned to Square Tech to work in its computer repair depot while taking a course in AV technology at Benjamin Franklin Institute of Technology. Her training and work experience qualified Jessie for an IT support internship at Boston Properties this past summer. She is now a freshman at the Wentworth Institute of Technology.

Boston's Workforce System: 40 years of oversight and innovation

The PIC, Boston's MassHire Workforce Board, charters career centers and oversees the distribution of federal funding and training vouchers, in partnership with the Mayor's Office of Workforce Development (OWD). Career centers, complemented by new Access Points, provide the infrastructure for Boston's public workforce development system.

In 1996, Boston was one of the first cities in the country to pilot a one-stop career center. Today, the two Boston career centers continue to serve job seekers through innovative programs and strong partnerships. The centers, operated by JVS Boston and Morgan Memorial Goodwill Industries, offer business services to employers to connect job seekers with employment and career opportunities. The PIC and the career centers are lead partners in the rollout of MassHire, a visible and shared identity for workforce boards and career centers across the Commonwealth.

Even in a strong economy, many Boston residents have difficulty finding employment. Both MassHire Boston Career Center (Goodwill) and MassHire Downtown Boston Career Center (JVS) are committed to serving any job seeker, particularly low income individuals, those with limited education, and residents of subsidized housing. The centers partner with state agencies including transitional assistance, rehabilitation, adult education and training, and older worker services. Access Points at WORK Inc. and St. Francis House expand career center services

to populations who are less likely to connect to the workforce system on their own.

Both career centers have adopted a sector-driven approach to serving employers, allowing them to build expertise in key industry sectors and develop relationships with employers who offer higher wages and benefits. The career centers collaborate with the City on BostonHires, Mayor Walsh's initiative aimed at placing 20,000 residents by 2022 in jobs that pay Boston's living wage or better, at least half of which include benefits.

Boston is collaborating with the Metro North and Metro Southwest workforce boards to improve alignment between education and targeted, high growth occupations in healthcare and technology. PIC staff are working with education partners in all three workforce regions to set clear targets for increasing the supply of workers with the credentials necessary for employment in these fields. This regional planning effort is part of a statewide initiative led by Governor Baker's Workforce Skills Cabinet.

14,881 job seekers served at Boston career centers

698 employers held job fairs and recruitment events

\$23.52 average wage upon employment for career center customers

MassHire Downtown Boston Career Center and Saint Francis House — Increasing Access to Career Assistance

When the PIC, in its role as Boston's MassHire Workforce Board, wanted to expand access to the career centers, we turned to St. Francis House downtown and Work Inc. in Dorchester. Under a provision in the Workforce Innovation and Opportunity Act (WIOA), the PIC is allowed to charter "Access Points" as well as comprehensive career centers. In June of 2017, St. Francis House was chosen as an Access Point for homeless service providers and their guests. Two years later, this innovative model is fostering a close partnership with the MassHire Downtown Boston Career Center, operated by JVS.

Ashley Cilenti, the Access to Employment Supervisor at St. Francis House, prepares customers with job readiness and life skills, while providing transitional

housing and other supportive services. This wrap-around support allows Ashley to propel customers to the next step of the job search by connecting them to Jenny Sherman, a Career Navigator at the MassHire Downtown Boston Career Center. Jenny leverages the career center's employer connections to refer customers directly to hiring teams, provide job leads, and guide them to job fairs and hiring events.

Jenny relies on Ashley to refer customers, and Ashley relies on Jenny to connect them to employment. It may be a short walk from the day shelter on Boylston Street to the career center on Federal Street, but it involves crossing from one world to another. Together, Jenny and Ashley are making this journey possible.



Ashley Cilenti (left) and Jenny Sherman (right)

School-to-Career: 37 years of creating career pathways for Boston's high school students

For almost four decades, the PIC has provided workplace experiences and career exploration for Boston's diverse student population. 87% of the PIC's summer jobs and internships are filled by students of color. Most of these opportunities are in the private sector, primarily in professional and technical environments in high-growth industries.

In partnership with Mayor Walsh's team, the Boston Public Schools, and local employers, the PIC generates jobs and internships and provides career awareness activities for high school students. Boston continues to lead the nation in its commitment to private sector employment for teenagers. We generate employer-paid, employer-supervised jobs and internships in healthcare, finance, technology, higher education, life sciences and professional services. Hundreds will continue working during the school year as paid interns or part-time employees.

For young people, the workplace offers an opportunity to build critical skills that complement their academic program — skills like communication, collaboration, time management, and problem solving. Under Boston's new school superintendent, Dr. Brenda Cassellius, we expect to see a focus on skill development in these areas and further connections between the classroom and the workplace.

PIC career specialists identify, prepare, and match Boston public high school students with paid work experiences in professional environments. They assess student

motivation and reliability throughout the year based on participation in workshops and career exploration opportunities. They help organize work readiness and career awareness activities such as job shadows, mock interviews, worksite visits, and career panels.

This year, the PIC launched a centralized application system for private sector jobs, allowing staff to focus more effectively on quality student/employer matches. In the new system, students select the industries that interest them, the kind of work they would like to do, and then decide which is more important to them, industry exposure or skill development within a particular line of the work.

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

2,511

BPS students obtained summer jobs through the PIC

Over \$9 million

employer-paid wages generated, school-year and summer

54%

of BPS 2018 graduates obtained a job or internship in high school through the PIC

Joan Morel Peralta — Career Ambassador

Joan Morel Peralta knows that someday he wants to start a business to help his immigrant community. As a student at the English High School, he sought out experiences that would put him on the path to achieve his goal.

During April school vacation his sophomore year, he participated in the Teen Leadership Institute, a collaboration between the PIC, Hale Reservation and Summer Fund with funding from Bank of America.

For his summer work experience, Joan's PIC career specialist, Lindsay Nicastro, encouraged him to participate in Escalera, a summer work and learning program for English Language Learners (ELL) organized by the PIC and Sociedad Latina. As part of Escalera, Joan took a class at Benjamin Franklin Institute of

Technology and had his first work experience at the Salvation Army.

During his junior year, Joan worked with Lindsay to update his resume and practice his interviewing skills. Consequently, he won a competitive summer internship with Bank of America. Joan's supervisor was soon impressed by his professionalism and his ability to translate for Spanish speaking customers. This past summer, he returned to work for Bank of America.

Joan is focused on his future, but he also cares about his peers. During his senior year, acting as an informal ambassador for the PIC, he started bringing other Spanish speaking students to meet with his career specialist in the hope that they experience similar success.



Opportunity Youth: 15 Years of dropout reduction and re-engagement

The PIC is dedicated to re-engaging Boston youth who have fallen behind or left school altogether, connecting them to a path toward a high school diploma, postsecondary education or training, employment, and eventually a career. Re-engagement helps these young adults reclaim their potential — benefiting themselves, their communities, and society.

Under the federal Workforce Innovation and Opportunity Act, workforce boards such as the PIC are charged with creating and supporting programs for 16-24 year-olds who are neither in school nor employed well enough to be financially self-sufficient.

For over 15 years, the PIC's Youth Transitions Task Force has been bringing public attention to dropout prevention, re-engagement, and the need to align alternative education with the needs of the population as it evolves. Since 2005, the number of students dropping out of BPS high schools annually has fallen by 63%.

Since 2006, the PIC and the BPS have been reaching out to dropouts and off-track students to connect them with placements in alternative education or high school equivalency programs. Emmanuel Allen, a PIC re-engagement specialist since the beginning, was recently appointed as the BPS Director of the Re-Engagement Center (REC), a BPS-PIC collaboration recognized nationally for this work. With the support of a full-time BPS teacher, students who come to the REC can now participate in credit recovery, earning credits online while they wait for placement.

The PIC co-convenes the Boston Opportunity Youth Collaborative, along with the Boston Opportunity Agenda, in order to advocate for services and supports for older opportunity youth. The Collaborative conducts research, organizes forums, and promotes collaboration. Over the past year, the coalition has released two reports — *New Directions*, lessons and recommendations from the first six years, and *Career Pathways*, a youth-informed Rennie Center report.

PIC staff members at the REC are reaching out to 20-24 year-old high school graduates who do not go to college or enroll and fall out. As a partner in the United Way's Launch Initiative, funded by the Massachusetts Department of Housing and Community Development, we are providing opportunity youth who live in public housing with career coaches who will help them connect to post-secondary training and employment. In addition, as part of the Boston Children's Collaboration for Community Health, we are focusing on the 34% of BPS graduates who do not enroll in college within a year of graduating.

3,388 students re-engaged through BPS-PIC collaboration since 2006

849 students dropped out of BPS during SY17-18, an increase of 153 from the previous year

983 students enrolled into BPS through the REC have earned a high school diploma

Kerlyn Cherizier — Back On Track

When Kerlyn Cherizier immigrated to Boston from Haiti in 2014, his education was knocked off track. Despite completing ninth grade in Port au Prince, Kerlyn had to repeat ninth grade twice when he moved to Boston due to his limited English skills.

By the time he was 21, Kerlyn had attended three high schools and still did not have enough credits to graduate. Frustrated with his slow progress, Kerlyn's attendance started to drop. That's when his guidance counselor at the Boston Adult Technical Academy (BATA) connected him to the Re-Engagement Center (REC), a partnership between the PIC and the Boston Public Schools. PIC Re-Engagement Specialist Angie Encarnacion helped Kerlyn understand that he was only three classes away from graduation and

worked with him to come up with a solution. Kerlyn would finish his classes online at the REC and, upon completion, he would receive a BATA high school diploma.

Knowing that graduation was in sight and that the time it would take to complete his last three classes would depend on the effort he was willing to put in, Kerlyn's outlook changed dramatically. Instead of skipping classes, he began coming to the REC with a positive attitude, taking full advantage of the REC's blended learning environment and on-site teacher. Meanwhile, he is in his second season as a concession cook for Aramark at Fenway Park, a job he got through the PIC in the spring of 2018. The REC team helps him balance the demands of school, work, and life.



Postsecondary Success: 11 years of coaching for completion

For over a decade, the PIC has been coaching BPS graduates towards college completion as part of the Success Boston initiative. In that time, Boston has made significant gains in college completion rates. 51.6% of first-year college enrollees from the BPS Class of 2011 completed college within six years as compared to 40.6% for the Class of 2000.

PIC postsecondary coaches help students navigate the transition from high school to college and make progress toward a degree and a career. Coaches connect students with college and community resources, while providing them with guidance and support.

PIC coaches are working with BPS graduates attending Bunker Hill Community College, Benjamin Franklin Institute of Technology, UMass Boston, Roxbury Community College and Quincy College. The team is coaching students who might not attend college without extra support as well as those who have completed PIC summer internships while in high school. Initiatives such as State Street Corporation's Boston WINs are coordinating services among the PIC coaches and the nonprofit organizations that focus on college access and financial aid.

New programs designed to help students succeed and thrive are getting traction. PIC coaches help students access the Mayor's Tuition Free Community College program, which covers remaining tuition,

mandatory fees, and other college-related expenses for Pell-eligible Boston residents who commit to finishing their Associates degree within three years. Those who complete the program with a 3.0 GPA are eligible to transfer to a four-year institution tuition-free through the Boston Bridge, a partnership with the Commonwealth. In addition, participating colleges are making important policy changes. For example, Bunker Hill's GPA pilot allows students who have done well academically in high school to bypass the Accuplacer placement tests and enroll in credit-bearing courses immediately.

The PIC vision for postsecondary success extends beyond college completion to early career. As part of their coaching, the PIC Success Boston team is helping students find employment that will help them stay in school and expand their career options upon graduation. The PIC is also developing a new pilot program that will connect recent college graduates with local business executives who have volunteered to help them network their way to career-oriented employment.

512 community college and transfer students coached by the PIC

66% of BPS 2018 graduates enrolled in college

52% of Boston's residents 25 and older have an Associate or higher degree

Alejandro Gomez Cataldo — Sailing Through Obstacles

Alejandro Gomez Cataldo was born Boston, but left at an early age when his family moved back to Colombia. When he turned 16, he moved back to East Boston to live with relatives and finish his education at East Boston High School. Alejandro joined the high school sailing team and landed at job at Piers Park Sailing Camp. He participated in the school's state-funded GEAR UP college access program, which referred him to the PIC for postsecondary coaching.

At Bunker Hill Community College, Alejandro's Success Boston coach, Liz Brownell, steered him through the challenges of navigating financial aid and scholarship applications and helped him qualify for the Mayor's Tuition Free Community College program.

Now living on his own, Alejandro has set his sights on

transferring to a four-year university, and he credits his PIC coach with advising him on how to reach that goal. He finished his first year at Bunker Hill with a 3.6 GPA. He took classes this past summer to be on track to complete his associate's degree in 2.5 years and be eligible for the Commonwealth Commitment, a program that eases transfer from community college into a state university, while discounting tuition and fees.

Alejandro has chosen to major in Information Technology because he wants his college education to open up a variety of career options. In the meantime, Liz helped him land a job at the East Boston YMCA under the supervision of an East Boston High School alumnus who cares deeply about his college success.



Employer Engagement: 40 years of partnership with business

For four decades, the PIC has been bringing employers, educators and workforce organizations together to create pathways into industry and the professional world. In Boston, corporate leaders go beyond financial support and advocacy, pursuing their diversity objectives and expanding their access to talent by bringing youth into their workplaces.

Looking beyond today's tight labor market, PIC employer partners are engaged in discussions about how to build a talent pipeline from Boston's neighborhoods. Employer strategies range from creating meaningful high school internships as part of the PIC's summer jobs campaign to exploring Registered Apprenticeships to bring talent into their organizations quickly and to upskill current employees for positions with greater responsibility and higher wages.

Recognizing that Boston's innovation economy is getting stronger and stronger, the PIC is creating opportunities for career exploration in fields such as science, engineering, and design. In an effort to boost student interest and raise awareness of STEM opportunities, the PIC partners with the Governor's STEM Advisory Council and local organizations to arrange Boston activities as part of the statewide STEM Week in October, providing hands-on experiences for students and inspiration from the region's STEM innovators.

PIC-convened industry networks meet regularly to discuss labor market demand as well as education and training capacity. Whether the conversation is happening at Boston Healthcare Careers Consortium, TechHire Boston, or the PIC Employer Network, partners are reflecting on how workplaces can better support learning and be more inclusive.

The PIC's Employer Network offers a forum for internship coordinators and business partners to share best practices for high school jobs and internships, to engage new employers, and to collaborate with the Boston Public Schools. Working with the PIC's employer engagement team, some employers are deepening student engagement and learning by layering in professional development and career exploration experiences. For example, the Bloomberg Arts Initiative, a partnership between EdVestors and the PIC, is a work-and-learning program that gives students a chance to work within an arts and culture organization while coming together weekly to learn about the variety of career opportunities within the creative economy.

123 private sector employers hired a student through the PIC

41 employers hosted student job shadows

45 employers participated in the Healthcare Careers Consortium and TechHire initiatives

Annie Duong-Turner — From Intern to Employer Champion

As is the case for most financial services firms, job responsibilities have been evolving rapidly at John Hancock, making it more difficult to design student internships and to recruit supervisors. A few years ago, the number of high school interns working at John Hancock dipped. In order to turn things around, the company turned to Annie Duong-Turner, a program manager in the Corporate Responsibility department.

Annie was uniquely qualified for the assignment. As a student at Boston Latin Academy, she worked at John Hancock as a PIC summer intern and continued with the company through college. Nine years after her PIC internship, Annie is in charge of the same program that made such a difference in her life.

Under Annie's leadership, both the number of internships and the quality of the student experience

have increased substantially. Partnering with the Human Resources and Diversity & Inclusion departments, Annie and her Corporate Responsibility colleagues designed group projects exposing students to various areas of the company and launched a mentoring component, connecting students to John Hancock employees of similar backgrounds.

These days, Annie oversees more than 20 PIC interns on site, as well as the MLK Scholars program, which provides over 600 students annually with summer jobs in Boston nonprofits. Annie exemplifies what the PIC calls an "employer champion" — serving as a role model for student interns and for program coordinators at other companies as a member of the PIC's Employer Network.



Research and Evaluation: 34 years of informing policy and practice

The PIC research team analyzes education and workforce data to monitor labor market developments, assess the economic well-being of Boston residents, and support regional and national workforce initiatives. Since 1985, the PIC and its research partners have studied the postsecondary education, training, and employment experiences of BPS graduates.

College to career

The Lumina Foundation's Talent Hub is funding Success Boston, the city's college completion initiative, to create a liberal arts transfer pathway from Bunker Hill Community College to UMass Boston. College leaders also want to make sure that graduates emerge with skills that will help them secure employment in high-demand industries and occupations. To support this work, the PIC analyzed data on in-demand occupations as well as the soft and technical skills requirements of these jobs. In May, the PIC invited employers to a forum with college leaders and faculty. The job market data we shared at the forum is informing the design of curriculum and related projects, career awareness activities, and internships.

College stopouts

Despite the increase in the six-year college completion rate, many BPS graduates leave college before completing a degree. To inform strategies to reduce the number of stopouts and reengage those who have left, the PIC has prepared studies on the size

of the stopout population, its demographic and academic characteristics, and the lessons learned from interventions at other colleges. The PIC's research has been featured at two Success Boston Stopout Learning labs in the past year. In the coming year, the PIC and its partners will use survey and administrative data to develop analytical models for identifying those students most likely to return to school with the right intervention.

Online application and tracking system

This year, the PIC research team helped design a centralized, online application and tracking system for placing students in private sector summer jobs and internships. The design process incorporated student voice research collected from focus groups and user design testing to ensure that the application was student friendly. The goal is to help students and PIC staff identify excellent summer job matches. The new application system also provides PIC staff with data on applicants and their demographics to make real-time adjustments in pursuit of equitable access.



Joan Becker, Vice Provost for Academic Support Services, UMass Boston, at the May Success Boston forum at Bunker Hill Community College, speaking to the importance of incorporating employability skills and career awareness within the liberal arts pathway between the two schools.

CORPORATE CONTRIBUTIONS (UNRESTRICTED)



Beth Israel Deaconess Medical Center, Boston Private

FOUNDATION GRANTS

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Liberty Mutual Group

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State Street Corporation

Vertex Pharmaceuticals

Aramark (Fenway Park)

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Fidelity Investments

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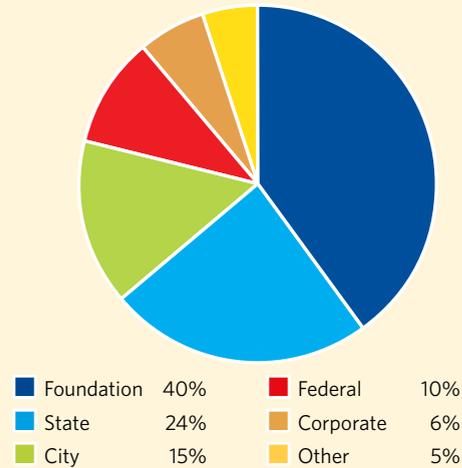
Santander

Financial Highlights

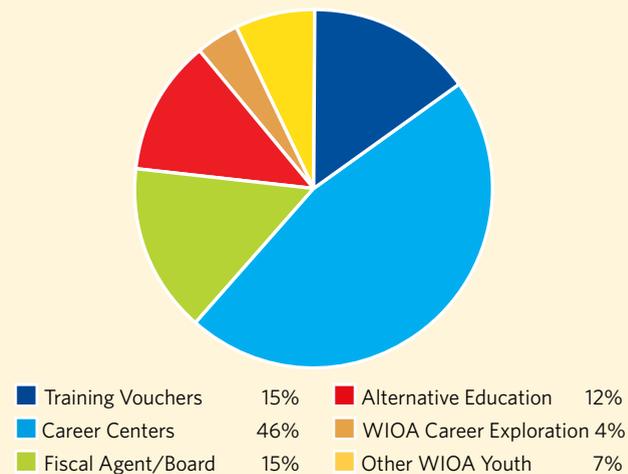
	FY2019	FY2018
Grants	\$2,466,474	\$2,670,707
Contracts	\$3,838,631	\$4,150,148
Contributions	\$1,216,935	\$1,317,130
Fees for service	\$80,000	\$80,000
Other income and support	\$35,751	\$22,684
Total revenues	\$7,637,791	\$8,240,669
Payroll and fringe benefits	\$4,793,565	\$5,148,778
Program contracts	\$390,111	\$643,119
Participant wages	\$1,288,542	\$1,615,190
Professional Services	\$327,351	\$354,562
General operating expenses	\$1,053,486	\$1,168,066
Total expenses	\$7,853,055	\$8,929,715
Net assets at beginning of year	\$1,949,316	\$2,638,362
Net assets at end of year	\$1,734,052	\$1,949,316
Change in net assets	(\$215,264)	(\$689,046)
Cash	\$493,924	\$758,903
Receivables	\$1,171,969	\$919,861
Other assets	\$298,537	\$583,228
Fixed assets	\$173,684	\$201,057
Total assets	\$2,138,114	\$2,463,049
Current liabilities	\$404,062	\$513,733
Net assets	\$1,734,052	\$1,949,316
Total liabilities and net assets	\$2,138,114	\$2,463,049

Includes pass-through funding for student wages and fiscal sponsorship of the Boston Compact.

PIC Operating Budget by Revenue Source
Fiscal Year 2019, Total Budget: \$6.23 million
Excludes pass-through funding for student wages



Distribution of Federal and State Workforce Funding in Boston
Fiscal Year 2019, Total Budget: \$4.79 million



Boston Private Industry Council Boston's MassHire Workforce Board

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