

# LOOKING FORWARD

Annual Report 2019



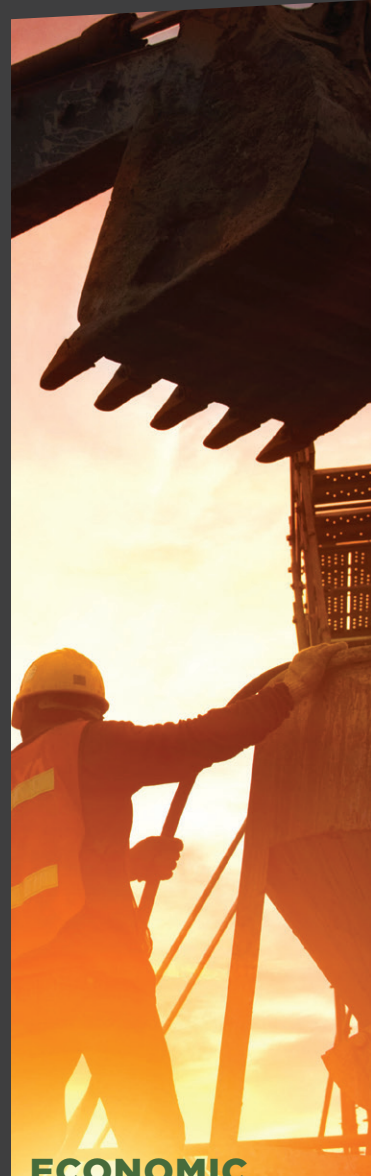
**OPTIONS  
FOR LEARNING**



**BREAKTHROUGHS  
IN CARE**



**ACCELERATING  
MOBILITY**



**ECONOMIC  
OPPORTUNITY**



**PIONEER INSTITUTE**  
PUBLIC POLICY RESEARCH

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**PIONEER INSTITUTE, FOUNDED IN 1988, IS AN INDEPENDENT, NON-PARTISAN, PRIVATELY FUNDED RESEARCH ORGANIZATION** that seeks to improve the quality of life in Massachusetts through civic discourse and intellectually rigorous, data-driven public policy solutions based on free market principles, individual liberty and responsibility, and the ideal of effective, limited and accountable government.



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## LETTER FROM THE DIRECTOR & CHAIRMAN

# LOOKING FORWARD

**In this moment, Massachusetts and the nation** are facing a pandemic. Like you, Pioneer Institute has pivoted its full attention to the coronavirus contagion.

Each of Pioneer's four focus areas is relevant to the challenges at hand. The Institute is extremely well-positioned to contribute to the solutions our communities so urgently need:

- Our life sciences team is working on policies that allow innovative diagnostics and therapies to enter the marketplace quickly; and our healthcare team is focused on making room for new providers, whether through telehealth, convenience care clinics, or other decentralized market players—both are *PioneerHealth* initiatives.
- In this pandemic, it is critical to ensure that the public can access public information, and that the state can effectively manage programs like Medicaid and unemployment—both are key Pioneer objectives.
- *PioneerEducation's* award-winning work has made the Institute the key advocate for digital learning in the weeks since our brick-and-mortar public schools were closed.

### Like you, we are focused on addressing the extreme challenge before us.

As the state and nation begin to dig their way out of a recession unlike any other in our history, the *PioneerOpportunity* team brings expertise and analytic tools that will craft targeted, market-based solutions to get people back to work.

The world will come out of this pandemic changed. But our confidence in our state's and country's future is

based on centuries of evidence: *American ingenuity and markets are a potent social force for rebirth.*

Even as we do our utmost to aid in the work ahead to address the pandemic, we will focus on what is next. And Pioneer, too, will be a changed place.

Over the past six months, our Board of Directors has crafted a strategic plan that will speed our progress and build new capacities to ensure that Pioneer's reach and positive impact continue to grow.

### We are also looking forward.

Our best course is to look forward even as we stare down these difficult days. We will recover and establish a new normal, and those organizations that are nimble and learn from this challenge will emerge stronger.

The Pioneer community will do just that.

The long list of policy results in this year's *Looking Forward* annual report should inspire confidence. We will soon turn away from the pandemic and fear. Return to a new "normal" will re-ignite the embers of good, old American ambition to build and improve our world. Pioneer will be ready, with new tools that speed our progress in education, health, transportation, and economic well-being.

We are deeply grateful for your moral and financial support. Please join us as we do what is necessary today and build our future tomorrow.



**JIM STERGIOS**  
Executive Director



**STEPHEN D. FANTONE**  
Chairman

## By the Numbers

**445M**  
Total Media Reach

**34**  
Events  
Featuring Pioneer

**2,620**  
Media Hits  
Articles, Interviews, & Editorials in Newspapers, Trade Journals, TV, & Radio in Massachusetts & Across the Nation

**709K**  
Total Downloads  
of Pioneer Research in 2019

**109**  
Attendees  
Average per Pioneer Event

**33**  
Publications  
Research Papers, Policy Briefs, Testimony, & Event Transcripts



# BREAKING DOWN BARRIERS

**Pioneer Institute has been working for over 30 years** to expand access to excellent public, private, and religious schools for all children. That has meant promoting high-quality instruction focused on rigorous academic content; highlighting a portfolio of learning environments, including charter, private, parochial, vocational-technical, and online schools, as well as after-school math and science programs; and removing barriers to school choice options. More recently, Pioneer has also worked to raise awareness of Massachusetts' bureaucratic obstacles to providing equitable special needs and health services for students at religious schools, consistent with federal law. To advance these initiatives, Pioneer has published research, convened key stakeholders, appeared in local and national press, filed *amici* briefs, produced a documentary film and video series, and much more. We are pleased to share some victories on these fronts.



PHOTO CREDIT: www.almadelmar.org

## APPROVED

### New Charter School

Through the release of online videos, a *Wall Street Journal* article, numerous op-eds, direct educational outreach to policymakers, videos, and social media support, Pioneer's efforts resulted in state education leaders expanding the Alma del Mar charter school in New Bedford. This victory gave **600 more students** access to a better school, and halted charter opponents' momentum in the wake of the 2016 ballot campaign.

## REPEALED

### Common Core in 3 States

Pioneer research and continued media appearances were critical in the elimination of Common Core national education standards in **Florida, Georgia, and Alabama**, and the collapse of the national PARCC testing consortium. This will ensure that nearly **5 million more schoolchildren** will be taught state-based curriculum standards, in accordance with the principles of federalism that Pioneer has long championed.

## INFORMED

### Parent Groups & State Leaders

Pioneer was one of the first to raise concerns about the research basis for Social-Emotional Learning (SEL), billed as a supplement to academic instruction which some states have been rushing to adopt without parental input. A Pioneer study has been cited in media coverage as instrumental in grassroots efforts in **Ohio and Idaho** to educate school boards about SEL's questionable basis and potential risks.

## EDUCATED

### State Lawmakers & Policymakers

Pioneer's report on Chapter 70 state education funding, released just as the legislature was debating an increase, forced a **public conversation** about linking the increased revenue to **greater accountability for student outcomes**; persistent **inequities** between affluent and poor communities; and the **\$27 billion financial liability** of the teacher pension payment schedule. The report was paired with a social media campaign and earned extensive coverage in *The Boston Globe*, *WBUR*, and the *Springfield Republican*.



## PUBLICIZED

### Potentially Harmful & Secretive Regulations

Pioneer successfully brought public scrutiny to a little-known, fast-tracked Massachusetts Board of Higher Education proposal to increase oversight of sudden, unexpected college closures. Pioneer's report and the coverage that followed called attention to possible conflicts of interest and other harmful impacts, prompting the administration to proceed more deliberately and publicly, with input from a broader community of private higher education stakeholders. The report was profiled in *Chronicle of Higher Education* and received coverage in the *Springfield Republican*.

## WON

### Certiorari in Supreme Court Case

The U.S. Supreme Court (SCOTUS) granted certiorari to *Espinoza v. Montana Department of Revenue*, a potentially landmark school choice case, in which Pioneer filed *amici curiae* briefs, coordinated other filings, built a coalition among state policy organizations, and raised awareness in local and national media outlets such as *The Hill* and *The Daily Caller*. A SCOTUS victory would repeal the bigoted Blaine amendments in **38 states**, a cause Pioneer has championed for decades through research, events, op-eds, and a documentary film with over 1.6 million views.

## ASSISTED

### Special Needs Students

Pioneer demonstrated that Massachusetts education officials violated federal law by denying services and federal funding to thousands of students with disabilities in religiously affiliated private schools for over a dozen years, leading the U.S. Department of Education to require restitution of over **\$120 million**.

## RESTORED

### School Medical Care

The Massachusetts Department of Public Health had been denying over **\$10 million** in Essential School Health Service budget allocations to parochial school nurses. A Pioneer report served as the basis for advocates to successfully pressure the legislature to remit full revenue to **over 14 schools**.

## DISSEMINATED

### Proven Math & Science Programs

Pioneer profiled two successful after-school programs, Kumon and the Russian School of Math, that could help increase math competency at a time of declining state and national results. The programs currently have **60 locations in Massachusetts**; Pioneer's report recommends that philanthropic and other organizations consider providing financial assistance for expansion into low-income communities, where they could **potentially serve tens of thousands of needy students**.



## “A FUNDAMENTAL RIGHT”

### PIONEER INSTITUTE PROUDLY SUPPORTED THE ADVANCEMENT OF THE

*Espinoza v. Montana Department of Revenue* case to the U.S. Supreme Court, through *amici* briefs, participation in a coalition of states, national media appearances, and digital campaigns. In the current term, the Supreme Court will rule on this potentially landmark legal case impacting private school choice and religious liberty. For well over a decade, through research, events, op-eds, a documentary film, and legal briefs, Pioneer Institute has highlighted the harm state Blaine, or anti-aid, constitutional amendments rooted in religious bias inflict on American families seeking wider access to private school choice and educational options. Massachusetts is one of the nearly 40 states with anti-aid amendments that have roots in 19th-century anti-Catholic, anti-immigrant discrimination.

Kendra Espinoza, the lead plaintiff in the case, participated in two Pioneer events—our annual Peters Lecture and a public forum at Harvard University’s John F. Kennedy School of Government—to share her inspirational story in Massachusetts. The mother of Naomi, in eighth grade, and Sarah, in sixth, Kendra described why she agreed to lead the courageous effort to repeal the Blaine amendments that block school choice.

#### IN KENDRA ESPINOZA’S OWN WORDS:

“

My daughters are the heart and soul of this case and the reason I am so passionate about parents having the right to choose where their children get educated. In public school, they were being influenced towards a lifestyle that fostered disrespect for parents, teachers, and authority. Now in their fifth year at Stillwater, my girls actually look forward to going to school, and are challenged academically.

Despite tuition assistance through Stillwater, I still pay a hefty sum every month. In 2015, the Montana legislature passed tax credit scholarships, which would assist many families. But the Montana Supreme Court struck down the program as a violation of the state Constitution. If scholarship programs



such as this are no longer available, it could mean that we’re unable to stay at the school that we love so dearly. As a parent, I believe that I have the right to choose where my children go to school, and I will continue to fight for that right. Organizations such as Institute for Justice, which is representing us in our case before the U.S. Supreme Court, and Pioneer Institute at the state level, are absolutely critical to protecting families like mine.

”

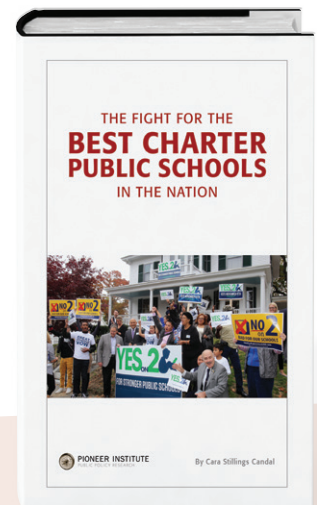
## LESSONS SHARED



### NEW BOOK

### Massachusetts’ Charter Success

Through national media appearances, social media campaigns, speaking engagements at national conferences, and meetings with policymakers in Florida, Texas, New Hampshire, and Maine, Pioneer publicized our book, *The Fight for the Best Charter Public Schools in the Nation*, and exported important lessons from Massachusetts’ successful charter school movement to other states.



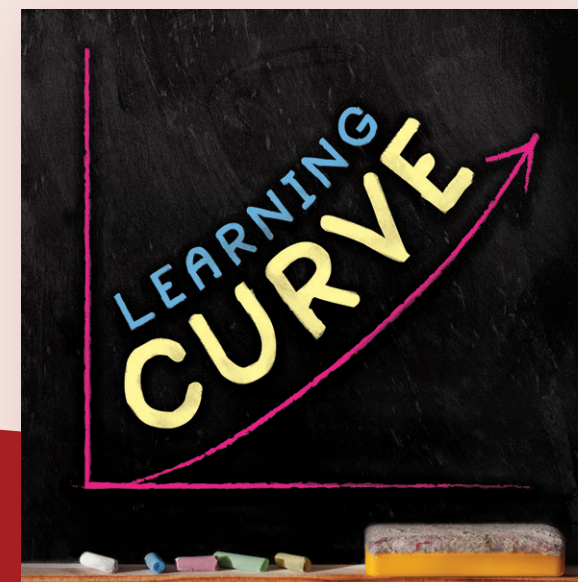
### NEW PODCAST

### The Learning Curve

Pioneer launched a new K–12 education podcast, produced weekly, that covers the nation’s most timely news and commentary, and features substantive interviews of noted school leaders, innovators, bestselling authors, historians, attorneys, state policymakers, academic content experts, and reform advocates.

Co-hosted by Gerard Robinson, a former education secretary in Virginia and commissioner in Florida, and Cara Stillings Candal, a Pioneer Senior Fellow and education researcher, the unique program promotes successful schooling options that meet the needs of diverse learners, whether through online learning, homeschooling, or charter schools; ending barriers to private and parochial schools; and models of excellence in academic content.

We aim to make “The Learning Curve” a truly national program, with broader reach. Your support can help us amplify the podcast to an even broader audience so that we can disseminate lessons from the leading experts in K–12 education!



25

Episodes



1,500

Average Downloads per Episode



3M

Social Media Impressions

PLEASE MAKE YOUR GIFT TODAY ONLINE AT [pioneerinstitute.org/donations/](https://pioneerinstitute.org/donations/)



# CLEARING NEW PATHS

**A**cross the nation, patients are struggling to cover their medical costs, hindering their ability to obtain the best health outcomes and quality of life. Over the past year, Pioneer has been engaging the public, policymakers, healthcare providers, insurers, and advocacy groups in important conversations about how to create a more consumer-oriented healthcare system through greater price transparency and affordability, while also expanding access to new, potentially life-saving drug therapies. Through testimony and meetings, public forums, research, presentations, a public opinion survey, social media campaigns, op-eds, and other media appearances in Boston and nationally, Pioneer's Senior Fellows in Healthcare and Life Sciences have successfully injected healthcare knowledge into the public conversation, debunked common misconceptions, and advanced solutions that improve patient engagement and offer market-based approaches to cost containment. Below, we share some of our impact.

**WON**

## Federal Price Transparency Rules

Pioneer research, official comments to the federal government, social media campaigns, and media appearances, including an op-ed in *The Hill*, generated hundreds of public comment submissions and fueled the advocacy efforts of Patient Rights Advocate and other organizations to advance price transparency through federal regulatory changes for insurers and hospitals. Two new rules will require prices to be posted online in advance of care; and require insurers to disclose the prices they negotiate with providers, saving patients and businesses thousands of dollars every day from surprise billing.

**THE HILL** Action on health care pricing transparency needed to stem rising costs

A patient repeatedly tries to find out the price for a medical procedure. The hospital refuses, but eventually quotes the price as \$5,500. But one health insurer's website includes a page with price guidelines for various procedures. Seeing that the expected cost for the test he was to undergo was \$550, the patient pulled off his identification bracelet and left the hospital.

What makes this story stand out is that the patient was U.S. Secretary of Health and Human Services Alex Azar. If even someone who's so knowledgeable about the health care system struggles to gain access to price information, then discovers a projected price for it, how can the rest of the system?

This lack of health care pricing transparency means that patients don't know the cost of even routine procedures. Studies show that hospitals can sometimes charge as much as 100 percent more than the rates they would charge in studies covering different procedures. The ones conducted by Pioneer, show that in Massachusetts and across the country, many patients can't gain access to price information, prices can vary up to 1,000 percent for the same medical procedure in the same metropolitan area.

A recent paper in the *American Economic Journal* found that easy access to health care price information would significantly reduce prices by making it easier for patients to find more affordable options.

Lack of price transparency doesn't just hurt patients. Small employers

**1,484** Shares

**INCUBATED**

## Consumer App

Pioneer has been working with the state's Center for Health Information and Analysis (CHIA) to make healthcare pricing data useful to the public. CHIA launched a crowd-sourcing competition suggested by Pioneer for web developers to create a consumer-friendly app with cost data, and invited Pioneer Senior Fellow Barbara Anthony to serve as a judge.

**EXPANDED**

## Patient Choice

Pioneer's research since 2015 in support of lifting "scope-of-practice" restrictions on nurse practitioners, dental and other health professionals, and limited service clinics helped propel legislation included in Governor Baker's healthcare bill. This reform could allow over **10,000 Bay State nurse practitioners** to operate independently, reduce patient costs and wait times, and benefit the state's nearly **100,000 rural residents**.

**EXPOSED**

## Price Controls

Massachusetts Governor Baker recommended legislation that would cap price increases for pharmaceutical products, and require a harsh pricing threshold that would negatively impact the state's gene and cell therapy companies. In response, Pioneer's New England Life Sciences Initiative (NELSI) published numerous op-eds and appeared on *Bloomberg* radio questioning the plan's constitutionality.

**IMPROVED**

## Value For Patients

The Baker Administration has begun negotiating value-based Medicaid reimbursement deals with local firms, a concept Pioneer's NELSI has promoted, which would assist local gene therapy companies to achieve reimbursement for their products.

**EXTENDED**

## Drug Coupons

In an op-ed, Pioneer urged the state Legislature to support pharmaceutical discount drug coupons, which help steer patients toward the most clinically appropriate treatment for their specific condition. The House included an extension of drug coupons in its budget until 2021.



**ANNUAL EVENT**

## Hewitt Healthcare Lecture

"The Future of Healthcare in America"

Secretary of the U.S. Department of Health and Human Services Alex M. Azar II was the featured speaker at Pioneer Institute's 2019 Hewitt Healthcare Lecture. Pioneer Senior Fellow in Healthcare Josh Archambault interviewed the Secretary in a fireside chat format, covering healthcare price transparency, the administration's efforts to end the HIV epidemic, the opioid crisis, the Affordable Care Act, and more. Pioneer Institute annually hosts the Hewitt Healthcare Lecture, which gathers leaders in medicine, research, policy, and business at Harvard Medical School to hear from national experts on the timeliest topics in healthcare policy. The event received coverage in *The Boston Globe* and on *WGBH*, and Pioneer placed op-eds in *The Hill* and *The Washington Examiner* drawing on the Secretary's remarks.



" I believe it is an absolute right of the individual: you should know what a service should cost before you order the service and commit to paying for it, whether that is a drug, device, hospital, or a physician procedure. "

– U.S. HHS Secretary Alex Azar, Keynote Speaker, Hewitt Healthcare Lecture (featured left)

ADVANCED

### Wider Cost Savings

Congress is debating a reform advanced by Pioneer concerning Pharmacy Benefits Managers' (PBMs) practice of negotiating **rebates and discounts** from companies without passing on the benefits to patients.

INFORMED

### Rate-Setting Proposal

Pioneer published an op-ed that forced the state Secretary of Health and Human Services to reconsider a rate-setting proposal for drug prices in the MassHealth program, showing that it could jeopardize **medical innovation and patients' access to crucial medications**.

## GIVING PATIENTS ACCESS TO LIFE-SAVING THERAPIES

**PATIENTS WITH COMPLEX AND RARE DISEASES**

deserve access to innovative and specialty therapies coming to market, and shouldn't be denied treatments because of an arbitrary dollar amount placed on their life. But a group known as the Institute for Clinical and Economic Review (ICER) is pushing these life-saving treatments out of reach. ICER's quality-adjusted life year (QALY) approach makes decisions about which new drug therapies to cover based on cost, without accounting for unique patient experiences. Congress banned the use of QALYs in Medicare, but ICER still shops them to Medicaid, commercial health plans, and pharmacy benefit managers.

In Pioneer reports, traditional and social media appearances, and speaking engagements, Dr. William Smith, Visiting Fellow, has been educating policymakers, patients, providers, and other advocates about the threat posed by ICER and the QALY approach to value assessment.

Dr. Smith's 2019 activities are as follows:

**PUBLISHED**

A report, *Key Questions for Legislators on the Institute for Clinical and Economic Review (ICER)*, presenting key ethical, methodological, and disease-specific questions about ICER.

**AMPLIFIED**

The report through digital paid promotion campaigns that have **driven over 34,000 clicks** to the new report and **generated over 2.1 million impressions** across state-based and national campaigns.

**PRESENTED**

Report findings at **conferences** hosted by the American Society of Gene & Cell Therapy, State Policy Network (SPN), and SPN affiliates in Florida and Michigan.

**APPEARED**

On **radio stations** in Portland, Maine, Boston, and Detroit and Lansing, Michigan; **podcasts** hosted by Massachusetts Prostate Cancer Coalition, Heartland, Health Care News, and other organizations; print and online **media coverage** from national and trade healthcare outlets including *The Boston Globe*, *STAT News*, *POLITICO*, *Kaiser Health News*, *ICER Watch*, *The Pharma Letter*, and *Regulatory Focus*.

FIRST OPINION

### The U.S. shouldn't use the 'QALY' in drug cost-effectiveness reviews

By WILLIAM S. SMITH / FEBRUARY 22, 2019

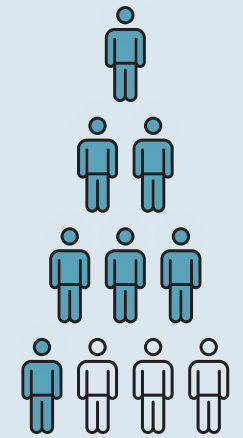


## “A ROADMAP TO HEALTHCARE PRICE TRANSPARENCY”

**MARKING THE 5TH ANNIVERSARY OF THE EFFECTIVE DATES**

of the transparency provisions of Massachusetts' Chapter 224 healthcare law, Pioneer hosted a public forum at the State House that raised awareness about the need for increased healthcare price transparency for consumers. The forum included an audience of over 150 healthcare policymakers, business leaders, patient advocacy groups, employers, health law attorneys, and public officials, and was co-sponsored by the State Treasurer, Blue Cross Blue Shield of Massachusetts, Massachusetts Association of Health Plans, the Office of Consumer Affairs and Business Regulation, and the Massachusetts Division of Insurance. Health insurers offered demonstrations of their price transparency tools, and Pioneer presented the findings of an opinion survey which it commissioned, conducted by renowned pollster David Paleologos, Director of Suffolk University's Research Bureau, on consumers' view of healthcare price transparency. The poll showed that consumers want to know the price of care before obtaining it, and identified opportunities to improve consumers' search for high-value, low-cost healthcare services. Pioneer and expert panelists from academia, the business community, and state healthcare agencies discussed the findings of this first-of-its-kind survey of 500 Massachusetts residents.

The event and poll received coverage in *The Boston Globe*, *State House News Service*, *WGBH news*, *Bloomberg Baystate Business*, *Becker's Hospital Review*, *Kaiser Health News*, *Commonwealth* magazine, *Politico*, and *NECN*. The event helped bolster the efforts of insurance carriers to incentivize consumers to choose high-value, lower cost providers, and **prompted a major carrier with hundreds of thousands of members to initiate a cash reward program to select lower priced providers and procedures**, and to disseminate this information directly to members.



**7 out of 10**

workers who get their health insurance through their employers **want to know the price of a healthcare procedure before they obtain it**; however, **most do not know how to find it**, despite the increased availability of data through insurers' cost estimator tools.

**SUPPORTED**

### Caregivers' Rights

The Centers for Medicare & Medicaid Services announced a new rule that prohibits state governments from automatically deducting **union dues (an estimated \$200 million per year across the U.S.)** from Medicaid payments intended for those caring for loved ones or relatives, after Pioneer recommended the reform in 2018.

**PUBLICIZED**

### Wide Variation in Prices

A Pioneer report revealing **price differences of up to \$1,000** for the same procedure at 14 Massachusetts hospitals received **extensive media coverage** in *WCVB-TV*, *Boston Herald*, the *Boston Business Journal*, the *Worcester Telegram and Gazette*, and *FierceHealthcare* and contributed to Pioneer's ongoing campaign to educate leaders to be more proactive on price transparency.



# REMOVING ROADBLOCKS TO MOBILITY

**Inadequate roadways and broken transit systems weaken** our economy and quality of life, stimulating critical public debates about the MBTA, congestion pricing, bus rapid transit, bike lanes, ridesharing, and other innovations. Promoting policies that upgrade our transportation systems is central to Pioneer's mission. That's why we continually lead the conversation in solutions that ensure more reliable, affordable, and convenient transit and road travel for commuters across the Commonwealth. Pioneer's senior transportation researchers participate in public forums; deliver testimony at public hearings; regularly appear in local and national media outlets; and cultivate longstanding relationships with policymakers, leading experts, and coalition partners across Massachusetts. Through our 2019 Better Government Competition, we highlighted innovative programs that harness human capital and technology to advance the transportation systems of tomorrow, while making targeted investments in infrastructure to maximize efficiency and increase public transit use. We amplify those efforts through social media campaigns, including informational videos, and our efforts are benefiting the public. Below, we share some highlights of our impact.

**SAVED**

## Tax & Fare Dollars

The MBTA announced in 2019 that the T's Fiscal and Management Control Board, originally proposed by Pioneer and established in 2015, has **saved taxpayers and riders \$796 million** through more efficient management and debt reduction.

**THWARTED**

## Unpaid Tolls

Governor Baker initiated a reciprocity agreement with the State of Connecticut to recoup funds from toll evaders after Pioneer urged that reform. In 2019, Massachusetts was owed nearly **\$27 million in unpaid tolls** from out-of-state drivers.

**SUPPORTED**

## Fair Fare Pricing

Pioneer's support of **differential pricing** gained traction during the debate over the most recently proposed MBTA fare hike. Pioneer recommended factoring into all fare proposals the length of a trip, service demand, impacts on roadway congestion, and income level.

**APPROVED**

## MBTA Pension Management Shift

The MBTA has gained agreement from its Carmen's union to transfer **\$45 million in pension investment** to the more effective and accountable state system. A 2016 Pioneer report and op-eds advocating for this reform estimated that the T's **\$1 billion pension liability was in danger of becoming insolvent**. This reform will improve the system's condition and performance, directly affecting the lives of nearly **12,000 employees and beneficiaries**.

**AWARDED**

## Competitive Contracting of Bus Service

Following recommendations Pioneer has made since 2013, the MBTA awarded a contract to manage the outsourcing of mid-life overhauls of **480 buses** and another contract to outsource the overhaul of **25 hybrid buses**. Additionally, the T is contracting out **large deferred maintenance projects** at the T's bus garages. Pioneer estimated that the agency could **save up to \$450 million** through these kinds of reforms.

**STREAMLINED**

## Payment System for E-ZPass Toll Payers

The Massachusetts Department of Transportation has advanced a 2016 Pioneer proposal that allows drivers with E-ZPass transponders to use the devices for other purchases such as gas, and potentially, at retail locations, providing more convenience for **1.9 million E-ZPass account holders**.

**IMPROVED**

## Fare Collection

As Pioneer called for in its 2015 policy blueprint, *Agenda for Leadership*, the MBTA has begun the process of automating fare collection on buses, subways, ferries, and commuter rail. This more efficient payment system will **speed up boarding by up to 10 percent, reduce fare evasion**, and improve on-time performance for the agency's **1.3 million riders**.

**ADVANCED**

## Telemcommuting

As recommended in Pioneer's 2015 *Agenda for Leadership*, this year Governor Baker proposed giving employers a **\$2,000 tax credit** for every employee who works remotely, potentially removing **tens of thousands** of vehicles from the roads.

**EXPANDED**

## Water Transportation

The MBTA began taking applications for ferry service pilot projects following a 2017 Pioneer report highlighting the benefits of expanded service. In 2016, ferry ridership hit a historic high of **1.48 million trips, reducing road and rail congestion and air pollution**. There is potential for increased ridership as a result of participation from **Quincy, Hull, Winthrop, and Lynn**. A 2019 Better Government Competition special recognition winner, the **North Station Seaport Ferry**, a public-private partnership, is also seeking to expand.

**PUBLICIZED**

## Misguided Construction Mega-Project

Pioneer's **Mary Connaughton** has been a leading voice demanding more public input, transparency, and an at-grade alternative for the I-90 Allston Multimodal Project, which will impact about **160,000 daily commuters** using the Worcester line and Mass Turnpike. Her report, co-authored by Andrew Mikula, offered an alternative that could shorten construction time and lower costs. In addition to testimony at hearings, she was featured in *Boston magazine*, *The Boston Globe*, WGBH's "Greater Boston," and WBUR's "RadioBoston."



**LAUNCHED**

## Paratransit Partnership

Pioneer was the first organization to recommend that the T enter into contracts with ridesharing firms to supplement the paratransit program known as The Ride to improve service and decrease costs. The MBTA's pilot program with Uber and Lyft has increased the **availability of wheelchair-accessible vehicles, reduced average per-trip costs from \$31 to \$9**, and shortened wait times and trip duration for **40,000 Ride customers in 58 cities** and towns across greater Boston.



GREW

### Commuter Benefits Program

Through a report, an animated video series that received 170,000 views, and op-eds published in the *Boston Business Journal* and other outlets, Pioneer is helping the MBTA boost ridership through promotion of its previously largely anonymous corporate pass program, known as Perq. Pioneer's report found that a 20-percent rise in employer and employee participation in the market-based program could increase annual revenue at the T by **\$70 million**. It would also decrease road congestion, reduce harmful environmental impact, and save **employees up to 40 percent** by using pre-tax dollars for their commuter expenses. As a result of our work and the MBTA's own promotion, the number of participating companies in the program has **grown by about 8 percent to 1,550**.

IDENTIFIED

### T Management Reform

Pioneer's former research director Steve Poftak became the **General Manager** at the MBTA, and through research and other outreach efforts, Pioneer is working to help identify strong **management talent** and streamline the hiring process so the T can implement key upgrades and increase the pace of capital investments. Pioneer-recommended reforms have helped reduce the MBTA's **\$400 million annual deficit to \$50 million**. Since 2015, the T has more than doubled its capital investments in much-needed upgrades, to over **\$1 billion** per year.

## "REGAINING FAMILY TIME"

**PIONEER JOINED THE #OURMOVE CAMPAIGN AS PART OF A** coalition of leading voices in support of transportation reform in Massachusetts. Through our email marketing and social media platforms, we helped promote stories of everyday residents and employees who rely on public transportation to spend time with their family and be more productive at work. In one story, **Akosua Ampofo Siever**, mom, wife, and West Medford resident, describes why upgrading our transportation system matters to her.



“ My daughter is 3. I get home around 6 o'clock, so it's a tight window to fit everything in, but I try to maximize what I can get out of the valuable time with my family. We have to place emphasis on building our transportation infrastructure so that everybody can live quality lives. “Our move” means taking back this old transportation system that we've all inherited and refreshing it so that it makes sense for the lives that we're living now. ”

– Akosua Ampofo Siever



ANNUAL EVENT

### Better Government Competition

“Moving People, Moving Goods, Moving Forward”

Pioneer made transportation the topic of its **Better Government Competition** this year, awarding prizes and recognition to the ten best ideas to address traffic congestion, reduce environmental impact, and ensure public safety. Ideas from local groups and activists were highlighted, such as electrifying the Providence commuter rail line, better managing the I-93 HOV lane, improving pedestrian safety, expanding the new North-Station Seaport Ferry, and many others. Pioneer disseminated these ideas through social media promotion and outreach to policymakers and media appearances, including an op-ed placement in *The Boston Globe*. Pioneer recognized the winners at our prestigious awards dinner with keynote speaker, **Bruce Landsberg, Vice Chair of the National Transportation Safety Board**, and welcoming remarks from **Massachusetts Governor Charlie Baker**.

## ACCELERATING ECONOMIC GROWTH

**PioneerOpportunity seeks to keep Massachusetts competitive** by promoting a healthy business climate, transparent regulation, small business creation in urban areas, and sound environmental and development policies. Current initiatives promote worker freedom and market reforms to increase the supply of affordable housing, reduce the cost of doing business, and revitalize urban areas. We are pleased to share some victories on these fronts.

SUPPORTED

### Worker Freedom

Two Pioneer studies and a PioneerLegal *amicus* brief filed with the state Supreme Judicial Court raised key questions about the value of union membership in higher education and advised employers to inform all employees of their right not to pay union dues or agency fees unless employees waive their first amendment rights. The reports found that only a minuscule portion of annual union dues paid by faculty at public universities remains with local union affiliates for collective bargaining and grievance procedures (between 1 and 30 percent); the majority goes to the state and national labor organizations.

PROPOSED

### Convention Center Consolidation

Years of data have proven the wisdom of Pioneer's decades-long warning, in public testimony, reports, and media appearances, that the existence of two publicly subsidized convention centers would not generate even half the economic benefits promised by the Massachusetts Convention Center Authority. In 2019, Governor Baker proposed legislation authorizing the sale of the Hynes Convention Center, a move that would save taxpayers over \$200 million in maintenance costs for the redundant facility.

HIGHLIGHTED

### Excessive Licensing

Pioneer's Akin Media Fellow Alex Muresianu published in-depth research on the harmful impact of excessive occupational licensing laws on entrepreneurship and tax revenue in Massachusetts. The report found that these regulations cost the state tens of thousands of jobs, and earned media coverage in the *Springfield Republican*, *The Boston Globe*, and *RealClearPolicy* as well as dozens of outlets in California, Florida, Michigan, Connecticut, and Maine.



NEW TOOL

## MASSECONOMIX.ORG

### Explore Massachusetts Employment & Business Trends

**PIONEER LAUNCHED MASSECONOMIX.ORG IN 2019 TO PROVIDE** public officials and citizens with timely, consistent information to understand and enact policies that encourage economic growth. With MassEconomix, viewers can explore local, regional, and statewide trends in employment, business growth, and specific industries in a user-friendly, online web tool. Pioneer acquired an employment database known as “Your-economy Time Series,” which provides a year-by-year look at each business establishment that has existed in the Commonwealth since 1997.

MassEconomix features four key tools for users interested in analyzing the changing business dynamics in Massachusetts:

**SNAPSHOT**

View employment and business establishment analyses for a selected municipality.

**INDUSTRY**

Review trends within a given sector and industry across the state.

**GEOGRAPHY**

Sort the data into regional cohorts, using county, community type, workforce development area, and New England City and Town Areas (NECTAs) boundaries to explore job and business trends.

**DATA SOURCES**

Compare the data used by MassEconomix with another database made public by the Commonwealth.

### Promoting MassEconomix

To broaden MassEconomix’s user base, Pioneer staff have made presentations at events such as the Mass Municipal Association’s 2020 Annual Meeting and Trade Show, a monthly Right of Center Coalition meeting of non-profit and advocacy organizations, and the Pioneer Young Professionals Networking Night. Staff have also conducted web demonstrations and other outreach to nearly 200 public officials, including Massachusetts Secretary of Housing & Economic Development Mike Kennealy, Chamber of Commerce members, and municipal and state leaders.



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**OVER THE LAST DECADE PIONEER**

has built an impressive suite of online tools, known as MassWatch, a free resource for promoting citizen engagement in state and local government. MassWatch’s tools provide journalists, citizens, and policy organizations with access to public information regarding local economies, demographics, and school districts; state employee payroll records; state and local pension liabilities; and the MBTA.

Pioneer’s efforts to bring needed scrutiny and accountability to state and local governments thrive, working with investigative media professionals to uncover and analyze spending, hiring, and other data. This partnership has helped win the following victories:

**ENDED**

### Secretive Funds

Pioneer voiced opposition in numerous news outlets to a proposal—since sidelined—by the Massachusetts House of Representatives to set up a system for its caucuses that would act as a “slush fund”—authorizing private donations not subject to state campaign finance or public disclosure laws.

**FORCED**

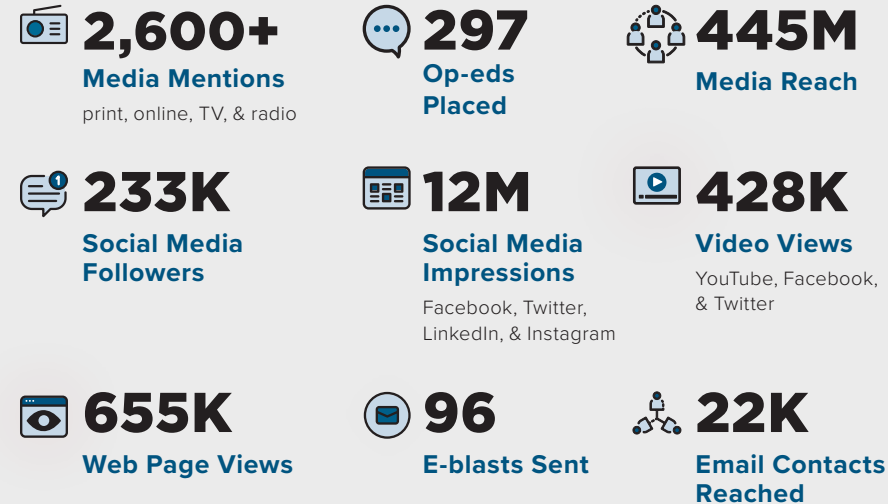
### Expense Accounts

Pioneer helped draw scrutiny to the lavish spending habits of quasi-public agencies such as MassHousing, and urged the administration to adopt strict guidelines at the rates established by the U.S. General Services Administration on employee expense accounts. Pioneer was quoted in *The Boston Globe*, the *Boston Herald*, and *Commonwealth* magazine.

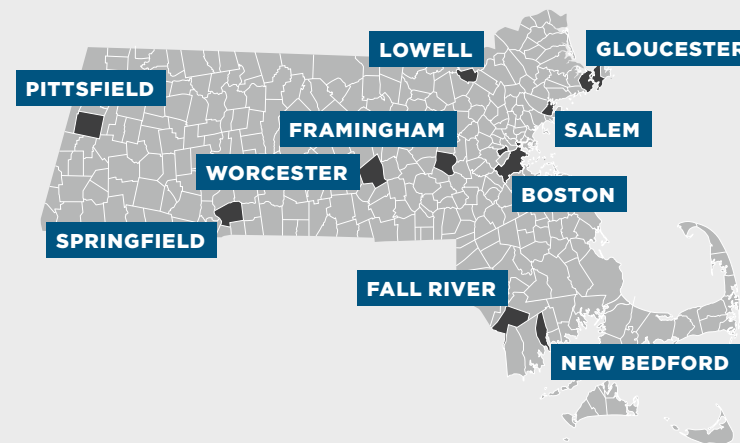
# REACHING FAR & WIDE

**PIONEER CAN ONLY FULFILL ITS MISSION TO IMPROVE THE** quality of life for all if it can deploy effective communications. The Institute has long enjoyed a reputation within traditional media as a rational and influential voice in both state and national policy debates, based on our credible, fact-based research and highly trustworthy team of policy experts. In recent years, Pioneer has focused more resources than ever on amplifying our research and programs through digital media, adapting to the latest technology and marketing trends to further engage existing audiences and discover new, increasingly diverse ones. This shift has meant more focus on search engine optimization, social media platforms, infographics, videos, analytics, podcasting, and other tools to help penetrate larger shares of the viewing and listening public. Below, we present some of our 2019 results:

**BY THE NUMBERS**



**MEDIA MENTIONS & OP-ED PLACEMENTS**



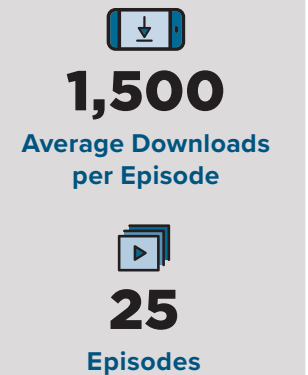
**NATIONAL COVERAGE**



**PODCAST**

### The Learning Curve

A weekly, K–12 education program



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ANNUAL EVENT

## Lovett C. Peters Lecture

An Evening with George F. Will

**ESTABLISHED IN HONOR OF PIONEER’S**

founder as an evening of intellectual nourishment for the Institute’s community, the Peters Lecture recognizes individuals committed to expanding prosperity and individual freedom.

In 2019, *Washington Post* columnist and *New York Times* bestselling author George F. Will served as the honoree and keynote speaker.

At the event, members were provided with an opportunity to receive signed copies of Will’s most recent book, *The Conservative Sensibility*. Also featured were Kendra Espinoza and Erica Smith, the lead plaintiff and litigator, respectively, in the potentially landmark school choice case before the Supreme Court, *Espinoza v. Montana Department of Revenue*.

Past Peters Lecture speakers include Sal Khan, Peter Diamandis, U.S. Senator Cory Booker, former U.S. Senator Bob Kerrey, Niall Ferguson, Eva Moskowitz, Admiral James Stavridis, and Deepak Srivastava.



“ A long life in and around politics has convinced me that only ideas have large and lasting consequences... Pioneer Institute is a force multiplier that works to keep America dynamic, to maintain confidence not just in the rationality but in the *ultimate equity* of a market society of spontaneous order, as opposed to a government-centered society. It is in institutes like this that the future of America is going to be decided.

– George F. Will

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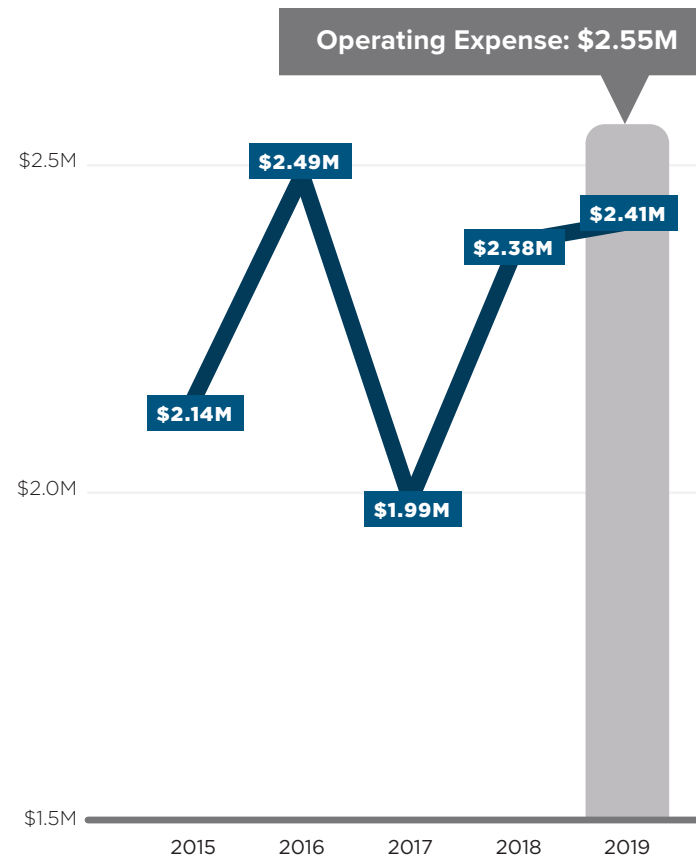
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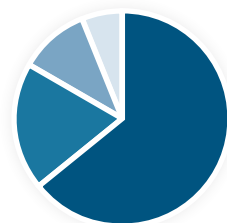
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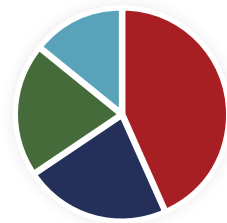


## Expenses



### By Category

RESEARCH & PROGRAMS	- 77%
DEVELOPMENT	- 13%
OPERATIONS	- 6%
GENERAL COMMUNICATIONS	- 4%



### By Research Program Area

PIONEEREDUCATION	- 43%
PIONEERPUBLIC	- 22%
PIONEEROPPORTUNITY	- 20%
PIONEERHEALTH	- 14%

See audited financial statements available at [PioneerInstitute.org](http://PioneerInstitute.org)

## Revenues & Expenses

### REVENUE

Unrestricted Donations	\$1,222,973
In-Kind Donations	111,000
Restricted Donations	1,059,500
Other Revenue	19,196

**Total Revenue 2,412,669**

### EXPENSES

Employment Costs	1,348,041
Outside Services	116,363
Research	355,310
Printing & Publishing	63,879
Distribution Costs	224,427
Events & Meetings	140,611
Staff Business Expenses	42,310
Office Operations	107,177

**Total Expenses 2,398,118**

Other Income	68,682
Other Expenses	150,773

**Increase in Net Assets \$(67,540)**

## Financial Position

### ASSETS

Cash	\$195,732
Contributions Receivable	269,020
Investments	2,262,288
Property & Equipment	851,705
Other Assets	73,653

**Total Assets \$3,652,398**

### LIABILITIES & NET ASSETS

Accounts Payable & Other Accrued Expenses	\$77,938
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**Total Liabilities 77,938**

### NET ASSETS

Without Donor Restrictions	2,486,087
With Donor Restrictions	1,088,373

**Total Net Assets 3,574,460**

**Total Liabilities & Net Assets \$3,652,398**

# STAFF 2019

**Jim Stergios**  
Executive Director

**Mary Z. Connaughton**  
Director, Government  
Transparency & Finance

**Lauren Corvese**  
Director, Annual Fund

**Micaela Dawson**  
Director, Communications

**Jamie Gass**  
Director, PioneerEducation

**Shawni Littlehale**  
Director, Better  
Government Competition

**Rebekah Paxton**  
Research Analyst

**George Parker**  
Director, Individual Giving

**Saylor Scheller**  
Development Coordinator

**Greg Sullivan**  
Director, Research

**Roger Perry**  
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## Senior Fellows

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Cara Stillings Candal

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Joshua Archambault

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William Smith

### MEDIA

Charles Chieppo

### PIONEERLEGAL

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**PIONEERINSTITUTE.ORG/  
2019ANNUALREPORT**

