



**BOSTON
WORKFORCE BOARD**

PIC 4-YEAR PLAN

Effective July 1, 2021 to June 30, 2025

Email Comments to:
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1. A regional (local) analysis of:

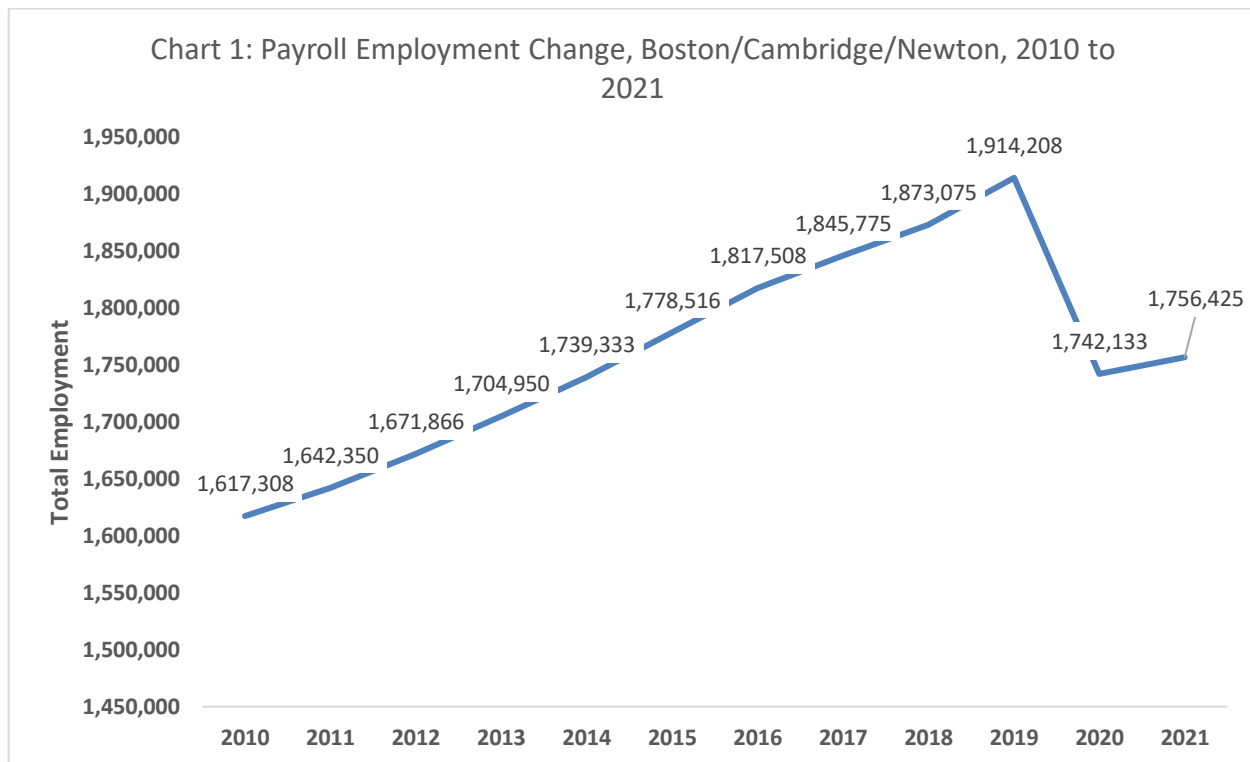
(i) Economic conditions including existing and emerging in-demand industry sectors and occupations; and

(ii) Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.

The COVID-19 pandemic has had a substantial impact on Boston’s economy and the labor market. The following analysis describes employment developments in the region leading up to the COVID-19 pandemic and in the current recovery through early 2021. This analysis will describe the industry sectors that have grown the most in terms of employment levels and their implications for workforce development priorities.

To analyze the COVID-19 impacts on the job market, we used the Current Employment Statistics (CES-790) data series from the Massachusetts Executive Office of Labor and Workforce Development (EOLWD) for the Boston-Cambridge-Newton area. One advantage of the CES data is that it has a relatively short lag in reporting and allows us to utilize monthly employment data through the first four months of 2021. Employment data for the City of Boston from the Quarterly Census of Wages and Employment database has a longer lag and would not capture the most recent growth during the labor market recovery from the economic closures of 2020.

After 9 years of steady and strong job growth in the Boston/Cambridge/Newton area, the COVID-19 pandemic and consequent economic shutdown created a sharp decline in employment during the spring of 2020. Chart 1 displays the area’s annual average employment rose to 1,914,208 in 2019 before declining to 1,742,133 jobs in 2020. By the summer of 2020, the Massachusetts employment level remains nearly 158,000 jobs below its pre-pandemic annual average peak.



Source: Current Employment Statistics (CES), Boston-Cambridge-Newton area

Employment by Industry Sector, 2010 to 2019/2020

The Massachusetts EOLWD releases industry-level employment data at the state and local area levels. These data can be used to track trends in employment across industries over time. From 2010 to 2019, the top growing sector in terms of percentage growth in the Boston/Cambridge/Newton area was Construction (including Mining and Logging), growing by 57%, or approximately 27,000 jobs (Table 1), as it recovered from steep job losses from the Great Recession of 2008-09. Professional and Business Services and Leisure and Hospitality sectors follow, growing by 34% and 31% respectively (Table 1). Education and Health Services, the region's largest sector in terms of absolute employment, also exhibited strong growth with a 19% increase. Prior to the onset of the pandemic, only the manufacturing sector experienced a decline as durable goods production declined.

Table 1: Boston/Cambridge/Newton WDA employment by industry, 2010, 2019, 2020

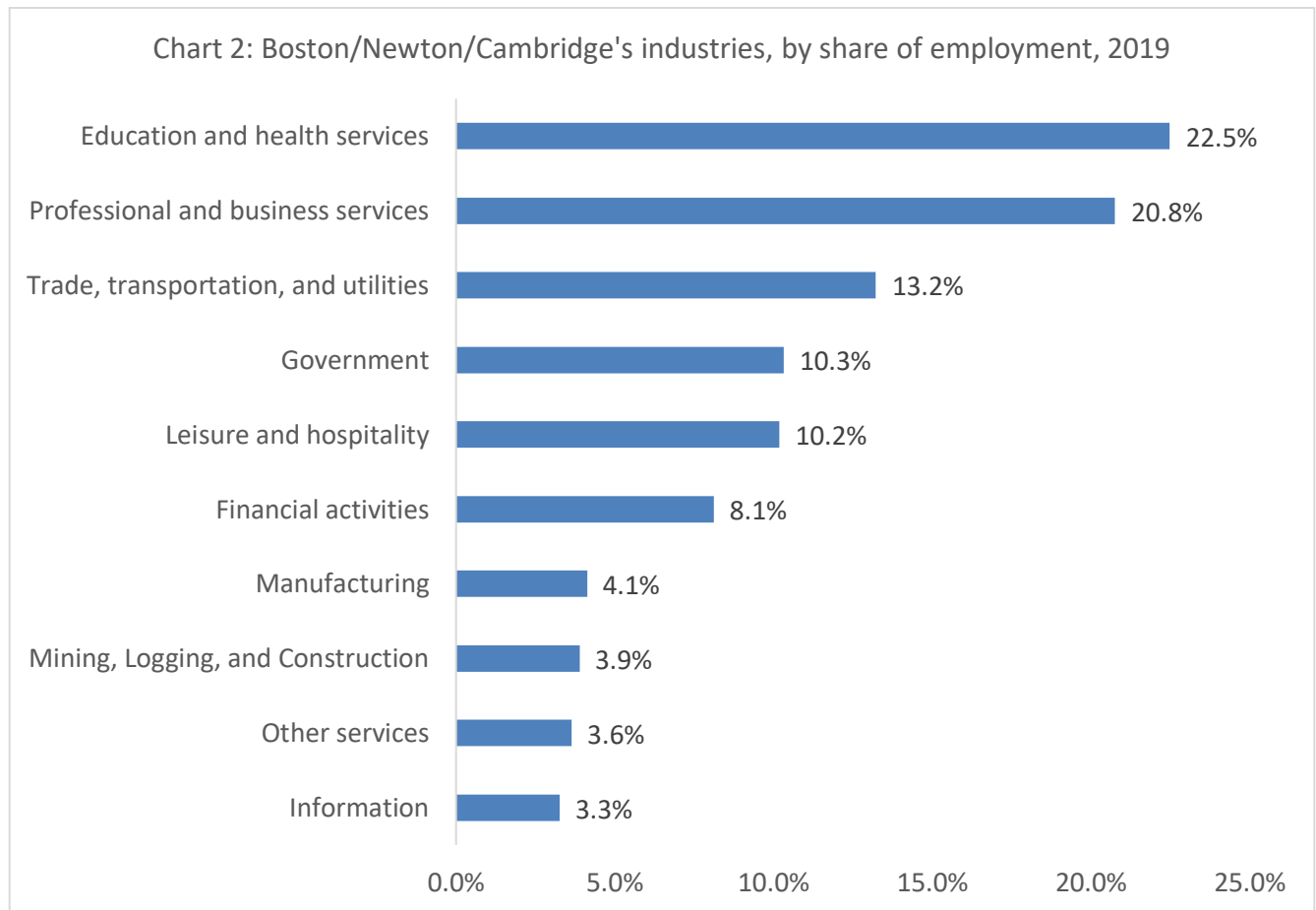
NAICS Code	Industry	2010	2019	2020	2010 - 2019	2019- 2020
00	Total nonfarm	1,617,308	1,914,208	1,742,133	18%	-9%
15	Mining, Logging, and Construction	47,516	74,441	68,158	57%	-8%
30	Manufacturing	80,033	79,008	73,150	-1%	-7%
31	• Durable goods	53,925	50,975	48,291	-5%	-5%
32	• Nondurable goods	26,108	28,033	24,858	7%	-11%
40	Trade, transportation, and utilities	227,808	253,183	227,058	11%	-10%
41	• Wholesale Trade	53,341	58,208	55,216	9%	-5%
42	• Retail trade	136,208	148,300	131,375	9%	-11%
43	• Transportation, Warehousing and Utilities	38,258	46,675	40,466	22%	-13%
50	Information	53,708	62,433	60,908	16%	-2%
55	Financial activities	144,850	155,516	151,125	7%	-3%
60	Professional and business services	297,116	397,333	385,583	34%	-3%
65	Education and health services	361,041	430,258	402,058	19%	-7%
70	Leisure and hospitality	149,133	194,816	126,725	31%	-35%
80	Other services	61,908	69,725	56,300	13%	-19%
90	Government	194,191	197,491	191,066	2%	-3%

Source: Current Employment Statistics, Boston-Cambridge-Newton area

Comparing 2019 employment levels by sector with 2020 provides a portrait of the pandemic's disproportionate impact on industries. While employment in all sectors declined, the hardest hit were Leisure and Hospitality (-35%) and Other services (-19%) which includes Repair and Maintenance and Personal Services (e.g., hair stylists, nail salons). Given restaurant shutdowns and the declines in travel during the pandemic, it's unsurprising that the leisure and hospitality sector was hit the hardest. By contrast, the least impacted industries include Information (-2%), Professional and Business Services (-3%), Government (-3%) and Financial Activities (-3%), as many of the firms in these industries were able to function well through remote work settings (Table 1).

Industry Composition of Employment in Boston/Cambridge/Newton Area

Over the past decade, the Boston/Cambridge/ Newton area’s education and health services and professional and business services sector have accounted for an increasing share of total employment. Chart 2 shows that in 2019, education and health services accounted for the greatest share of jobs (22.5%) in the Boston/Cambridge/Newton area, followed closely by Professional and Business Services (20.8%). Professional and Business Services includes the computer systems design, scientific research and development, legal services, and accounting and consulting services industries, among others. Rounding out the top 5 sectors are Trade, Transportation, and Utilities (13.2%), Government (10.3%), and Leisure and Hospitality (10.2%).



Source: Current Employment Statistics, Boston-Cambridge-Newton area

Industry Growth Patterns in the Education and Health Services and Professional and Business Services Sectors

Given that Boston/Cambridge/Newton’s two largest industry sectors, Education and Health Services and Professional and Business Services, now account for more than two of every five jobs in the region, the

following analysis examines the specific industries in these sectors that are driving that growth. All subcategories in Education and Health Services experienced growth from 2010-19 (Table 2). Some of the highest growth categories were Social Assistance (48%, 19,450 jobs) and Ambulatory Health Care Services (27%, 17,458 jobs), as health care services shifted from in-patient to out-patient practices over the decade with the implementation of the Affordable Care Act. From 2019-20, this pattern flipped and nearly all categories experienced declines with the exception of Hospitals which maintained steady employment levels near 124,000 jobs. The sharpest declines were experienced by Social Assistance (-11%, -6,733 jobs), Ambulatory Health Care Services (-8%, 6,808 jobs), Nursing and residential care facilities (-9%, -3,500 jobs), and Educational Services broadly (-9%, -11,133 jobs).

Table 2: Education and Health Services Employment, Boston/Cambridge/Newton, 2010, 2019, 2020 (Annual Averages)

NAICS Code	Industry	2010	2019	2020	# Change 2010 - 2019	% Change 2010 - 2019	# Change 2019 - 2020	% Change 2019 - 2020
65-000000	Education and health services	361,041	430,258	402,058	69,217	19%	(28,200)	-7%
65-610000	Educational services	112,883	125,641	114,508	12,758	11%	(11,133)	-9%
65-611300	Colleges and universities	86,308	90,825	84,366	4,517	5%	(6,459)	-7%
65-620000	Health care and social assistance	248,158	304,616	287,550	56,458	23%	(17,066)	-6%
65-621000	Ambulatory health care services	64,783	82,241	75,433	17,458	27%	(6,808)	-8%
65-621100	Offices of physicians	24,758	29,041	27,075	4,283	17%	(1,966)	-7%
65-622000	Hospitals	106,691	123,900	123,875	17,209	16%	(25)	0%

65-623000	Nursing and residential care facilities	36,166	38,508	35,008	2,342	6%	(3,500)	-9%
65-624000	Social assistance	40,516	59,966	53,233	19,450	48%	(6,733)	-11%

Source: Current Employment Statistics, Boston-Cambridge-Newton area

Professional and Business Services industries similarly almost all experienced growth from 2010 – 2019, with the exception of Legal Services which experienced a slight decline of 1% (Table 3). Three industries experienced growth over 50%: Management and Technical Consulting Services (50%), Scientific Research and Development (66%), and Computer Systems Design (72%). These trends support continued focus on STEM education and workforce development policies to prepare the current and future workforce for opportunities in these growing sectors of the Boston/Cambridge/Newton economy. Even the pandemic did not fully reverse these trends, as all three industries still increased their job totals from 1% to 7% from 2019-20. Conversely, Administrative and Waste Services experienced a sharper decline from 2019 – 20 (-12%, -12,017 jobs), with Employment Services (staffing firms) accounting for a significant portion of the decrease (-16%, 5,308 jobs).

Table 3: Boston/Cambridge/Newton Workforce Development Area Professional and Business Services Employment, 2010, 2019, 2020 (Annual Averages)

NAICS Code	Industry	2010	2019	2020	# Change 2010 - 2019	% Change 2010 - 2019	# Change 2019 - 2020	% Change 2019 - 2020
60-000000	Professional and business services	297,116	397,333	385,583	100,217	34%	(11,750)	-3%
60-540000	Professional and technical services	173,200	251,133	254,158	77,933	45%	3,025	1%
60-541100	Legal services	21,358	21,225	20,650	(133)	-1%	(575)	-3%
60-541200	Accounting and bookkeeping services	13,733	17,300	17,083	3,567	26%	(217)	-1%
60-541300	Architectural and engineering services	23,608	27,625	27,258	4,017	17%	(367)	-1%
60-	Computer systems design and related					72%		1%

541500	services	36,650	63,041	63,425	26,391		384	
60-541600	Management and technical consulting services	25,775	38,658	39,741	12,883	50%	1,083	3%
60-541700	Scientific research and development services	38,566	64,025	68,458	25,459	66%	4,433	7%
60-550000	Management of companies and enterprises	37,633	45,041	42,283	7,408	20%	(2,758)	-6%
60-560000	Administrative and waste services	86,283	101,158	89,141	14,875	17%	(12,017)	-12%
60-561300	Employment services	28,316	33,533	28,225	5,217	18%	(5,308)	-16%
60-561700	Services to buildings and dwellings	28,083	32,200	29,200	4,117	15%	(3,000)	-9%

Source: Current Employment Statistics, Boston-Cambridge-Newton area

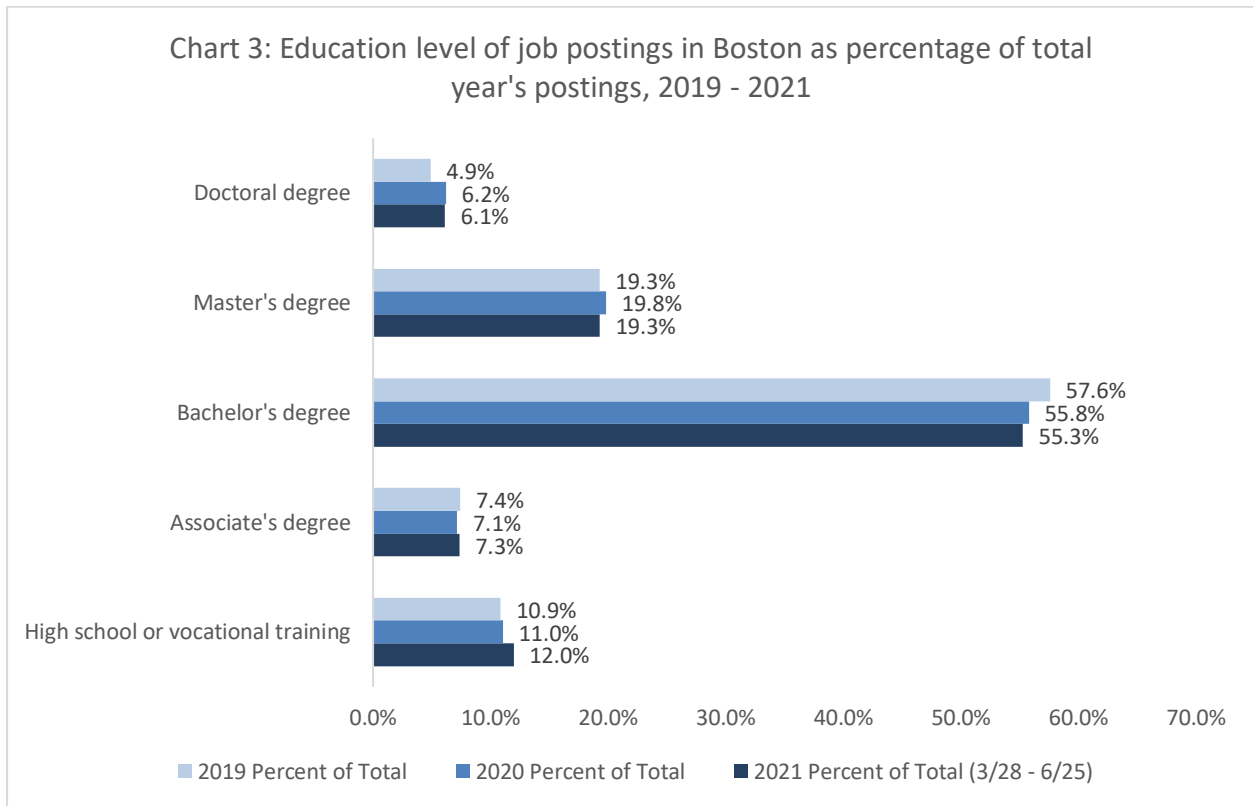
2. Describe the knowledge and skills needed to meet the employment needs of business in your region, including employment needs in in-demand industry sectors and occupations.

Employment needs of existing and emerging in-demand industry sectors and occupations

In recent years, job growth in Boston has occurred among highly skilled occupations that typically require a college degree and years of work experience and lower wage occupations that require a high school degree or less. This trend is often referred to as the bifurcation of the labor market into high and lower skilled jobs. As a result, the skills and credential demands for the most in-demand jobs can range considerably. To zoom in on these skill and credential trends, we used Burning Glass’ Labor Market Insight tool to provide information on the education and skill demands of online job postings at the local level. However, it’s important to note that online job postings skew towards higher levels of education and are thus not entirely representative of the Boston labor market.

Chart 3 shows the education requirements listed in online job postings in 2019, 2020, and approximately the 2nd quarter of 2021. Rather than include the year to date numbers for 2021, the second quarter better represents the city’s economic reopening. The majority (>80%) of online job postings require a Bachelor’s degree or higher, which has been consistent before, during, and on the way out of the pandemic. Interestingly,

the proportion of postings requiring Bachelor’s degrees has declined slightly since 2019: in 2020, demand for Master’s and Doctoral degrees increased relative to other education credentials. In 2021, the proportion of jobs requiring high school credentials increased by 1.0%, perhaps reflecting the accelerated reopening of retail and hospitality sectors.



Burning Glass has also aggregated data on the most frequently posted job titles in Boston during 2020 (Table 4). Despite the pandemic’s impact on employment, the list largely matches the list from the last iteration of this report in 2018. Namely, the top 5 jobs are identical to those from the 2018 list (software developers, sales representatives, managers, registered nurses and marketing managers), although the quantity of postings has declined across all of them.

Table 4: Top 50 occupations by average monthly online job postings, Boston, 2018

O*NET Code	Occupation	Average Monthly Job Postings
15-1132.00	Software Developers, Applications	1181
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	694

	Products	
11-9199.00	Managers, All Other	669
29-1141.00	Registered Nurses	648
11-2021.00	Marketing Managers	421
11-9111.00	Medical and Health Services Managers	416
11-2022.00	Sales Managers	362
13-1111.00	Management Analysts	308
11-1021.00	General and Operations Managers	300
43-6014.00	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	273
13-2011.01	Accountants	253
15-1134.00	Web Developers	245
15-1199.02	Computer Systems Engineers/Architects	237
15-1199.09	Information Technology Project Managers	228
43-4051.00	Customer Service Representatives	225
15-1121.00	Computer Systems Analysts	222
15-2031.00	Operations Research Analysts	219
11-3031.02	Financial Managers, Branch or Department	208
15-1151.00	Computer User Support Specialists	190
13-1071.00	Human Resources Specialists	188
41-2031.00	Retail Salespersons	188
13-1161.00	Market Research Analysts and Marketing Specialists	187
13-2051.00	Financial Analysts	184
15-1199.08	Business Intelligence Analysts	177
41-1011.00	First-Line Supervisors of Retail Sales Workers	169
43-1011.00	First-Line Supervisors of Office and Administrative Support Workers	162
19-1042.00	Medical Scientists, Except Epidemiologists	157

23-1011.00	Lawyers	152
15-1141.00	Database Administrators	144
31-1014.00	Nursing Assistants	139
15-1122.00	Information Security Analysts	137
43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	135
49-9071.00	Maintenance and Repair Workers, General	133
25-2022.00	Middle School Teachers, Except Special and Career/Technical Education	133
33-9032.00	Security Guards	126
11-2031.00	Public Relations and Fundraising Managers	118
11-9121.01	Clinical Research Coordinators	107
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	102
15-1199.01	Software Quality Assurance Engineers and Testers	98
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	96
25-9041.00	Teacher Assistants	96
43-6011.00	Executive Secretaries and Executive Administrative Assistants	95
43-6013.00	Medical Secretaries	95
41-4011.00	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	93
29-1141.03	Critical Care Nurses	92
11-9051.00	Food Service Managers	91
23-2011.00	Paralegals and Legal Assistants	91
11-9021.00	Construction Managers	87
15-1111.00	Computer and Information Research Scientists	87
27-3031.00	Public Relations Specialists	87

Source: Burning Glass, Boston 2020 job postings

Certain skills remain in strong demand across industries and jobs. Commonly referred to as “soft skills”, they are denoted as “baseline skills” by Burning Glass. Communication Skills are by far the most commonly cited baseline skill in job postings, appearing in over 100,000 of 250,000 total postings in Boston in 2020. Next is Teamwork/Collaboration at nearly 70,000 postings. Nevertheless, not all of these skills are necessarily relational: many employers seek individuals with skills in research, writing, and software like the Microsoft Office suite.

Top Baseline Skills, 2020	
Skills	Job Postings
Communication Skills	102,665
Teamwork / Collaboration	67,149
Organizational Skills	42,209
Research	41,411
Problem Solving	40,281
Microsoft Excel	38,295
Detail-Oriented	37,961
Writing	35,354
Planning	35,325
Microsoft Office	30,067

Source: Burning Glass, Boston 2020 job postings

We analyzed the specific skills requested in job posting for the top four positions with the greatest number of postings in Boston. For software developers, the most common programming languages requested include Java, SQL, JavaScript, and Python in addition to more generalized software engineering and development skills. Among sales representatives, Sales and Customer Service experience are in high demand, along with Salesforce familiarity. Among managers (all other), experience with Project Management, Budgeting, and Scheduling round out the top 3 skills. Finally, for nurses, there is particular demand for Patient Care, Advanced Cardiac Life Support, and Treatment Planning.

Occupation	Job Postings
Software Developers, Applications	14,171
Java	5,925
Software Engineering	5,425
Software Development	4,457
SQL	4,326
JavaScript	3,751
Python	3,747
DevOps	2,536
Linux	2,187
Git	1,995
Microsoft C#	1,990

Source: Burning Glass, Boston 2020 job postings

Occupation	Job Postings
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	8,322
Sales	6,224
Customer Service	1,583
Sales Goals	1,538
Salesforce	1,486
Business Development	1,410
Prospective Clients	1,289
Account Management	1,212
Customer Contact	1,171
Product Sales	1,117
Outside Sales	997

Source: Burning Glass, Boston 2020 job postings

Occupation	Job Postings
Managers, All Other	8,030
Project Management	4,337
Budgeting	2,618
Scheduling	1,669
Project Planning and Development Skills	1,305
Program Management	1,095
Staff Management	1,076
Customer Service	940
Stakeholder Management	710
Business Development	698
Quality Assurance and Control	675

Source: Burning Glass, Boston 2020 job postings

Occupation	Job Postings
Registered Nurses	7,774
Patient Care	2,490
Advanced Cardiac Life Support (ACLS)	1,253
Treatment Planning	1,212
Case Management	1,039
Teaching	938
Quality Assurance and Control	853
Life Support	791
Acute Care	764
Cardiopulmonary Resuscitation (CPR)	662
Scheduling	654

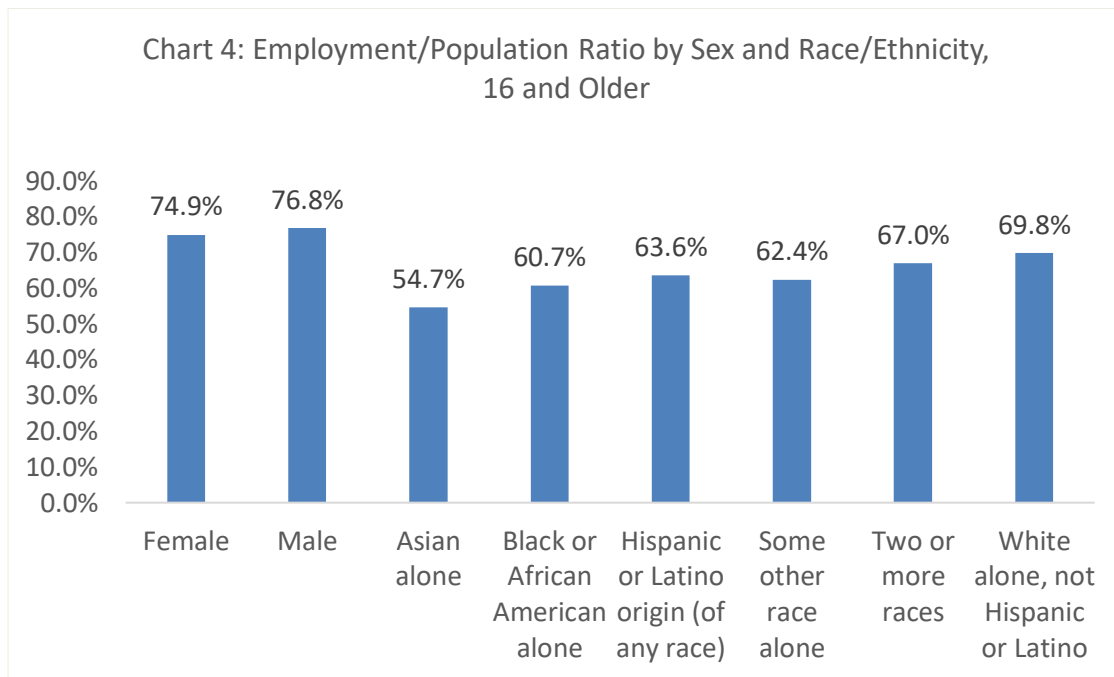
Source: Burning Glass, Boston 2020 job postings

3) Please provide an analysis of your regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment¹.

Employment and Unemployment Rates of Boston's Workforce (16 and Older)

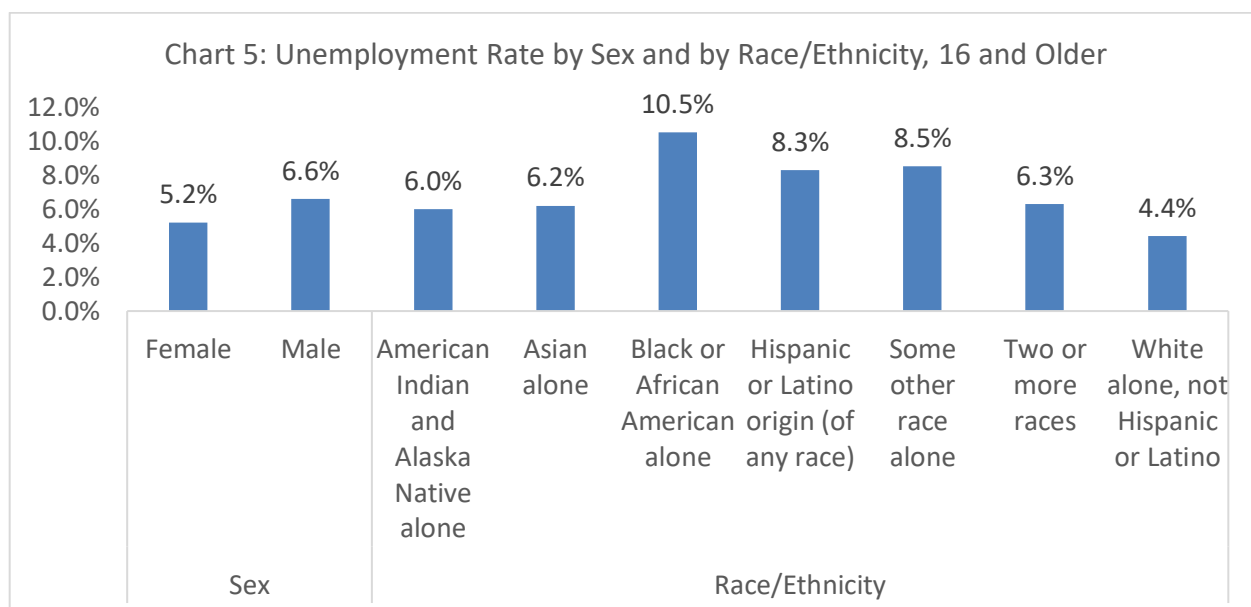
The U.S. Census Bureau's American Community Surveys (ACS) provide a snapshot of employment and unemployment rates by demographic and educational attainment characteristics. For this analysis, we used the 5-year data file for the 2015-2019 period. Importantly, these data do not reflect the impacts of the COVID-19 pandemic on labor force statistics, however they help us understand disparities in employment and unemployment rates during the economic boom just preceding the COVID-19 pandemic. Despite steady job growth and relatively low levels of unemployment pre-pandemic, there were substantial disparities across race-ethnicity in employment/population ratios and particularly unemployment rates in the city of Boston. The analysis by educational attainment groups below reveals that adults with less than a high diploma or only a high school diploma and no postsecondary school completed faced weaker labor market prospects, on average. These pre-COVID trends are important for policymakers to consider when pursuing education and training opportunities during the economic recovery from the COVID-19 shutdowns.

The charts below present two key labor force measures for the 2015-2019 period. The employment/population ratio refers to the portion of working-age population (16+) that is currently employed, while the unemployment rate is the portion of labor force participants that is unemployed. Chart 4 presents the employment rates of 16 and older workers in Boston by gender and race-ethnic group. The employment/population ratio for males (76.8%) exceeded that of females (74.9%) by 2 percentage points. However, greater gaps existed across racial/ethnic groups. Employment/population ratios ranged from 55% for Asians (alone) to a high of nearly 70% for White, not Hispanics. The employment rates of African-American (60.7%) and Latino (63.6%) were 6 to 9 percentage points below that of White non-Hispanic residents of Boston.



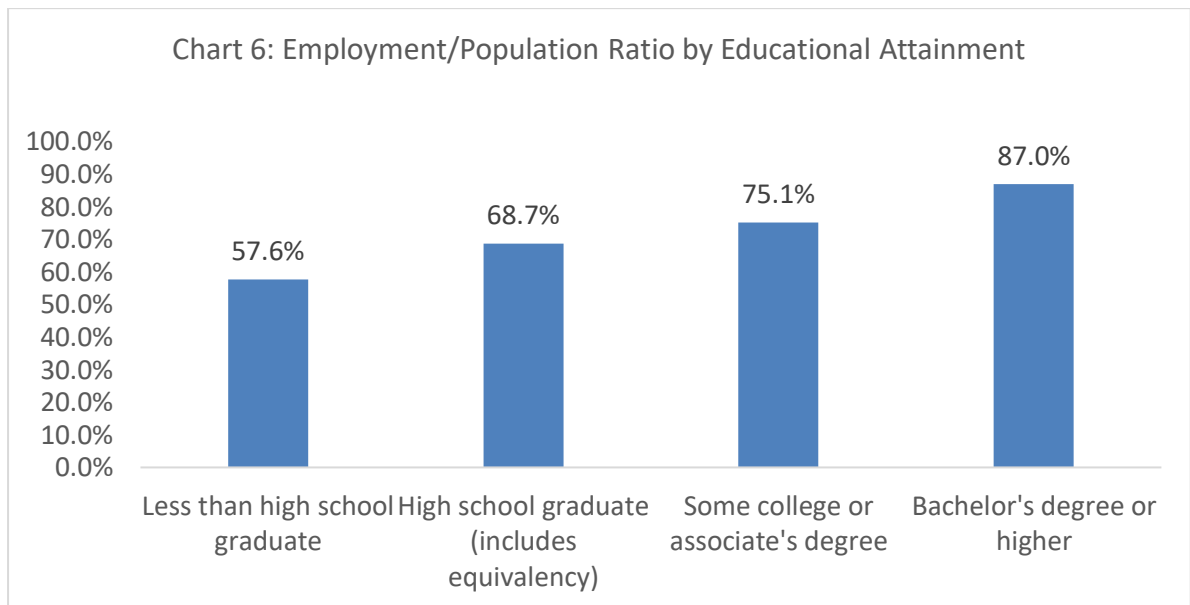
Source: American Community Surveys, Boston, 2015-219

We also examined unemployment rates in the city of Boston across demographic groups. Males were more likely to be unemployed (6.6% vs. 5.2%). Across race-ethnic groups, Black/African Americans and Hispanic/Latino groups had the highest unemployment rates (10.5% and 8.3% respectively) of all racial/ethnic groups from 2015 – 19 (Chart 5), and double that of White non-Hispanic workers. White, non-Hispanic workers had the lowest unemployment rate of 4.4% on average during this period.



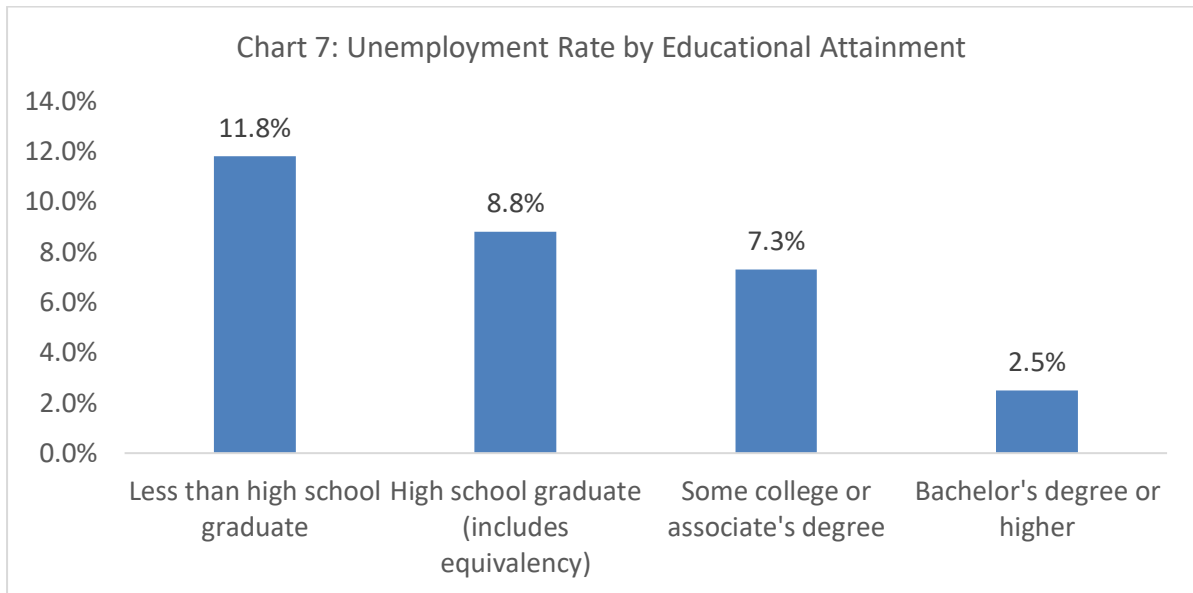
Source: American Community Surveys, Boston, 2015-2019

Charts 6 and 7 illustrate the employment rates at different levels of educational attainment. Employment rates rise with increasing levels of educational attainment. Bachelor's degree holders both have the highest employment/population ratio (87.0%) and the lowest unemployment rate (2.5%) in Boston. The region's strong job growth in the education and health services professional and business services sectors has created a favorable labor market environment for highly educated workers in the region. Among those with a high school diploma, but no postsecondary schooling completed, employment/population trailed those in the some college or Associate's degree earner group by 6 percentage points and Bachelor's degree earners by 20 percentage points.



Source: American Community Surveys, Boston, 2015-2019

When examining unemployment rates, it is clear that adults without a high school diploma and those with a high school degree, but no postsecondary schooling faced more difficulty finding a job. Their unemployment rates 3 to 4 times higher than those with a Bachelor's or higher degree.



Source: American Community Surveys, Boston, 2015-2019

During the pandemic, job losses in leisure and hospitality and other services were quite large, and contributed to sharp rises in unemployment for workers in these industries. The non-college workforce were overrepresented in the ranks of unemployment claimants in Massachusetts and the Boston area. As the recovery begins and with the potential expiration of unemployment insurance extensions, it will be important to track how well these groups of workers fare in seeking reemployment opportunities and to target interventions to support their reemployment.

(4) Please provide an analysis of workforce development activities, including education and training, in the local area. This analysis must include

a) strengths and weaknesses of workforce development activities and

b) address the capacity to provide the workforce development activities around:

- i. education and skill need of the workforce;
- ii. individuals with barriers to employment;
- iii. employment needs of businesses.

a) Strengths and weaknesses of workforce development activities

Boston's labor force growth has been robust compared to the U.S. for the past several years. However, the decline in immigration, a retiring workforce and a weak inflow of younger workers could reverse this trend.

Many of the emerging in-demand industry sectors in Boston, such as life sciences and technology clusters have

increased demand for highly educated workers. We need a workforce with the skills to match the growing demand for qualified labor. Not doing so means more mismatch in the labor market leading to lower productivity, slower economic growth, and sluggish wage increases. An analysis of the Boston workforce development system generated the following:

Strengths:

- Robust network of CBO's that offer training and wrap around services
- Strong network of ABE/ESL providers throughout the city
- Additional training opportunities beyond WIOA training through the city's Neighborhood Jobs Trust and the Boston Foundation's SkillWorks initiative
- Focus on low income adults and individuals with barriers to employment
- Board membership represents key industry, and largest employers in Boston
- In demand and high growth industries based in Boston
- Boston PIC, the city's MassHire Workforce Board, has high recognition and a strong reputation in city
- Two established and stable comprehensive career centers, located in different areas of the city, operated by large non-profits for twenty years, and new Access Points to increase participation geographically and demographically.

Weaknesses

- Easy access by public transportation means career centers are serving a high number of non-residents
- Limited capacity to focus on incumbent worker training
- Limited capacity in training for middle-skill jobs
- Needs of employers (demand driven) are not aligned with WIOA priorities (Basic skill deficient, low income, etc.)
- Minimum wage of \$13.50/hr. does not meet the living wage (\$15.97)
- High cost of housing and cost of living in Boston makes it hard to attract and retain talent.

Opportunities

- Regional planning will maximize employer impact
- Expansion of virtual services to employers and job seekers
- Potential funding for training and career exploration through philanthropic and federally funded options

- Employer willingness to collaborate with WFD system

Threats

- Inflated credential needs of jobs - Demand for post-secondary certificates, two-year and four-year degrees
- Reliance on public funding
- Cost of education and training
- Public workforce system has limited resources, and outdated technology, limiting its ability to be truly responsive to employer needs

b) Address the capacity to provide the workforce development activities around:

I. Education and skill need of the workforce;

Training capacity in Boston is insufficient to meet the number of poor adults and those chronically unemployed. We cannot rely only on public workforce funding to meet the needs of Boston residents. The Board, in collaboration with OWD, seek innovative ways to collaborate with employers to expand training and education. The city has invested in a Free College Tuition that allows BPS graduates to attend community college. There is limited capacity to upskill those in entry-level employment with WIOA funded programs so the Board works with Commonwealth Corporation to promote funding to employers through the Workforce Training Fund and the Workforce Competitiveness Trust Fund. Registered Apprenticeship programs (RAP) in non-traditional industries is an area of increased interest to the federal and state government and additional funding is available to explore options in the Healthcare and IT fields. The ability to work across regions with the regional planning infrastructure allows us to train for multiple employers with demonstrated need.

II. Individuals with barriers to employment;

The strength of the Boston WFD system is the large network of community-based organizations that provide training, education and job readiness training throughout the city. Programs are available to residents in every neighborhood, to meet the needs of all demographics. To serve customers with barriers to employment, the Board established agreement at the local level to design and coordinate service delivery systems through the career centers. Partners have committed to making jobseekers, including those individuals with disabilities, low-income status, Veteran status, education or language barriers, “shared” customers of all required partners.

III. Employment needs of businesses.

A substantial share of the employer need is in high skilled jobs that require college degrees or jobs requiring limited education/ training and work experience. Recognizing the need, we convene and collaborate with employers to identify additional capacity to work with employers. We convene sector partners in IT and Healthcare to connect with employers, understand current and future hiring needs, and develop programs to meet those needs. Employers are encouraged to engage with programs at all levels of selection, training and placement of graduates.

- (5) Please describe the MassHire Board's strategic vision to support regional economic growth and economic self-sufficiency. Include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a) (1).**

Mission

The mission of the Boston Private Industry Council, as the MassHire Boston Workforce Board, is to strengthen Boston's communities and its workforce by connecting youth and adults with education and employment opportunities that meet the current and future needs of area employers.

Unified Strategy

The Board convenes multiple sector collaborations to strengthen transitions between education and workforce systems to create visible career pathways into economically self-sustaining careers that are responsive to industry changes. The PIC uses labor market information and the data we gather from our initiatives to recommend policy changes, improve programs, and create an education and workforce development system that supports Boston residents from youth through adulthood.

The Board facilitates employment experiences and educational opportunities to prepare Boston youth and adults for careers. Utilizing research and labor market information as well as feedback from employer relationships, the PIC teaches people how to navigate careers in Boston's high-demand sectors. The PIC focuses on Boston's residents, with a targeted emphasis on underserved populations, to diversify the talent pipeline, and promote and advance equitable access to careers.

The Board believes that paid work experience cultivates aspiration and motivates people to persist and succeed. Therefore, the PIC works to increase the integration of learning and work at all levels of education

and career. In Boston's evolving knowledge-based economy, credentials and skills that matter. Therefore, the PIC strives to increase continuously the number of Boston youth and young adults who achieve academic milestones such as high school graduation, college enrollment, and postsecondary certification and degree attainment in areas of projected labor demand.

The Board conducts research on education and workforce issues, including dropout reduction, college completion, labor market conditions and industry trends to inform public policymakers and collective action initiatives on the economic well-being of Boston's residents. The PIC tracks key education and employment indicators to measure progress, with an emphasis on disaggregation to highlight disparities in outcomes and identify target populations for interventions. The PIC facilitates a data culture aimed at evaluating program and system operations with the goal of understanding what is working, what can be improved, what should be sustained and potentially expanded

Strategic Priorities

1. Use research on education and labor market issues to inform PIC program design, the workforce development community, educational institutions, and employers, in order to advance all strategic priorities.
2. Integrate paid work as a structural part of education in school as career exploration and skill building opportunities, with an emphasis on the high-demand industries and occupations.
3. Focus on career preparation along the continuum from high school to early career, including completion of academic credentials, workplace experiences, and career awareness activities.
4. Build a workforce network that integrates the services of Comprehensive Career Centers, the new career center Access Points, the Connection Center, and system partners to connect Boston residents with resources that move them toward careers and economic self-sufficiency, prioritizing services to individuals with barriers to employment.

MassHire Boston WFB and the Mayor's Office of Workforce Development accept the statewide standards for these metrics. FY 22 WIOA goals are:

Table 5: Boston Workforce Development Area 2022 WIOA Goals

WIOA GOALS	WIOA ADULT		WIOA DISLOCATED WORKERS		WIOA YOUTH	
	State	Local	State	Local	State	Local
Unsubsidized employment (2nd quarter after exit from the program)	86.5%	Same	86%	Same	81%	Same
Unsubsidized employment (4th quarter after exit)	78%	Same	85%	Same	74%	Same
Median earnings (2nd quarter after exit)	\$6,800	Same	\$8,800	Same	\$3,600	same
Attained a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program	73.5%	Same	66%	Same	70.50%	65%

(6) Taking into account analyses described in 1 through 4 above, please describe your strategy to work with the entities that carry out the core programs and workforce system partners to align available resources to achieve the strategic vision and goals described in paragraph (a)(5) of this section.

The Boston Workforce Board has a unified strategy to support the workforce development system to meet the agreed goals. The PIC uses labor market information and the data we gather from our initiatives to recommend policy changes, improve programs, and create an education and workforce development system that supports Boston residents from youth through adulthood.

The Board works with the WIOA partners to implement the WIOA MOU and align resources in our area. The partners meet quarterly to share program information and discuss the needs of their shared customers. Each partner has committed time and funding to working with the career centers to make services more accessible

through the partners and at the career centers. Career centers have appointed a point person for each partner and several partners co-locate staff at the career center to provide services.

Board staff and OWD work closely with the service providers to define outcome goals and ensure alignment with the overall strategic plan. Providers receive regularly scheduled contract-management visits to review outcomes and receive technical assistance from Board and OWD staff. Providers are also strongly encouraged to attend network meetings, including the WIOA Partners meeting, Best Practices meeting, Boston Youth Services Network, ALI and other information sharing events.

(b) Under WIOA, the plan must include a description of the following requirements(WIOA secs. 108(b) (2)–(21)):

- (1) Identify the following elements of the workforce development system in your local area:**
 - a. Programs included in the local workforce system**

Program	Workforce Partner
The Adult Program (Title I)	<ul style="list-style-type: none"> • Department of Career Services (DCS) • Mayor’s Office of Workforce Development(OVD) • MassHire Boston Career Center • MassHire Downtown Boston Career Center
The Dislocated Worker Program (Title I)	<ul style="list-style-type: none"> • DCS • OVD • Rapid Response • Career Centers /AJC
The Youth Program (Title I)	<ul style="list-style-type: none"> • DCS • OVD • Community based orgs. • YouthBuild Boston • Job Corp
The Wagner-Peyser Act Program	<ul style="list-style-type: none"> • DCS • MassHire Career Centers
The Vocational Rehabilitation Program	<ul style="list-style-type: none"> • Massachusetts Rehabilitation Commission (MRC) • Massachusetts Commission for the Blind (MCB) • Massachusetts Commission for the Deaf
Federal-state unemployment	<ul style="list-style-type: none"> • Department of Unemployment Assistance (DUA)

compensation program	<ul style="list-style-type: none"> • Department of Career Services
Trade Adjustment Assistance for Workers Programs	<ul style="list-style-type: none"> • Department of Transitional Assistance (DTA)
Employment and Training Programs under the Supplemental Nutrition Assistance Program	<ul style="list-style-type: none"> • DTA
Senior Community Service Employment Program	<ul style="list-style-type: none"> • Operation Able • Greater Boston Golden Age Center
The Adult Education and Family Literacy Act Program	<ul style="list-style-type: none"> • Training providers and Education partners (Attachment 2)
Corrections and Reentry	<ul style="list-style-type: none"> • Suffolk County Sherriff’s Depart • MA Department of Corrections • Boston Office of Returning Citizens
Tribal and Native American program	<ul style="list-style-type: none"> • Native American Center of Boston

b. How your Board will support the strategies identified in the StatePlan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment.

The workforce board will support the workforce development partners through a coordinated effort to bring partners to the career center and support the integration of services. The board convenes the workforce partners to align systems and define the delivery of career center services. WIOA and other workforce partners signed a Memorandum of Understanding (MOU) on the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers, and businesses. Career centers will work with partners who have a common mission to provide employment and training services, and will work to support the “shared” customers.

Adult Basic Education

In Boston, Adult Basic Education and English for Speakers of Other Languages (ABE/ESOL) is provided by a publicly funded ABE system, a partnership with the MA Department of Elementary and Secondary Education’s (DESE) Adult and Community Learning Services (ACLS) and the City of Boston’s Office of Workforce Development (OWD). Programs funded through charitable foundations and individual

donations, along with volunteer services that do not receive public funds, complement the ABE/ESOL system.

The Massachusetts Department of Elementary and Secondary Education (DESE) partners with the Mayor's office of Workforce Development (OWD) to provide structured guidance to this publicly funded Adult Basic Education (ABE) programs through the Adult Literacy Initiative (ALI), which includes 15 ABE providers in Boston. OWD convenes ALI on a quarterly basis to facilitate a conversation on the overall vision, opportunities, and needs in the Boston's ABE system with a goal of collaboratively improving the quality and access to services for low-income adults that allow them to develop the academic, work-readiness, and support necessary to be economically secure. The ABE program provides out stationed staff at the career centers with the ABE Navigator making referrals to the career centers for ABE/ESOL partners and from the career center to education partners.

Transition to community college

The Boston PIC serves as both the MassHire Boston Workforce Board and as a school-to-career intermediary organization with the Boston Public Schools (BPS). The PIC has provided postsecondary coaching services to Boston students since 2008 in the context of Success Boston, the city's college completion initiative. The coaching program helps students navigate the academic, financial, and administrative challenges that inhibit college persistence and completion. Coaches connect students with college and community resources, while providing them with guidance and support.

We deploy postsecondary coaches to assist students at Bunker Hill Community College, Roxbury Community College, Benjamin Franklin Institute of Technology, Quincy College, and students transitioning from community college to UMass Boston.

Workforce preparation activities

In collaboration with the Mayor's Office, the Boston Public Schools, and the PIC coordinates summer and school year jobs and internships for Boston public high school students. Career Specialists working at each of the Boston public high schools, guide and connect students with job opportunities. Year-round career readiness activities prepare students for the workplace and engage employers interested in the summer or school year internship programs. Every year, we work with over 200 employers from across industry sectors to connect thousands of Boston public high school students to summer employment. During the months leading up to the summer, many of these employers take part in career exploration activities. These activities help students explore their own career interests by

learning about local companies and career pathways from professionals across the city. Participation in career exploration activities provides students with the opportunity to:

- Identify possible career interests and the required skills for certain jobs
- Practice appropriate workplace behaviors, including arriving on-time and dressing professionally
- Engage in networking activities and begin to build a professional network
- Learn more about a particular industry or company with the goal of working there in the future

(2) Please describe how your Board will work with entities carrying out core programs to:

- a. *Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.*
- b. *Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs;*

The Board will convene local WIOA partners to facilitate access to employment, training and supportive services for all customer. The WIOA memorandum defines the relationship between partners to allow for seamless referral and unified service to “shared customers”. Career centers offer priority of service to eligible WIOA individuals who experience significant barriers to service (See B.22). WIOA partners co-enroll customers for career center and partner services including career pathway planning. Partners are encouraged to enhance shared customer experience through supportive services from more than one partner and to share information on all eligible activities and support services available across WIOA titles 1-4.

The board will ensure the career centers are providing integrated services through the Career Center certification process that includes meeting rigorous career center standards.

c. Improve access to activities leading to a recognized postsecondary credential

The Workforce Board and the Mayor’s Office of Workforce Development have a long history of investing in post-secondary credentialing and access to industry-recognized certification. We have built a network of expertise through sector convening where we work with educators, employers and workforce partners to understand the industry need for certification. In Boston, priority industries in are IT, Healthcare (regional priorities) and Construction. OWD offers pre- apprenticeship training in hospitality and construction and apprenticeship training for emergency medical technician. (see Q.18 for more detail)

The Board manages the IT/Tech collaborative that is comprised of leading technology and IT professionals. The collaborative focuses on the talent supply pipeline and the issues employers experience in finding workers. The collaborative builds a broader awareness in the high schools through a pilot of Tech Apprentice Signal Success curriculum and Tech Apprentice summer jobs. The TechHire Advisory Group works with the Greater Boston Regional planning group to review the LMI and helped prioritize the jobs/careers for the 3-year regional plan. The Board is focused on research, programs, and innovations in IT education, training, and internships for non-traditional, underserved populations. We are working on an IT apprenticeship model with *Apprenti* - a state-endorsed technology apprenticeship program-to offer registered apprenticeships and Tech Quest /Tech Boost, apprentice and pre-apprentice programs developed in partnership with Public Consulting Group (PCG) and Clark University.

(3) Please describe the strategies and services that will be used in your local area:

- a. *To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in high-demand industry sectors and occupations.*

The MassHire Boston Workforce board is currently engaged in four cross-regional, cross-sector planning activities to support its strategic priorities. They are the Healthcare Career Consortium, Greater Boston Hospitality Sector, IT, and STEM initiatives. Each initiative seeks to strengthen collaboration among employers, workforce development agencies, including Boston's MassHire Career Centers, and educational institutions to enhance the alignment between education/ training pathways and future employment opportunities.

These initiatives are targeted to large industry sectors of the economy or areas of high projected labor demand from employers. IT and STEM are initiatives that cuts across multiple industry sectors of the economy. The current focus of the Boston STEM initiative is to build educational pathways for future STEM occupations. All of these workforce initiatives intersect with local, regional, and statewide economic development strategies.

The Boston Healthcare Career Consortium

The Boston Healthcare Careers Consortium is comprised of healthcare organizations, educational institutions, labor organizations, the public workforce system and others from the city of Boston. This group comes together regularly to share labor market information and best practices for supporting employees who are furthering their education. There is a focus on identifying systemic barriers to an aligned and efficient education and training system. As a regional industry partnership, led by employers, the Consortium looks at the continuum of care and relationships among institutions to better understand occupational roles and responsibilities across healthcare settings to build career ladders and ensure that healthcare providers have

the staff that they need to deliver the best care possible to patients in a culturally competent environment. They have participated in the regional plan and have identified priority careers within the sector.

STEM Initiative

The primary challenge facing the Massachusetts innovation economy is sourcing a qualified and skilled workforce. There are more open jobs in STEM fields than there are employees to fill them, and this challenge will only grow as a large portion of the workforce prepares to retire without a sustainable number of qualified replacements.

The MassHire Boston and Metro North Workforce Boards convene the Metro Boston STEM Network to unify regional efforts focused on science, technology, engineering, and math, while strengthening overall alignment with industry and early education, K-12, higher education, and the workforce systems.

Historically, the networks operated separately, but have recently come together to more efficiently and effectively advance the goals of the Governor's STEM Advisory Council to strengthen the Commonwealth's pipeline of STEM skilled workers. The network is focused on the following priorities:

- Expand Work-Based Learning Programs
- Expand STEM early college and career pathways
- Broaden and deepen computer science and engineering initiatives
- Focus on the important role out-of-school time plays in stimulating STEM interest and proficiency.

Greater Boston IT Convening

The Workforce Board manages an IT/Tech collaborative comprised of leading technology and IT professionals. The collaborative focuses on the talent supply pipeline and the issues employers experience in finding workers. The collaborative builds a broader awareness in the high schools through a pilot of Tech Apprentice Signal Success curriculum and Tech Apprentice summer jobs. The TechHire Advisory Group worked with the Greater Boston Regional planning group to review the LMI and helped prioritize the jobs/careers for the 3-year regional plan. The PIC is exploring registered apprenticeships with key employers.

Small Business Development

The City of Boston has a Small Business Development Office (SBDO) that provides all small businesses owners and entrepreneurs with the tools and guidance to successfully start, grow, and build a business in Boston. The office provides support to through technical assistance, ownership help and storefront improvements. The SBDO is responsible for assisting and permitting the growing number of food trucks doing business in Boston.

Boston Main Streets is a network of 20 Main Streets Organizations that use a comprehensive revitalization approach to create, build, and sustain healthy commercial districts. Started in 1983, there are now 91 businesses and more than 500 employees engaged in the Main Streets initiative.

b. To serve agricultural businesses and how you intend to improve those services

While there is no significant agricultural business in the City of Boston the MassHire Workforce Board (MWB) assures that the local MassHire Career Center(s) (MCC) Operators will ensure (in accordance with all relevant Federal and State policies and procedures that Migrant and Seasonal Farm Workers (MSFWs) will receive the full array of workforce development services, benefits and protections in a non-discriminatory manner and that the services provided to MSFWs will be “qualitatively equivalent” and “quantitatively proportionate” to the services provided to other jobseekers. See Section B.12

c. To support a local workforce development system that meets the needs of businesses in your area;

See response Section B.3.i

d. To better coordinate workforce development programs and economic development

The Boston Workforce Board and the Office of Workforce Development coordinates closely with the Mayor’s Office of Economic Development to meet and adapt to the evolving needs of current and future employers. Employers are attracted to Boston in part because our workforce has some of the highest levels of educational attainment in the country, with nearly half (47.4%)¹ holding a bachelor’s degree or higher. As a system, we focus on developing the talents and credentials of, and training opportunities for, the remainder of the workforce. Our offices of Workforce Development and Economic Development collaborate on research and initiatives to tap into this considerable talent pool. The Mayor’s Office of Economic Development is represented on the MassHire Boston Workforce Subcommittee and the MH Board. They are deeply involved in the distribution and monitoring of WIOA and other training investments and helps to shape MassHire Boston’s sector-specific strategies (for example in healthcare and technology).

¹ <https://www.census.gov/quickfacts/fact/table/bostoncitymassachusetts/IPE120219>

- e. To strengthen linkages between the Career Center delivery system and unemployment insurance programs;*

Residents have easy access to the unemployment office, as there are two in Boston: one at central office in the Hurley Building (the Reemployment Office), and inside the MassHire Downtown Career Center. Both career centers have staff trained to assist with DUA claims. The Reemployment Services and Eligibility Assessment (RESEA) program for unemployment recipients serves over 7500 claimants each year through both centers. Each center has a UA liaison who are trained to triage services and elevate them to UA staff as needed.

- f. Describe how your Board coordinates workforce investment activities carried out in the local area with statewide Rapid Response activities.*

The Board and Career Centers review the reports of Rapid Response activity to prepare for the influx of local workers and to find appropriate referrals for the employees impacted. Career centers employer relations staff will coordinate hiring events, including job fairs, with the skills of the separated workers. The Board uses these reports and other labor market information to drive initiatives that are responsive to industry needs. Examples of responsive programming includes increasing ESL availability, vocational training and job readiness activities.

- g. Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses*

Boston career centers have developed a demand driven employer engagement strategy that offers an extensive network of employers who understand the value of career centers to their business. Business service staff from both centers are involved in statewide employer business strategies including Governor Baker's Recruitment Solutions Initiative (RSI). RSI is a standardized model for specialized and targeted recruitment assistance for businesses who have contacted the Governor's office, EOLWD, State Workforce Board, Regional Workforce Boards, MassHire Department of Career Services/Rapid Response Team, or other state partners with a request for assistance with candidate recruitment and hiring.

It is the responsibility of the MassHire Department of Career Services (MDCS) Rapid Response (RR) Coordinator to make initial contact and offer onsite services prior to business layoff/closings and to formally (Workforce Delivery Area Notice – WDA) or informally (under 50 employees - email) notify the MassHire Boston Workforce Board and the MassHire Boston Career Center(s). The MDCS Rapid Response Team utilizes the MassHire BizWorks Program to partner and collaborate with a range of organizations that can help identify and avert potential layoffs. These partnerships include, but are not limited to: Massachusetts Office of Business

Development (MOBD), the U.S. Department of Labor Trade Adjustment Assistance (TAA) for Firms and the Department of Unemployment Assistance (DUA) Incumbent Worker Training and WorkShare Programs. Demographic information is gathered at all downsizing companies to inform appropriate layoff services as well as any action the state may be able to take to assist in the aversion of the layoff. Through job matching and on-site job fairs, MDCS Rapid Response also works with affected employees to assist with transition either to a different job with the same employer or to a new job with a different employer while experiencing minimal or no unemployment.

The local area informs MDCS Rapid Response of any layoffs/closings that are known, and Rapid Response will make the appropriate arrangements, providing the MassHire Career Center (MCC) and the Board with subsequent information as needed. The MDCS Rapid Response Team complies with the Federal Notification Process – Worker Adjustment and Retraining Notification Act (WARN) to inform the Board who then notifies the Chief Elected Officials of the layoff or plant closing. Rapid Response activities are then initiated by the MDCS Rapid Response Coordinator (on staff at the MassHire Career Center) and coordinated with the Mass Hire Boston Workforce Board and the MassHire Boston Career Centers. MDCS Rapid Response Coordinator will schedule a meeting with the employer and provide information regarding initial employer contact, date of layoff, assist affected dislocated workers, investigate possible layoff aversion strategies, determine labor union involvement, provide company with services and request the scheduling of on-site company meetings.

MDCS Rapid Response staff and MassHire Career Center staff attend the Regional MassHire BizWorks meetings as well as BizWorks committee meetings, where information and best practices are shared regarding regional layoffs, recruitments, and closings. MDCS Rapid Response and MassHire Career Center staff host Regional MassHire BizWorks meetings that include other MassHire BizWorks partner state agencies who serve the business community.

MassHire BizWorks marketing and training materials are disseminated to MassHire Operations Managers, Business Service Representatives, MassHire Partner Agencies and businesses in the local areas. Once notified by MDCS Rapid Response of an upcoming layoff, a plan is implemented and coordinated among the MassHire Board, the MassHire Career Centers (MCC) and MassHire Rapid Response. The plan may include information/registration sessions at the career center, methods of outreach, listings of impacted persons to contact, and specifics on grant resources available (TRADE, NDWG) and time frames. In addition, the RR team informs the dislocated worker of the process for UI claim, Section 30, severance packages, job search workshops, educational or vocational training caps, and services available at the MCC. The MDCS Rapid Response Team coordinates the gathering of demographics, enters the MOSES & TRADE data entry

information obtained from dislocated workers at employee meetings and provides guidance to the employer and/or employees on how to file a TRADE Petition, if applicable.

The MassHire Boston Workforce Board coordinates National Dislocated Worker Grant (NDWG) requests with the Regional Rapid Response Coordinator and the MassHire Department of Career Services Policy and Program Operations Unit.

- h. Describe implementation of any initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional businesses.*

The Boston Workforce Board has strong employer partners who set the direction for workforce engagement through sector convening and representation on the workforce board. We partner with employers to meet their recruitment, placement and upskilling needs. Both career centers have agreements with local community colleges to recruit and support jobseekers for **Rapid Reemployment** -new investments to support our state's recovery through the Partnerships for Recovery Plan announced by the Baker-Polito Administration in October 2020. The Board and Career Centers are engaged in **the Career Technical Initiative** (CTI) bringing the resources of our vocational and technical schools to a wider audience of job seekers. The Board has invested in healthcare opportunities through funding from Commonwealth Corp to develop a regional hub for healthcare careers and expand training opportunities in patient care and community health workers.

(4) Please provide a description of how your Board:

- a. Coordinates local workforce investment activities with regional economic development activities.**
- b. Promotes entrepreneurial skills training and microenterprise services.**

The Board will coordinate local activities with regional economic development activities through a commitment to continuous communication with our partners, and an agreed upon shared measurement system. With funding from EOLWD, the Boston board will staff the regional planning initiative with a project manager. Following the multi-year work plan, the project manager has designed a data dashboard to establish baselines and shared targets for each goal.

The MassHire Workforce Board, as part of the regional planning initiative, committed to the following mutually reinforcing activities:

- Focus Youth Works (publicly-funded internships) and connecting activities (employer-paid internships) on jobs in chosen sectors/occupations and career awareness activities
- Embed these goals and strategies into existing health care and technology industry initiatives
- Focus funds under control of WDBs on chosen sector jobs (i.e. ITAs – Training vouchers)
- Increase access to ESOL for adult learners

Microenterprise is a The Board supports small and micro-business through the Mayor’s Small Business Development Center. The center offers training, access to loan funds, and technical assistance to entrepreneurs in Boston. Career centers make referrals to the SBDC for jobseekers for whom self-employment is a viable option.

(5) Please describe the MassHire Career Center system in your area, including:

a. How the Board ensures the continuous improvement of eligible providers and that such providers will meet the employment needs of local businesses, workers and job seekers.

Career centers offer extended evening hours to provide access to customers who cannot visit during regular working hours. Through Training Pro, customers receive their career center membership number and can schedule workshops. Career center websites offer the ability to register for programs and job fairs and contact the career center staff. Centers have enhanced their websites to offer webinars and workshops and are planning further expansion of programming using additional resources as MassHire.

The Board provides continuous oversight and monitoring of the local One-Stop career centers throughout the year.

Weekly: OWD, acting as fiscal agent, visits each career center weekly to review and approve the WIOA enrolment. The program manager examines eligibility documentation and MOSES data entry.

Bi-Monthly: Board convenes WIOA core partners and OSCC Directors to monitor partner engagement and OSCC performance on shared customers.

Monthly: The Board Workforce Development Director meets with the Career Center Directors to discuss operational issues and performance.

Quarterly: The Board reviews quarterly OSSCAR reports and presents dashboard reports for the Workforce Development Committee and the Workforce Development Board. These reports are shared with the OSCC directors at the monthly meeting.

Annually: The Board and fiscal agent monitors the OSCC each year as part of the charter review and certification process. Unlike other regions, Boston has operated under a competitive model since 1996. Although they are re-chartered every four years, each year the Board conducts a review that includes a review of the previous year activity, progress on goals to date, progress on four-year goals, and plans for the upcoming year. The process includes a site visit with staff and WDB members and ends with a vote to approve the continuation of the approved charter. Outstanding performance issues are addressed as conditions of the charter approval. As part of recertification, each center must comply with WIOA sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

The Board works closely with OWD to manage the outcomes and standards of training and education providers. Adult basic education and English for Speakers of Other Languages (ESOL) funding is competitively procured every five years and monitored annually by the Board, DESE, and OWD (see question B.13). The board has designated the Office of Workforce Development to manage the Eligible Training Provider List (ETPL) and review the consistency of the planned course/provider eligibility and approval in accordance with state and local performance criteria such as completion rate, entered employment rate, etc. The Board and OWD work with Department of Career Services to maintain the following standards:

- Completion Rate: 70%
- Entered Employment/Placement Rate: 60%
- TOP/Section 30 Only-Entered Employment/Placement Rate: 70%.
- Placement Wage: \$15.00/hr.

b. How the Board facilitates access to services provided through the MassHire Career Centers, including in remote areas, through the use of virtual services, technology and other means.

The Boston career center system consists of two comprehensive career centers, two access points, two financial opportunity centers, training and education providers, and a network of community-based organizations (CBO's). The Board, with OWD, oversees career centers chartering and the approval of training and education providers. This robust workforce network provides customers access to services in locations outside of the career centers. Access Points are sites where customers can enroll in the system and learn about the services available at the Comprehensive One-Stop Centers and other partner agencies. In Boston, we are

using access points to expand services to geographic area (Dorchester), and to a specific population (Homeless), to engage customers traditionally underserved by the comprehensive centers.

Career centers open to 7.00PM to provide additional evening hours each week for customers who are unable to access services during traditional hours. Utilization has declined in recent years and career centers are finding additional ways to augment services through virtual access. In 2020 COVID-19 forced the centers to close and staff were available by email and phone for remote services. The operators took the opportunity to upgrade services by developing new and innovative service delivery through virtual programming, on-line job fairs, a catalogue of virtual workshops, and individual appointments over zoom. Employers adapted quickly and numbers served were consistent with the previous year. As the career center reopen, we will maintain a level of virtual services to meet the needs of customers unable to access the centers during traditional hours.

- c. *How entities within the MassHire Career Center system, including Career Center Operators and Partners, ensure compliance with WIOA sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.*

Career centers are monitored annually for compliance with Americans Disability Act (See above B(5)a). The Board members include representation from the MA Rehabilitation Commission and all decision making is vetted in compliance with ADA. Both career centers are located with their operators, Morgan Memorial Goodwill Industries and Jewish Vocational Service, who are major providers of disability services in Greater Boston and who partner with the career centers to augment services to customers with disabilities.

- d. *The roles and resource contributions of your Partners – please describe how these relationships are sustained and kept productive.*

The WIOA partners' MOU guides the roles and resource contributions of your partners. Each partner has defined their commitment to service, shared costs and outcomes. We will review and renew the MOU every 3-years to ensure appropriate funding and delivery of services. State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services, the designated State Workforce Agency to issue the local allocations. The Board will ensure the local integrated budget includes all allocations.

- (6) *Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in your local area.***

The Career Centers, MassHire Boston Career Center (MHB) and MassHire Downtown Boston Career Center (MHDB) take a customer focused approach to assessments and use several tools to determine the best direction for the customer. There are three main entry points to the career center network – Career Center Seminar/Department of Unemployment Assistance, referral from a partner agency, and self-directed. At each point, the customer receives an orientation to the range of services available. Orientations are available daily in either group or individual format that includes enrollment on Job Quest and an initial assessment. Trained career center staff use a number of tools to provide a complete assessment of basic skills, work readiness, interests and aptitudes, occupational skills and supportive service needs. These include comprehensive assessment tools such as TORQ, Career Ready 101, O*Net, TORQ and a digital literacy assessment. The Career Center also uses TABE 9 to assess basic skills, especially for job seekers interested in training or additional education.

Career centers offer a wide array of WIOA funded programs for adult and dislocated workers. There is universal access to labor exchange services, self-directed services, guided career navigation, and access to education, training, and related workforce development services. Under WIOA, MassHire career centers provide 4 types of career services, basic, individualized, training, and follow-up.

Basic Career Services

- Determination of eligibility
- Outreach, intake and orientation
- Initial assessment
- Labor exchange services including
 - job search assistance;
 - job referral;
 - placement assistance for job seekers;
 - re-employment services to unemployment insurance claimants
- Referral to other programs within the WFD system
- Provision of LMI including job listings, skills needed, and information on in-demand occupations.
- Information on eligible training providers

Individualized Career Services

- Comprehensive and specialized assessments of the skill levels and service needs;
- Development of an individual employment plan;
- Group counseling;
- Individual counseling;
- Career planning;

- Short-term pre-vocational ;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- English language acquisition and integrated education and training programs.

Training Services

- Training services may be available to individuals who are determined appropriate for WIOA customers who are
 - unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through the career services described above;
 - be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
 - have the skills and qualifications to successfully participate in the selected program of training services;
- Who select programs of training services that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate;
- Are unable to obtain grant assistance from other sources to pay the cost of such training

Follow-Up Services

One-Stop Career Centers must provide follow-up services for up to 12 months after the first day of employment, as appropriate, including counseling regarding the workplace for participants in adult, or dislocated worker, workforce investment activities who are placed in unsubsidized employment.

(7) Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities. Please include an identification of successful models of such activities.

a. Please also provide a description of youth workforce investment activity coordination with the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind.

When applying for WIOA Youth funds applicants were asked to describe their program's current capacity to support youth with disabilities, especially hidden or non-apparent disabilities. Applicants were asked to include

the following questions into their program narrative: *What are your staffs' qualifications to serve this population? What is your current practice for identifying and addressing hidden disabilities? What, if any, kind of instructional or assistive technology do you have? If you do not have capacity to serve students with disabilities, what are your plans to do so going forward?* The answers provided were taken into consideration for the overall scoring of each proposal, which led funding decisions.

WIOA Title I Youth funded programs have developed strategies to support participants with an Individualized Educational Program (IEP) or an undisclosed learning disability. Strategies include: hiring licensed social workers to provide mental health counseling, providing professional development opportunities to staff on trauma-informed practices, integrating work-based learning approaches, and strengthening referrals to other resources. Funded programs are committed to continued improvement, and many are active members of Boston Special Education Transition Project or B-SET, an initiative of Massachusetts Advocates for Children. Their goal is to “increase employment, career, and independent living opportunities for Boston’s youth with disabilities”.

(8) *Please explain how the Board coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.*

The MassHire Boston Workforce Board (as the Boston PIC) is the local board and a school-to-career intermediary organization with the Boston Public Schools (BPS). Our collaboration with BPS dates back to the signing of the Boston Compact in 1982. The Board is relatively unique in its theory of action. Rather than choosing between policy development and practice in the field, we strive to create a balance and an interaction between policy and practice in its activities, staffing, and committee membership. This balance and interaction are accomplished through a set of organizational functions designed to coordinate secondary and postsecondary education programs and career pathways. The Board:

- **Convenes** multi-sector collaborations, such as the Youth Transitions Task Force, which focuses on high school dropout prevention and re-engagement, the Opportunity Youth Collaborative, focusing on 16 to 24-year old’s who neither in school nor employed, as well as the committees that help us to fulfil our WIOA Adult and Youth governance responsibilities. Within the convening space, the PIC also staffs sector initiatives in technology and health care, which bring together employers, educators, training organizations and local and state policymakers to address labor market challenges, such as training gaps.

- **Connects** individuals with education, training and employers, and connects industry with educational systems. The PIC brokers over 1,100 paid internships for BPS high school students at local employers each summer as part of the City of Boston’s Summer Jobs Campaign. In collaboration with the BPS, the PIC co-operates the Re-Engagement Center, a nationally recognized model for re-engaging former dropouts and off-track youth.
- **Measures** progress and success on key indicators such as high school dropout, college persistence and completion, and employment rates, in its role as a workforce board, conducts labor market research to help inform the development of new secondary and postsecondary career pathways.
- **Sustains** initiatives over time through leadership transitions and shifts in available funding to ensure continuity and coordination of services among partners.

We use our experiences as a practitioner as well as the latest education and labor market research insights to influence policy and systems change. As part of the Workforce Skills Cabinet’s Regional Planning initiative, the PIC collaborated with the Metro North and Metro South/West Workforce Development Boards, local secondary and postsecondary education institutions, and economic development partners on a regional labor market blueprint. The blueprint identifies priority occupations in health care and computer/ information technology fields that are in high demand but projected to be under-supplied in Greater Boston. Through this effort, the partners are working to increase secondary and postsecondary education and training capacity in these high demand fields and to ensure that under-represented populations can access these growing opportunities. The goal is to increase capacity in areas of strong labor market demand and to coordinate educational programs across the region to use resources efficiently and effectively.

(9) How does the Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please include a description of how other programs and services in your local area are leveraged to compliment workforce investment activities.

The Board, following the guidance of the WIOA issuance 100.08.106, may authorize needs-related transportation support for an eligible adult or dislocated worker enrolled in a training program or in individualized service. Customers co-enrolled with a partner WIOA agency are required to exhaust all resources before accessing WIOA Title 1 funds. The Board, together with the WIOA MOU partners will catalogue the resources available to Title 1 participants, including the process for application and any limitations on funds.

(10) What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and otherservices provided through the Career Center delivery system?

Boston is one of the three Massachusetts workforce regions that have a WIOA exemption for employment services (ES) funded by WP. Under this exemption, career centers receive WP funding directly and use non-merit-based staff provide ES services. This system means workflow is easier to design as it allows the career center to integrate services, and staff, to avoid duplication of service.

(11) How are career and training services, required under WIOA, provided to Migrant Seasonal Farm Workers (MSFWs) through the MassHire Career Centers?

The Boston Workforce Board assures that our career center Operators will, in accordance with all relevant Federal and State policies and procedures, ensure that Migrant and Seasonal Farm Workers receive the full array of workforce development services, benefits and protections in a non-discriminatory manner and that the services provided to MSFWs will be “qualitatively equivalent” and “quantitatively proportionate” to the services provided to other jobseekers.

The career center staff identifies and registers MSFWs and provides such customers with services and information including assessment of skill levels and abilities, career guidance, supportive services, job search workshops, referral to jobs or training as appropriate, workers’ rights and complaint system information. As well as, conduct appropriate follow-up with employers, applicants and other service providers; and report all relevant activities through Massachusetts One-Stop Employment System (MOSES) and any other ad-hoc required reports. MWB/MCCs will continue to integrate, coordinate, develop, and implement systems and strategies to better serve the agricultural community.

Career center staff assist customers who use the Resource Room, job order information; Internet based search engines, complaint system and any supportive services efficiently and effectively. Staff, using the MSFW Desk Aid, determines whether an applicant is a MSFW at the time the applicant completes application/registration (membership). Staff assist MSFW customers to review the application/registration for completeness/accuracy; Asks pertinent questions regarding demographics, employment history, education, skills and employment goals; Complete registration process in MOSES; Provides assistance to English Language Learners (ELL/LEP) customers; Provides information on services available through New England Farm Workers’ Council (NEFWC – WIOA Sec. 167 Grantee); Provides information on training services such as GED, ESL, and basic education available through MCC partners or other community based organizations; Provides assistance and information on how to apply for UI, if applicable; Provides information about health care, transportation,

local child care services as well as Massachusetts State and Federal labor laws and their enforcement and facilitates the resolution of “apparent violations” observed or uncovered by the career center staff or the State Outreach Worker.

Additionally, a Memorandum of Agreement (MOA) between MDCS and the NEFWC was established in PY’ 2016 to ensure that the goals of each agency are met while providing streamlined services to migrant and seasonal farmworkers. Specifically, the goal of the agreement is to eliminate duplicative services, which would otherwise be required to be provided by both agencies.

All career center staff is trained on how to administer services to MSFWs and their families by the MassHire Department of Career Services (MDCS), State Monitor Advocate (SMA). Career center management and staff are trained to ensure that the services provided to MSFWs (and their families) – are “qualitatively equivalent” and “quantitatively proportionate” to the services provided to other jobseekers and that all workforce development services, benefits and protections are received on an equitable and non- discriminatory basis.

Services Provided to Agricultural Employers through the MassHire Career Center System

To serve agricultural employers and improve services offered, the Board and the MassHire Career Centers has actively engaged in both trainings and business outreach in the agricultural sector. Providing services to Agricultural employers in Massachusetts is extremely important because they require a reliable workforce to ensure the products they grow and harvest reaches consumers at their best. To that end, the career centers provide many services to employers, including updating them on compliance with state and federal labor laws, posters, notices, etc. ensuring they have current information on services and opportunities.

The services offered to employers, in addition to referral of job seekers in response job openings, include matching job requirements with job seeker experience, skills and other characteristics, assisting employers with hard-to-fill job orders and other workforce development services and activities as needed. Additionally, a Memorandum of Agreement between MDCS and the Massachusetts Department of Public Health (MDPH) was established to ensure that the goals of each agency with respect to timely inspections of farm labor camps are met. Specifically, the agreement eliminates duplicative farm labor camp pre-occupancy and occupancy inspections, which would otherwise be required by both agencies.

When possible, Boston career centers will assist in providing agricultural employers with the domestic labor they need to succeed in this vital sector of the Massachusetts economy. The MA JobQuest online system provides employers the opportunity to post/place local job orders with the local MCC. Once the employer enters the information into

JobQuest, the job order becomes active on the MA Job Bank and visible to potential agricultural workers on the Internet.

(12) Please describe how the Board coordinates WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II. This description must include how the Board carries out the review of local applications submitted under title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232:

The Board will coordinate Title I adult education investments and Title II workforce development activities in four major ways:

- a) Coordinate with the Commonwealth's main operator of Title I funds, the Adult and Community Learning Services (ACLS) division of the Department of Elementary and Secondary Education (DESE) on the procurement and selection of Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) providers. Board staff and Mayor's Office of Workforce Development (OWD) assisted DESE in each phase of the last open and competitive funding cycle, including discussion of the allocation for Boston programs as a whole, serving on reading teams, and discussing with DESE who would be funded among Boston applicants
- b) Continue to work with DESE on evaluating Boston programs and providing technical assistance to Boston programs funded through Title I. OWD chairs and operates an ongoing meeting of DESE-funded Boston programs entitled the Boston Adult Literacy Initiative in collaboration with DESE. The ALI gives ABE directors an opportunity to share best practices, network and discuss issues with peers, identify resources from both the public workforce development system and the larger community, and clarify their understanding of DESE's priorities and policies. One of the main goals for the ALI is to further the integration of ABE programs into the public workforce system in the Boston region. OWD also participates in site visits to programs to identify possible areas of assistance needs.
- c) Work with DESE to implement the integration of ABE as a partner in the career center and workforce system. To date, this has included defining the shared customer between the ABE programs and the MassHire career centers and establishment of the state's only full-time career navigator position. The Navigator serves as a facilitator for ABE students to enroll in and use the services of the career centers and for the centers to provide services and facilitate job development for ABE students who are job-ready, or ready to develop their job search skills. The selection of provider representatives from the ALI as the representatives of Adult Basic Education at a local level as career center WIOA partners has set up the potential for multiple providers' involvement in coordination of education and workforce development services for adult learners; especially when coupled with a dedicated staff person tasked with bridging the two worlds in Boston. Though we have much to learn in coordinating and aligning those services, these structural innovations position the region better to understand further the potential opportunities and limitations in coordinating the two.

d) Work with DESE to encourage the development and implementation of programming that combines workforce development and adult basic education. As we deepen our understanding of how the integration of adult basic education and workforce development can make a powerful synergy for learning, there is potential for more collaboration in the area of programming that combines basic education for adults and job training. The Boston Workforce Board, in partnership with ABE system leaders, is seeking opportunities to increase career opportunities for students through combined ABE and job training, apprenticeship models and articulation agreements with post-secondary education and vocational training providers. Finally, the Boston region seeks to develop stronger ties between ABE programs in the region and employers, especially where programs are able to provide candidates with the skills and interests to fill openings of partner companies.

(13) Please provide the name and contact information of your Fiscal Agent.

City of Boston	Economic Development and Industrial Corporation, D/b/a Boston Planning & Development Agency 43 Hawkins Street. Boston, MA 02114
Contact	Trinh Nguyen, Director

(14) Please describe the competitive process that is used to award the subgrants and contracts for WIOA title I activities.

Every four years the Board runs an open and competitive procurement process for career center services. The process begins with the board setting the priorities to guide the selection of a career center operator. The Board follows 2 CFR 200 Uniform Guidance Procurement Standards and awards contracts only to responsible applicants possessing the ability to perform successfully. Consideration is given to organizational integrity, compliance with public policy, past performance and financial and technical resources. A request for proposals is issued to a wide audience, posted on state and local web sites. The Board host a bidder's conference to present the RFP, outline the process, and explain the scoring and the award timeline. Members of the Workforce Board State agencies and interested partners are trained to read and score the proposals. Proposals are accepted up to a published deadline. A team of reviewers receives any proposals that contain all required documentation (budget, narrative, assurances etc.) Results are presented to the Workforce Board for approval. After a right to appeal time, successful vendors are notified of the option to contract.

The Adult and Dislocated Worker ITA process is outlined in Question 17

Every two years OWD, fiscal agent for the Board, runs an open and competitive procurement process for WIOA Title I Youth funds. In collaboration with the Workforce Development Board, OWD develops and releases the

Policy Principles that will guide the RFP development. After a public comment period, OWD holds a public Bidder's Conference to release the RFP and answer questions from those with an interest in submitting a proposal.

Internal and external reviewers are selected and oriented. After proposals are scored, reviewers discuss the strengths and weaknesses of each proposal's responsiveness to the request for proposal and its guiding Policy Principles. OWD and Board staff consider the priorities set in the Policy Principles, federal requirements, target population, and program model to make funding recommendations. Staff are intentional to fund a variety of programs that can meet the needs of young people at different points along their career pathway: high school equivalency credentials, bridge-to-college, career exploration, employment, and industry recognized post-secondary training. Recommendations are then presented to the MassHire Boston Youth Council and if approved, to the MassHire Boston Workforce Board for a final vote.

(15) Please provide the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the CareerCenter system in the local area.

The FY22 local performance goals are due on August 31 and will be linked to this plan once submitted.

(16) What are the actions and activities that support the MassHire Board's continued status as a high-performance workforce board?

The Boston Workforce Board maintains its certification as a high-performance workforce board through the continued alignment with the state workforce goals, participation in the Governors Skills Cabinet regional planning initiative, and a focus on a demand driven employer strategy. Since its inception in 2012, Boston has expanded the Boston Healthcare Careers Consortium, initially with the funds made available through the High Performing Board certification process, and more recently with the support of ***SkillWorks*** and other grants. The primary focus for the consortium is systemic alignment to ensure that residents have access to the education and training that will prepare them to take advantage of the career opportunities available in healthcare. The Board has expanded sector-organizing work in IT and Registered Apprenticeship Programs. *See section B.3.i for further detail*

a. *What trainings are applicable to Board members?*

The MassHire Boston Workforce Board meets three times a year, the executive committee meets four times a year, and the subcommittees (Youth and Workforce Development) each meet four times a year. Board members participate in both executive and subcommittees. These meetings are an opportunity to provide training and updates on topics relevant to the work of the committees and the operation of the board. Board members are apprised of all significant policy updates under WIOA such as priority of service, regional planning, and focus on out of school youth.

In the last year presentations included:

- Economic Conditions in Boston and Massachusetts
- Diversity, equity and inclusion: Dr. Maya Akbar
- Good Jobs First
- College completion and dropout – Coming Back to Class
- Regional Planning and regional LMI
- Expanding Apprenticeship programs

b. *How do business Board members contribute to workforce development in your region?*

The MassHire Boston Workforce Board is responsible for local strategic planning and policy development, in partnership with the Mayor’s Office of Workforce Development. The Board is also responsible for engaging employers in publicly funded workforce development activities and leveraging private sector investments in the emerging and entry-level workforce. The board members contribute to local workforce development in several ways:

- Board and committee membership: Board members provide leadership on the board sub-committees, youth and workforce development, and engage with the programs and providers we oversee. Committee members are an integral part of the career center chartering and certification process, reading proposals and conducting site visits.
- Local employer: Seventy-one percent of the Boston Workforce Board utilize services at the career services. The business, workforce and education members post open jobs, industry briefings, recruitments, applicant prescreening and applicant assessments
- Summer Jobs: Board members offer work experiences including internships and summer jobs. to thousands of youth each year

- Career exploration: members participate in events designed to expose high school students to the world of work. Students shadow professionals to gain a first-hand look at the skills and knowledge required to succeed in a career.

c. How does your Board support the business services in the career centers?

The Board promotes the services offered by the career centers in all promotional, outreach, and media events. Career centers events are posted on our website and through social media. Board members are encouraged to visit career centers and engage in business service events. Career centers are highlighted in the annual report each year with staff, employers, and customers recognized with awards. We connect all Board/PIC programs to career centers including the career coaches who work with community colleges and high school students in the school-to-career transition. They introduce the students and their families to the career center system. We chartered two Access Point centers to make career center services more accessible to populations who were traditionally underserved: individuals who are homeless, and those who cannot easily reach a career center.

d. To what extent does inter-/intra-Board collaboration result in positive outcomes for job-seekers and businesses?

The Board members are involved in all aspects of the MH Workforce Board operations and decision making. Members bring their professional experience to guide sub-committees (Youth, Workforce Development and Fiscal) and lead sector initiatives (IT and Healthcare). The Community Based Organizations provide a client perspective to all decision making and have helped guide the expansion through Access Points. Board members help recruit new members and engage experts in their fields to provide technical assistance when needed. Board members are a vital part of our performance management system from both quality and compliance perspectives.

(17) *How are the training services outlined in WIOA sec. 134 provided through the use of individual training accounts? If contracts for training services are or will be used, how is/will the use of such contracts be coordinated with the use of individual training accounts? How does the Board ensure informed customer choice in the selection of training programs regardless of how the training services are provided?*

The Board is responsible for the allocation and distribution of Title 1 training funds. Adult and dislocated worker funds are distributed as individual training accounts (ITA) while youth training services are competitively procured as group services.

Adult and Dislocated Worker

Training providers who are approved by the State as an eligible training provider must then make an application to the City of Boston to be accepted onto the Boston eligible training provider list. The Board, through the Workforce Development Committee, review the planned course/provider eligibility and add to the Boston ETPL.

Individuals who are interested in training must go to a career center for application and eligibility determination. The customer will meet with a career counselor and complete a comprehensive assessment that includes and English/Math TABE test. The onus is on the customer to provide substantial documentation that supports their ability to complete training and reenter the workforce. Career counselor's work with customers to choose the right training program based on labor market demand and the customers skills and interests. The customer will then research several programs offering the selected training and work with the customer to select the appropriate program and provider. When the application is complete, the counselor will submit the application to OWD staff for review and approval. This multi-layer process through the career center provides for ultimate customer choice as the customer is supported in the exploration of all available options.

(18) Please describe the local area strategy and service plans for utilization of the following work-based training models:

a. On-the-Job Training

There are no current OJT initiatives in place. The Board will work with employers who are interested in exploring OJT options.

b. Apprenticeship

The Board is interested in expanding Registered Apprenticeship Programs (RAP) for Boston residents. Both the board and the career centers support the recruitment and enrollment for Building Pathways – the city pre-apprenticeship program for the construction trades. We worked with EOLWD to develop non-traditional RAPs in technology with Apprenti – the first registered apprentice program in IT. Using our board members and IT consortium we have funding to expand this work. We are partnering with Public Consulting Group and Clark University on TechQuest, is a U.S. Department of Labor-funded national initiative that will provide

4,000 pre-apprenticeships and 1,000 information technology (IT) and IT-related apprenticeships to unemployed, underemployed, and incumbent workers over the next four years.

We have also partnered with Clark University on TechBoost a \$10 million award from the Department of Labor, Employment, and Training Administration's H-1B One Workforce Grant Program to help train the workforce of the future for jobs in critical industries such as information technology, advanced manufacturing, and transportation. Clark is the only educational institution in the Northeast that received one of these grants. The role of the workforce board is to assist promoting the model with employers and job seekers.

c. Incumbent Worker Training

No WIOA Incumbent worker training in Boston.

d. Work Experiences (paid or unpaid)

The workforce board believes that paid work experience cultivates aspiration and motivates people to persist and succeed. Therefore, we work to increase the integration of learning and work at all levels of education and career. In Boston's evolving knowledge-based economy, credentials and skills matter. Therefore, we strive to increase continuously the number of Boston youth and young adults who achieve academic milestones such as high school graduation, college enrollment, and postsecondary certification and degree attainment in areas of projected labor demand. A minimum of 20% of the local WIOA Title 1 youth funds expended by the competitively procured programs are for allowable work experiences.

e. Transitional jobs

Each year Boston, through its Youth Options Unlimited division, provides over 200 young people with subsidized work opportunities to develop their job readiness skills. This transitional employment is offered along a three-tiered continuum that allows young people to progress to increasing levels of reward and responsibility. Due to the COVID-19 pandemic, YOU Boston adapted their methods to suit a virtual service delivery model. YOU's adapted "Career Cohort" model guides youth through work readiness/career exploration curriculum. Youth are assigned to a cohort led by an industry professional in a variety of fields, including baking arts/pastry, graphic design and fashion design. Youth are paid \$13.50 per hour for participating and are eligible to become Peer Leaders, earning \$14.50 per hour with additional responsibilities and leadership development opportunities.

Moving into a period when public health restrictions are evolving, YOU is evaluating how to retain some aspects of virtual programming. One thing that has become clear is that all youth, regardless of their intended career field, require high levels of digital literacy. YOU has initiated a partnership with Tech Goes Home, a nonprofit dedicated to increasing digital literacy and closing the digital equity gap, to train staff and youth, access laptops, and plan future programming for justice-involved youth.

From 2018-2021, YOU Boston was a partner in the Compass Rose Collaborative, a DOL-funded initiative to improve employment outcomes for justice-involved youth and youth in reentry. With this funding, YOU Boston was able to provide job training and support services for 100 Boston-area youth between the ages of 18-24. Although the final 18 months of the grant were impacted by the COVID-19 pandemic and shutdown, an evaluation of the initiative found that the most successful interventions included significant wrap-around support with referrals (including housing, addiction treatment, etc.) and long-term investments in community partnerships.

Finally, the COVID-related pivot to remote service delivery led us to explore ways to leverage existing subsidized employment programs (especially the City's youth summer employment investments) to support post-secondary transitions for at-risk youth. In summer 2020, our summer employment partners were able to serve over 500 students with an innovative Learn and Earn program to pay students to take college courses for credit over the summer. Continuing into the 2020-2021 academic year, YOU Boston piloted two cohorts to serve youth currently or formerly experiencing homelessness with Learn and Earn programming, in partnership with several homeless services/housing providers. We will continue to evaluate these emerging models and explore partnerships that leverage subsidized job programming to advance youth in post-secondary education and training.

f. Online remediation tools (such as Work Keys Curriculum) for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies.

The pre-apprentice and registered apprenticeship programs do not use the Work Keys curriculum. However, the career centers offer the NCRC to measure job-seekers work ethic and discipline, basic skills abilities, and job-ready qualifications and provide remediation support.

(19) Please describe the process the Board uses, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have

input into the development of your local plan particularly for representatives of businesses, education, and labor organizations.

This plan will be posted to the websites of the MassHire Boston and the Mayor's Office of Workforce Development for 14 days. This information will be included in all Board social media and agency information. In addition, MassHire Boston will provide notice of the posting to WIOA partner organizations via email. At the conclusion of the 14-day comment period, any comments will be compiled and included with the local plan submission.

(20) *Describe progress made implementing and transitioning to an integrated, technology-enabled intake, referral, and case management information system for WIOA Partner Shared Customers.*

The Board will support career centers in the implementation of an integrated in-take and case management information system for our WIOA partners. Moving to a technology-based system will allow us to make more appropriate and efficient referral between members. As we move to this new system the WIOA partners are articulating the referral and case management requirements in the local MOU. Career centers are recording shared customer services in MOSES and are tracking the traffic within the network.

(21) *Please describe how the Board will implement the Virtual Career Pathway tool locally both for customers who can be wholly served by the Virtual Tool and those who will need to request personalized assistance.*

a. How will the Virtual Tool be used once total public access is restored?

Customers will have access to new tool through the career center websites with appointments available in person and virtually for customers

b. How will staff be assigned/deployed?

To be determined.

c. How will MassHire Board and Career Center leadership ensure that all staff are crossed trained to be part of process and ensure seamless customer service?

Career center charters require that all staff receive professional development opportunities. Career Center Directors will be responsible for selecting staff for initial training and to conduct peer-to-peer trainings for staff. The Board will require all staff to be trained within 90 days of release. Career Center

Directors will work with WIOA partners to cross-train staff and training will be reviewed in annual monitoring.

(22) Please describe the local policy and process that ensures priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E), § 680.600 and 100 DCS 18.101.1 (Attachment C).

POS for Veterans: <https://www.mass.gov/service-details/priority-of-service-for-veterans>

State Plan: <https://www.mass.gov/doc/fy2020-workforce-innovation-and-opportunity-act-wioa-massachusetts-combined-state-plan/download>

The Boston Workforce Board and career centers follow state policy (100 DCS 08-116) assuring career services and training services funded with Title I Adult Program funds will be given on a priority basis, regardless of funding levels, to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Individuals in the targeted groups are given priority over other individuals for receipt of individualized career services and training services funded by the Title I Adult program. Veterans within these groups receive priority over non-Veterans. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. With the exception of Veterans and eligible spouses, priority of service status does not apply to the Dislocated Worker or Youth populations.

Priority for individual career and training services are provided in the following order:

1. Veterans and eligible spouses who are recipients of public assistance, low-income, or basic skills deficient.
2. Individuals who are recipients of public assistance, low-income, or basic skills deficient.
3. Veterans and eligible spouses who are not recipients of public assistance, low-income, or basic skills deficient.
4. The Boston Workforce Board defined priority group (10%)
5. Individuals outside the WIOA priority group and the board's locally defined Adult Program priority group.

ATTACHMENT B

WIOA Local Four-Year Plan Signatories

Fiscal Years 2022 - 2025

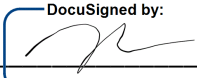
BOSTON

MassHire Workforce Board

This Local Four-Year Plan shall be fully executed as of the date of signatures below, and effective through June 30, 2025. The Plan may be amended or modified if agreed to by all parties.

Signature indicates acceptance of the Local Four-Year Plan.

Trinh Nguyen, Director, Mayor’s Office of Workforce Development

	10/14/2021
Designee of the Chief Official, Kim M. Janey, Mayor of the City of Boston	Date

Neil Sullivan, Executive Director, Boston Private Industry Council, Inc.

Designee of the MassHire Boston Workforce Board Chair, Kenneth C. Montgomery, First Vice-President and Chief Operating Officer, Federal Reserve Bank of Boston	Date
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Neil Sullivan, Executive Director, Boston Private Industry Council, Inc.

MassHire Boston Workforce Board Director	Date
--	------

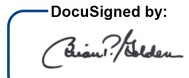
Michael Williams

MDCS Operations Manager	Date
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Maddrey Goode, Director

MassHire Boston Career Center Director	Date
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Brian P. Golden, Director, Economic Development and Industrial Corporation of Boston (EDIC)

	10/20/2021
MassHire Title I Fiscal Agent	Date

WIOA Local Four-Year Plan Signatories Fiscal Years 2022 - 2025

MassHire Boston Workforce Board

This Local Four-Year Plan shall be fully executed as of the date of signatures below, and effective through June 30, 2025. The Plan may be amended or modified if agreed to by all parties.

Signature indicates acceptance of the Local Four-Year Plan.

Typed Name: Mayor Kim Janey (Trinh Nguyen, Designee)

Attached DocuSign

Chief Elected Official (or Designee)

Date

Typed Name: Kenneth C. Montgomery (Neil Sullivan, Designee)



10-21-21

MassHire Workforce Board Chair (or Designee)

Date

Typed Name: Neil Sullivan

10-21-21

MassHire Workforce Board Director

Date

Typed Name: Maddrey Goode (MassHire Boston Career Center)

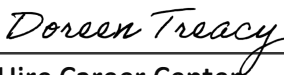


10/13/21

MassHire Career Center Director

Date

Typed Name: Doreen Tracey (MassHire Downtown Boston Career Center)



10/13/21

MassHire Career Center

Date

Director Typed Name:

Rosemary Alexander (Interim)

MDCS Operations Manager Typed

Date

Name: Brian Golden

attached docuSign

Title I Fiscal Agent

Date