

Attachment A



WIOA Local 4-Year Plan Template for Response

Please use this document as a template, responding to each of the questions listed within the document. This template aligns with the requirements of WIOA Sec. 108 for developing 4-year local plans. If information is contained in an attachment, please reference the attached document in the response space and label clearly to match the reference.

Additionally, given the priorities articulated in the regional workforce skills cabinet blueprints, we are interested in understanding how individual local areas address regional and state priorities. These questions are integrated throughout the strategic planning elements and 4-year local plan content sections as appropriate to allow for deeper insight into strategies that will be used to develop a skilled workforce.

Regional plan information may be used as applicable to the local area. However, local analysis that yields information that is not in the regional plan should be included in this response.

Responses should closely align with your area's Annual Plan, Regional Plan, Massachusetts Workforce Agenda (Attachment C) and the Massachusetts State Plan.

The four Focus Areas within the MA Workforce Agenda reinforce the MassHire State Workforce Board and the Healy-Driscoll Administration's vision and mission for an effective workforce system. For ease of reference, the Focus Areas are also included as an Addendum to this template.

1. Strategic Planning elements, including:

(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.
- III. As appropriate, your local area may use an existing analysis that is a timely current description of the regional economy to meet the requirements of this section.

Notes:

- Please include a description of infrastructure jobs such as clean energy, transportation, healthcare, education, and government.

- Local boards and chief elected officials in a planning region may address any local plan requirements through the regional plan where there is a shared regional responsibility. You may incorporate anything from your Regional Plan content as appropriate.

A regional analysis of economic conditions, existing and emerging in-demand industry sectors and occupations, and employment needs of businesses can be found in the Greater Boston Regional Planning Blueprint: https://masshireboston.org/wp-content/uploads/Greater-Boston-Regional-Blueprint-2024-V6_Final.pdf

The Regional Planning process identified Computer/Mathematical and Healthcare occupations as those needing prioritization. With a strong presence of hospitals and research institutions, the Metro North region has a consistent demand for healthcare professionals, including nurses, physicians, medical assistants, and healthcare administrators.

Professional and Scientific Services remain the second largest in terms of employment for the Metro North region. It has grown considerably over the past 16 years and is projected to grow over the next 10 years. Firms in these industries, specifically those that employ technology workers, will face challenges in finding talent to support future growth because of the labor supply, housing, and transportation issues referenced in this blueprint

In addition, MNWB has identified the following industries that were not prioritized but remain critical in the region:

- Hospitality
- Life sciences
- Construction
- Advanced manufacturing
- Finance
- Retail
- Creative economy

MNWB has also prioritized Science, Technology, Engineering, and Math (STEM), which is not an industry itself but is incorporated in many different industries and occupations.

The specific occupations that are in these industries fall under these 7 groups below:

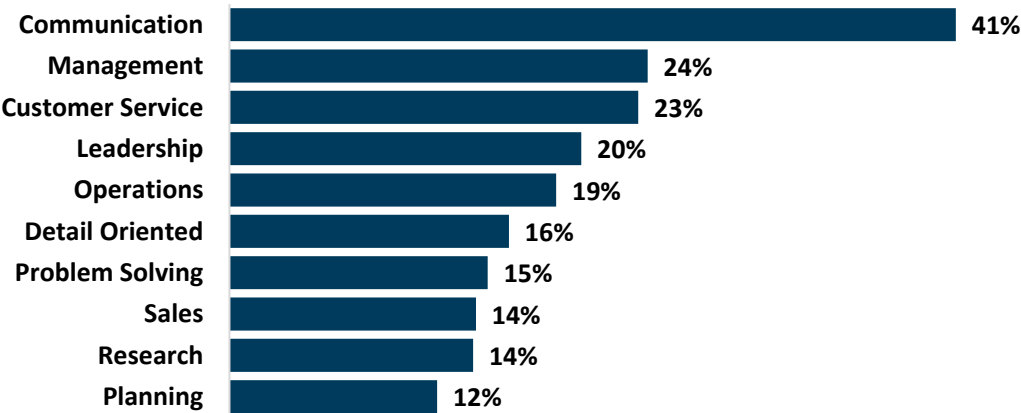
- Computer and Information Analysts (SOC: 15-1120)
- Health Technologists and Technicians (SOC: 29-2000)
- Software Developers and Programmers (SOC: 15-1130)
- Nursing, Psychiatric, and Home Health Aides (SOC: 31-1000)
- Database Administrators and Network Architects (SOC: 15-1140)
- Other Healthcare Support Occupations (SOC: 31-9000)
- Computer Support Specialists (SOC: 15-1150)

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

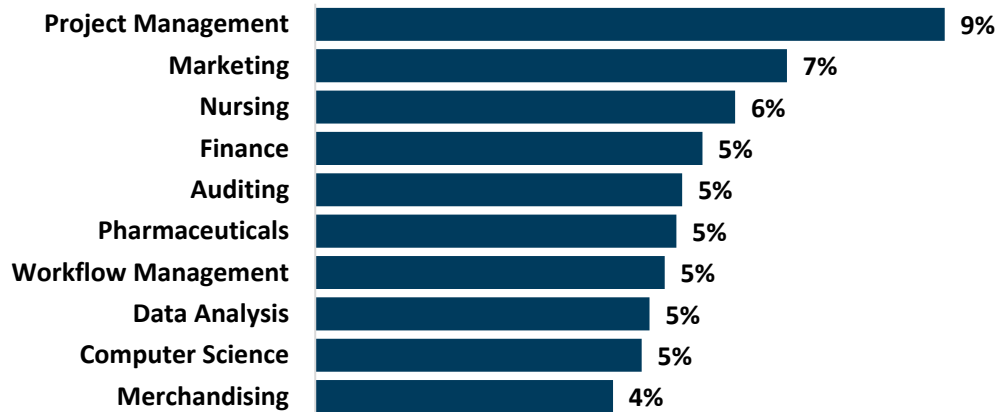
The following charts describe the most in-demand knowledge and skills of employers in the Metro North region according to Lightcast’s insights/jobs report. Reports were run May 22, 2025, for the past twelve months in the twenty cities and towns that comprise the Metro North region. Data presented are the top ten most requested skills for all industries in Metro North and specific prioritized industries.

All Industries-128,690 total job postings

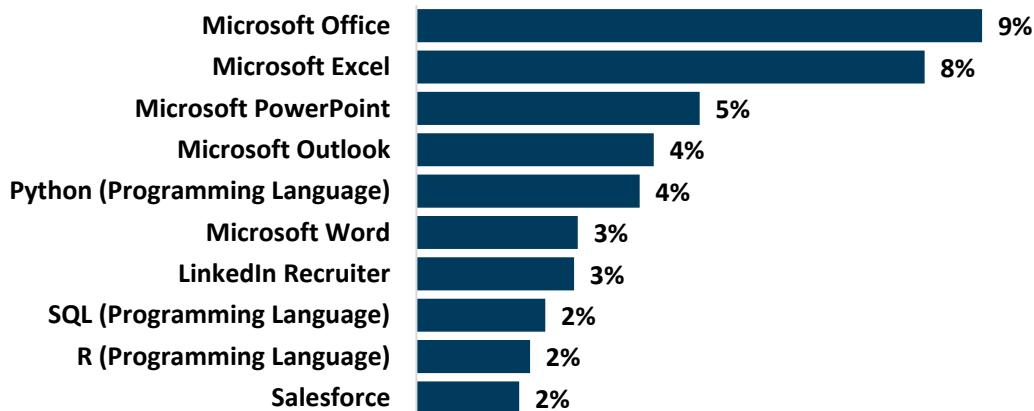
Common Skills: Skills that are prevalent across many different occupations and industries, including both personal attributes and learned skills. (e.g. “Communication” or “Microsoft Excel”). Also known as soft skills, human skills, and competencies.



Specialized Skills: Skills that are primarily required within a subset of occupations or equip one to perform a specific task (e.g. “NumPy” or “Hotel Management”). Also known as technical skills or hard skills.

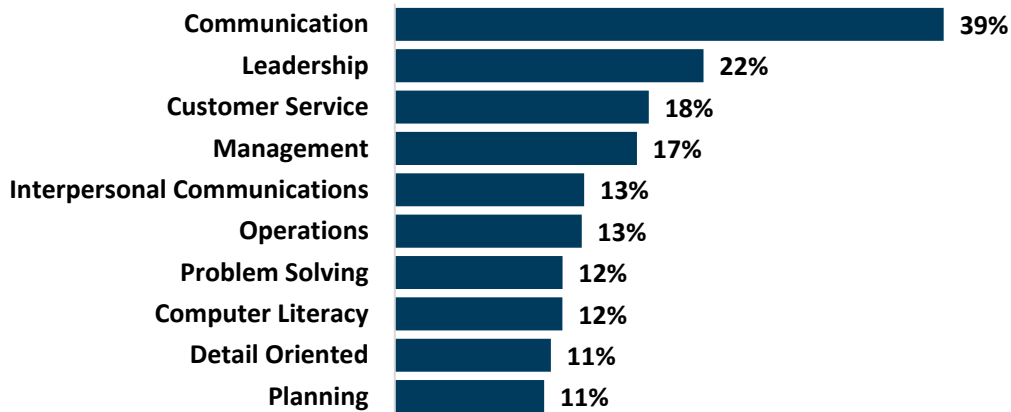


Software Skills: Any software tool or programming component used to help with a job (e.g. Python, Workday, AutoCAD, Microsoft Excel, React.js, Accounting Software, and 3D Modeling Software would all be considered “Software Skills”).

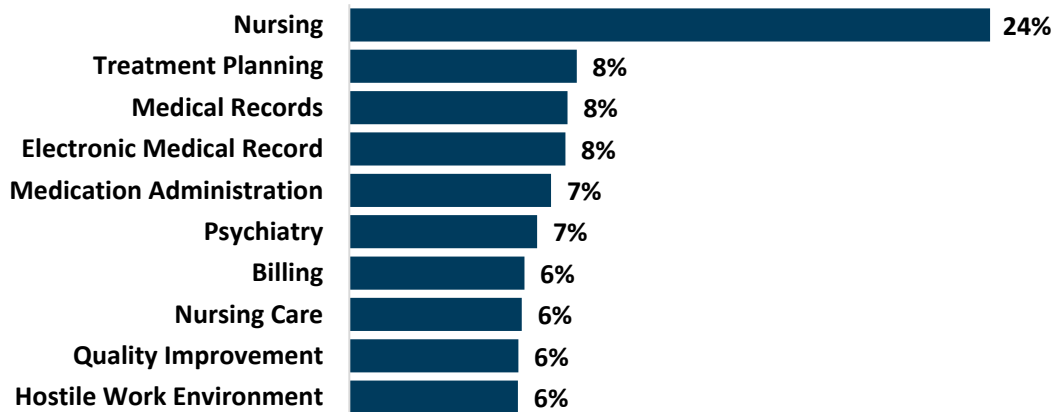


Health Care and Social Assistance-20,816 total job postings

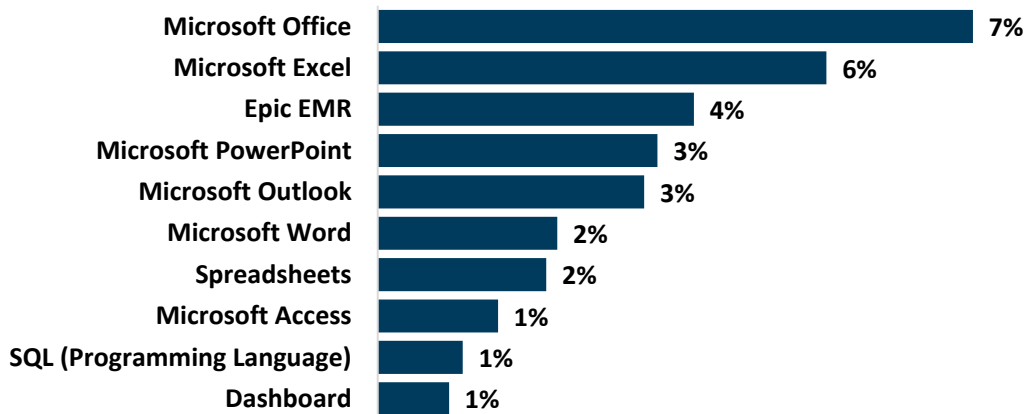
Common Skills



Specialized Skills



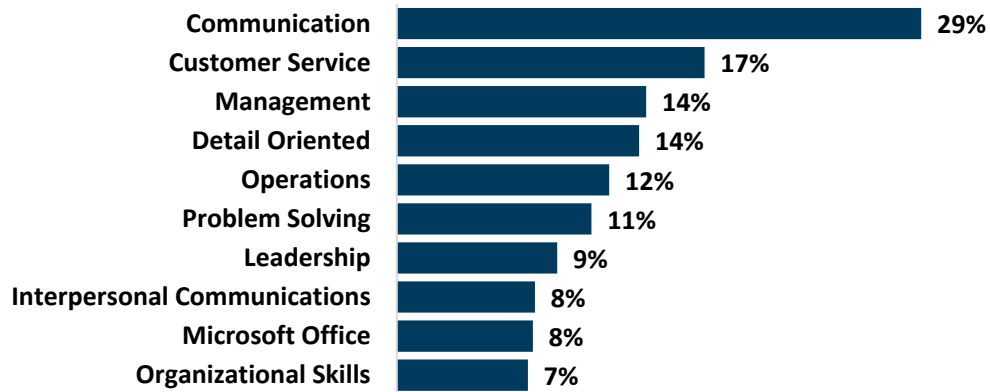
Software Skills



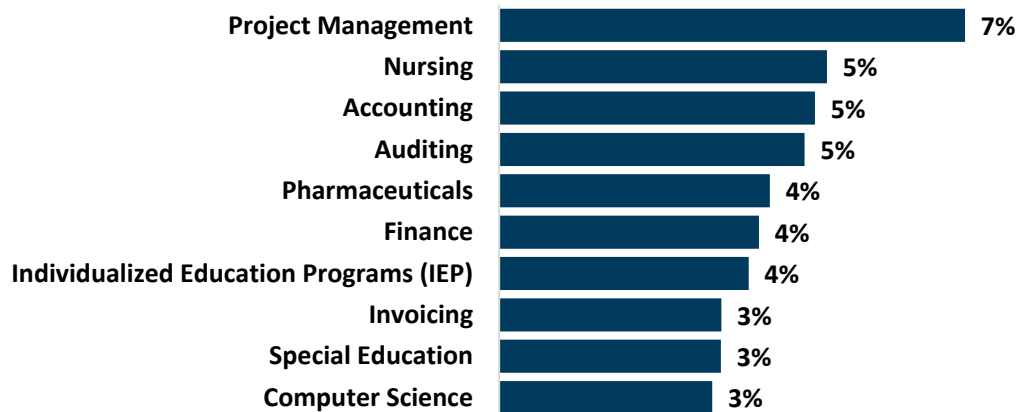
Administrative and Support and Waste Management and Remediation Services-16,079 total job

postings

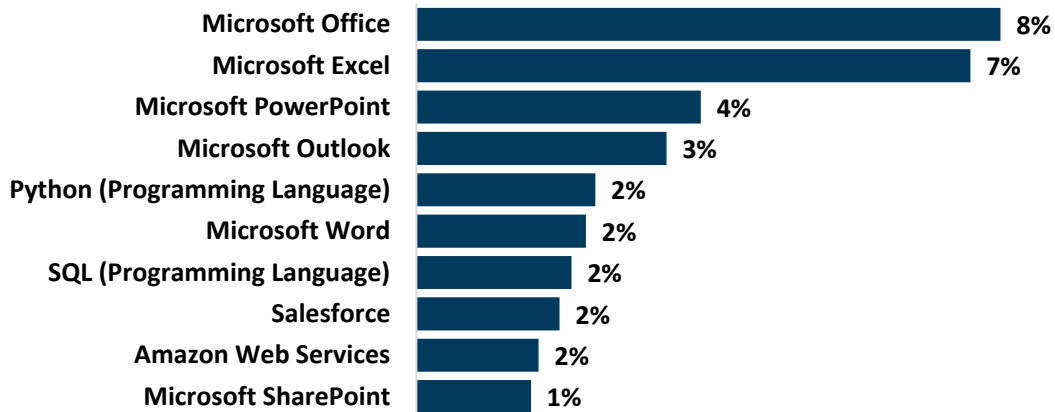
Common Skills



Specialized Skills

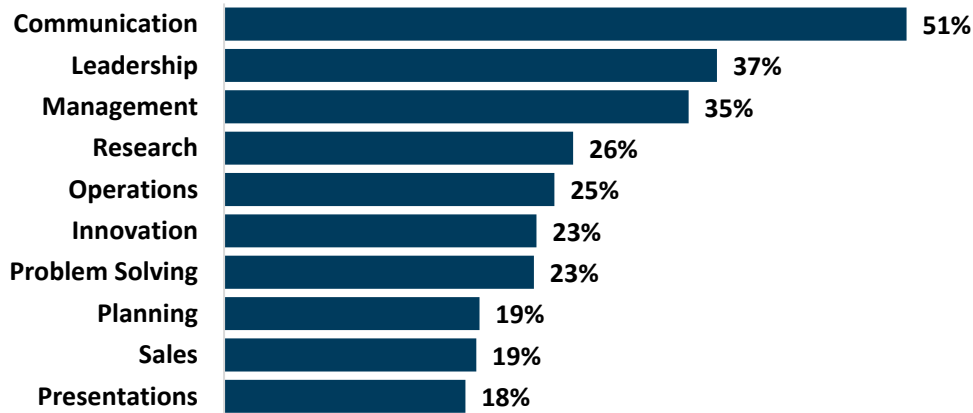


Software Skills

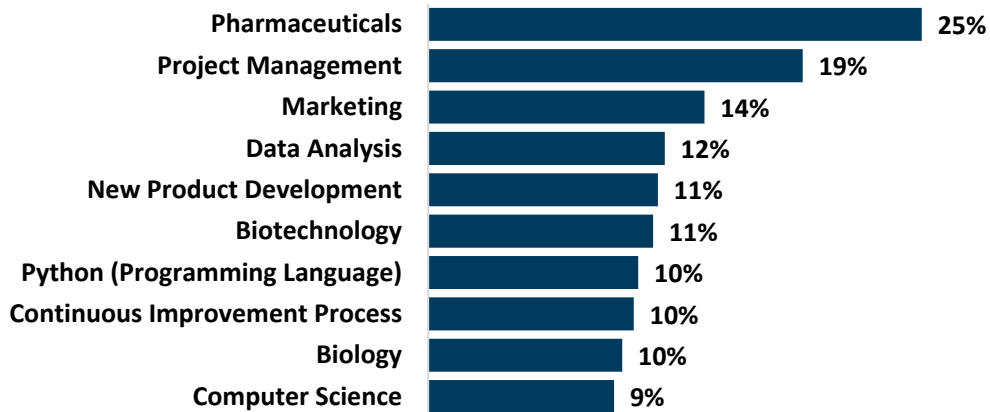


Manufacturing-11,939 total job postings

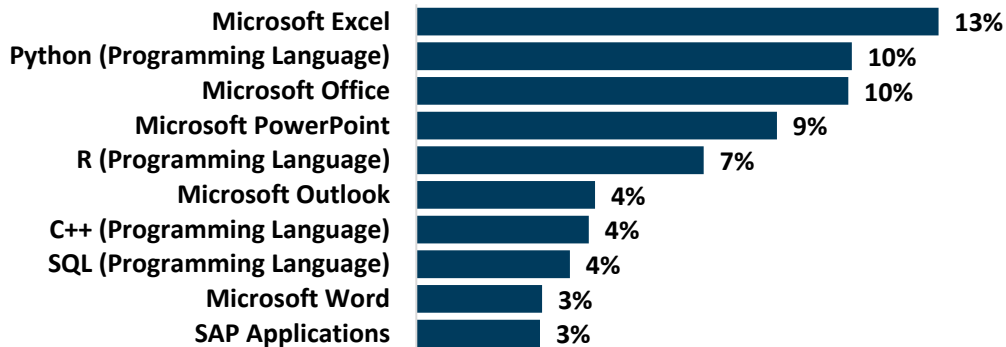
Common Skills



Specialized Skills

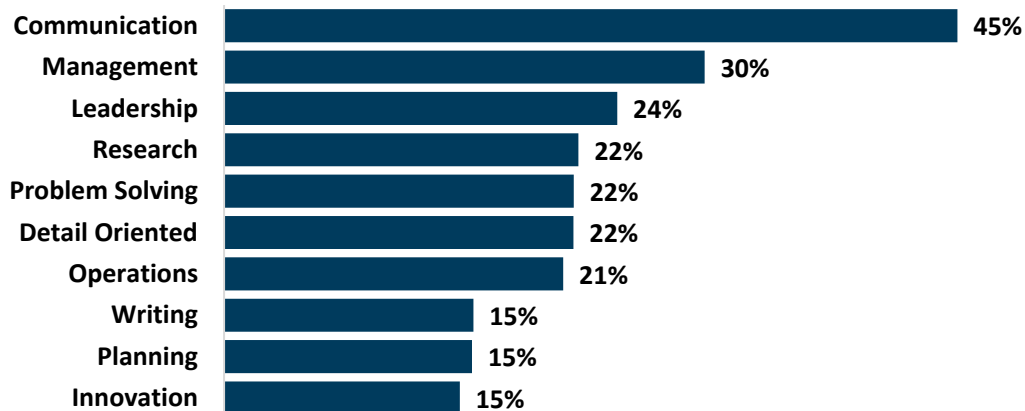


Software Skills

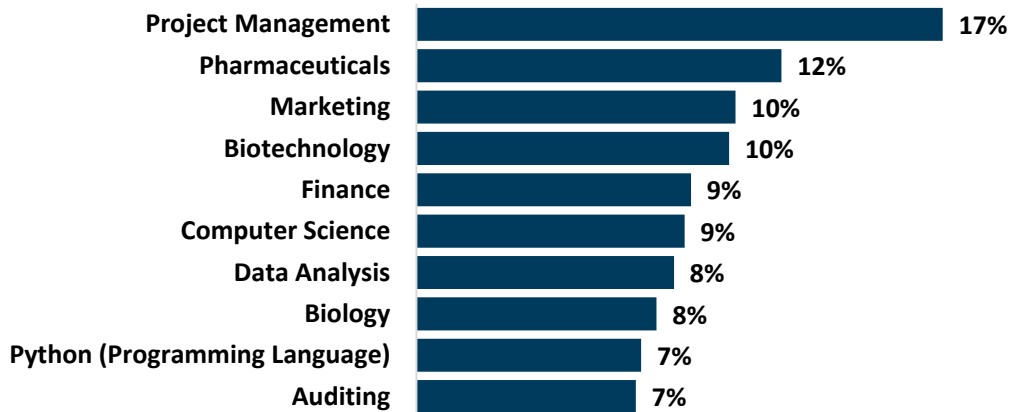


Professional and Technical Services-11,034 total job postings

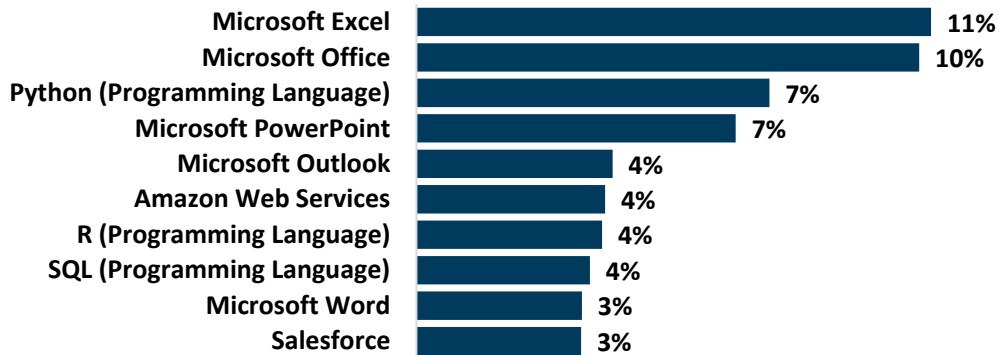
Common Skills



Specialized Skills

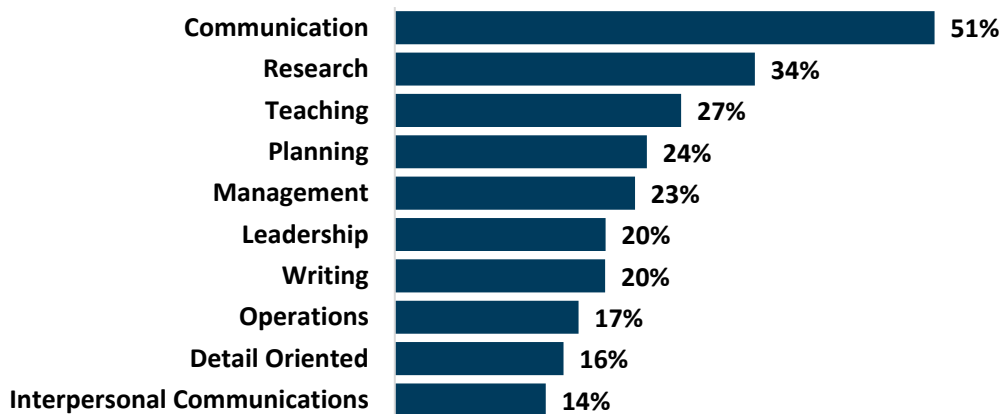


Software Skills

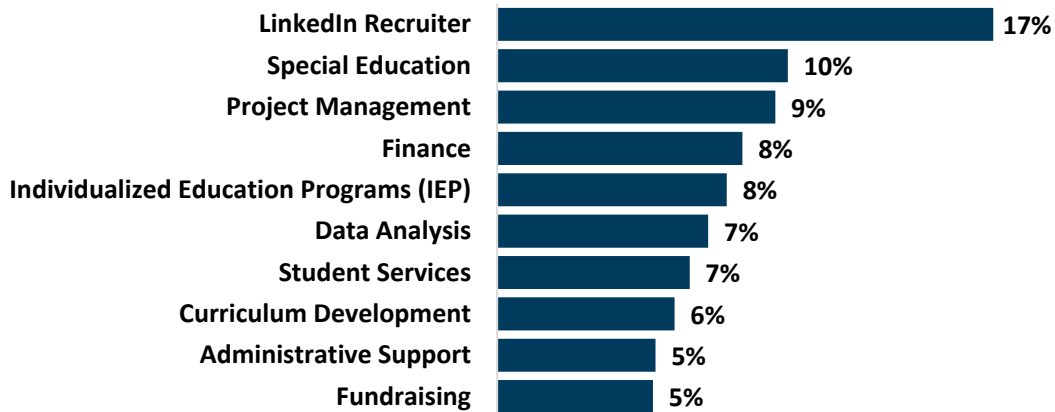


Educational Services-10,553 total job postings

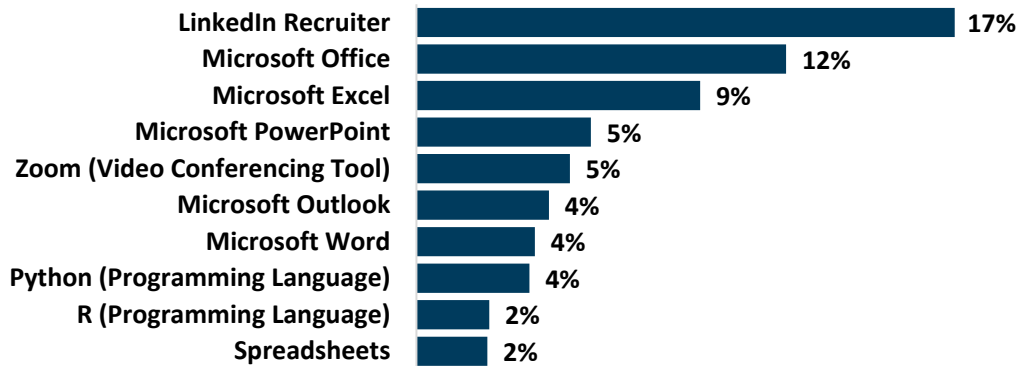
Common Skills



Specialized Skills

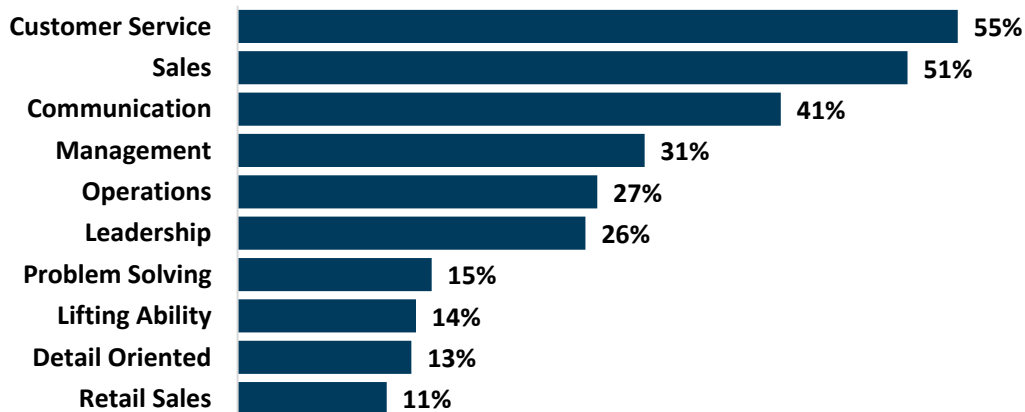


Software Skills

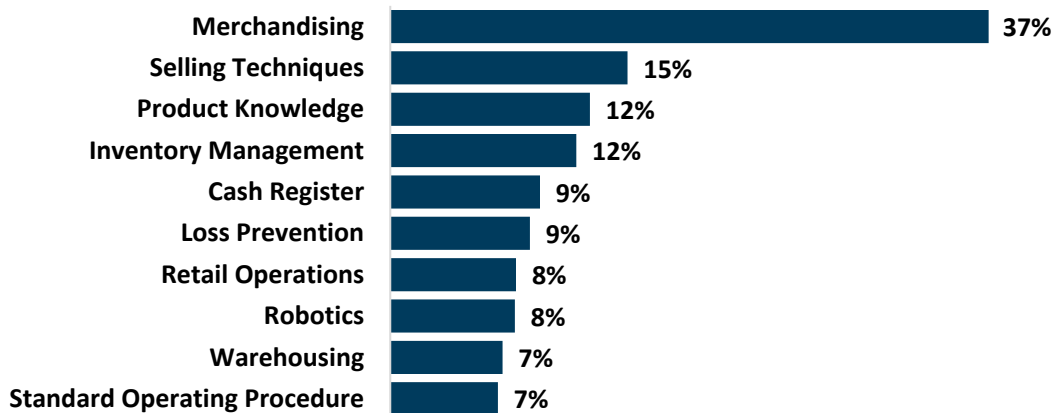


Retail Trade-9,234 total job postings

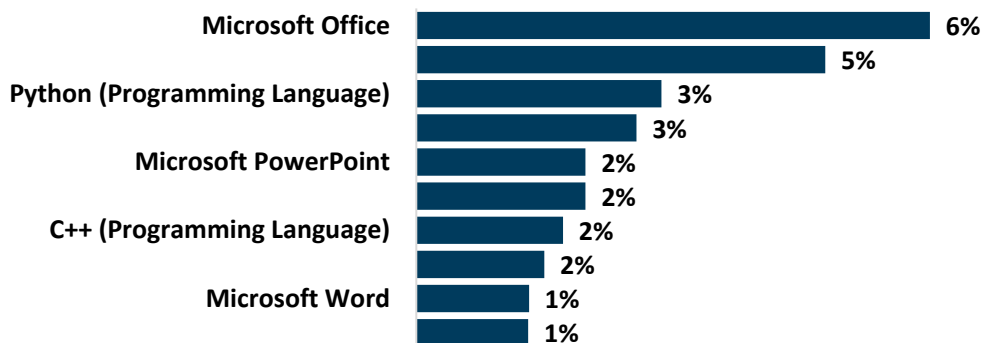
Common Skills



Specialized Skills



Software Skills



(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 employment.

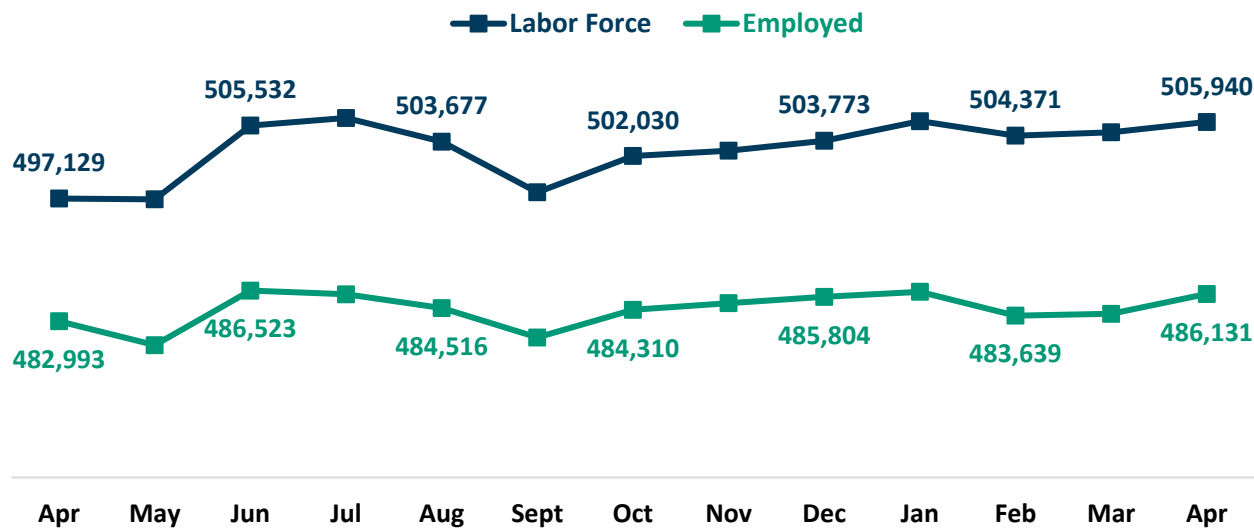
Please provide an analysis of workforce development activities, including education and training, in the local area.

This analysis must:

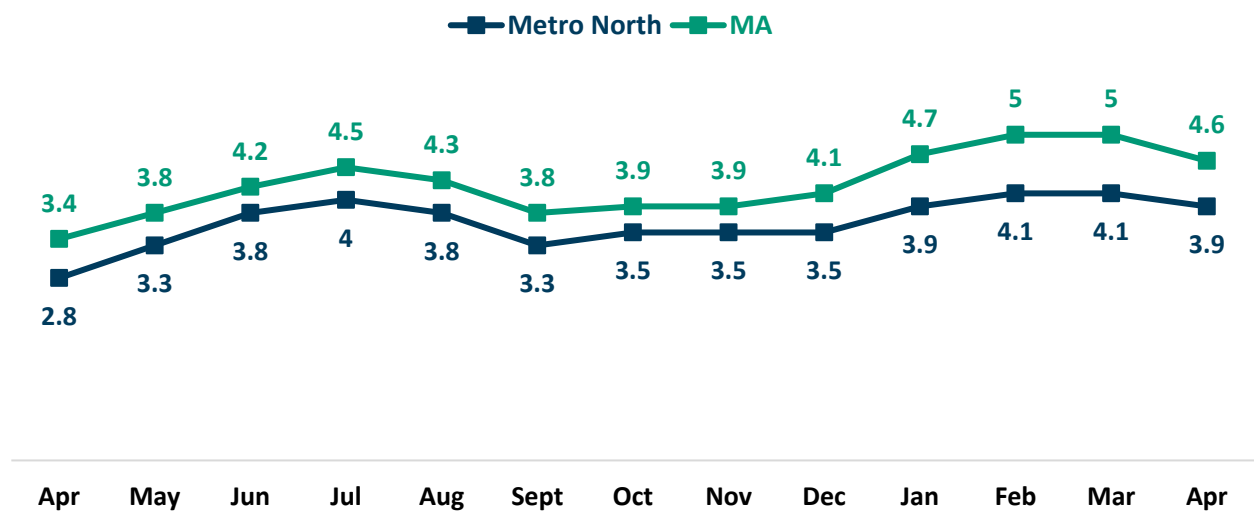
- a) include strengths and weaknesses of workforce development activities.
- b) address the capacity to provide workforce development activities around:
 - i. education and skill needs of the workforce;
 - ii. individuals with barriers to employment;
 - iii. employment needs of businesses.
- c) describe the local area's work with community colleges and Career Technical Initiatives, etc.

According to the Department of Economic Research, as of April 2025, the Metro North region had a labor force of 505,940 and an unemployment rate of 3.9%, compared to 4.6% statewide. The Metro North region’s unemployment rate has consistently been below the statewide rate.

Metro North Labor Force Participation Rate
April 2024-April 2025

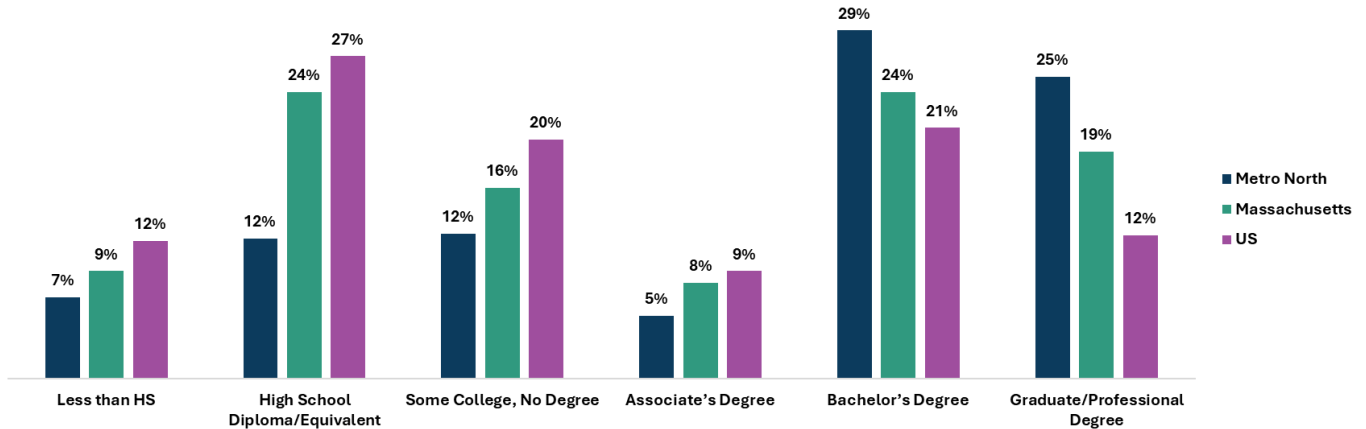


Unemployment Rate for Metro North and MA
April 2024-April 2025



In terms of educational attainment, the Metro North region is a highly educated region. The area has higher rates of residents with Bachelors and Graduate-level degrees and lower rates of residents with less than a bachelor’s as compared to the state and nation.

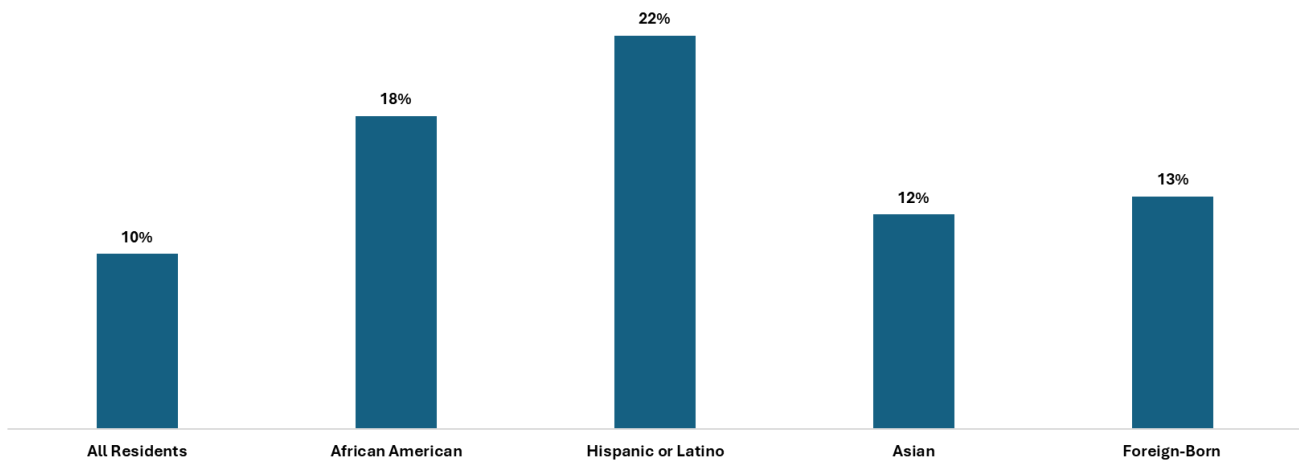
EDUCATIONAL ATTAINMENT PERCENTAGE OF RESIDENTS OVER AGE 25



Source: US Census Bureau, American Community Survey 2023 5-Year Estimate

While the Metro North region appears to have strong economic and labor market indicators, too many people are being left out of the strong regional economy. The poverty rate for African Americans and Latinos in the region is double the regional rate. Communities including Chelsea, Malden, Revere, Everett, Somerville, and Cambridge all have poverty rates higher than the Massachusetts rate, which is 10%. The median income in nearly half of Metro North's communities would not meet the living wage for a family of four.

POVERTY RATE METRO NORTH RESIDENTS

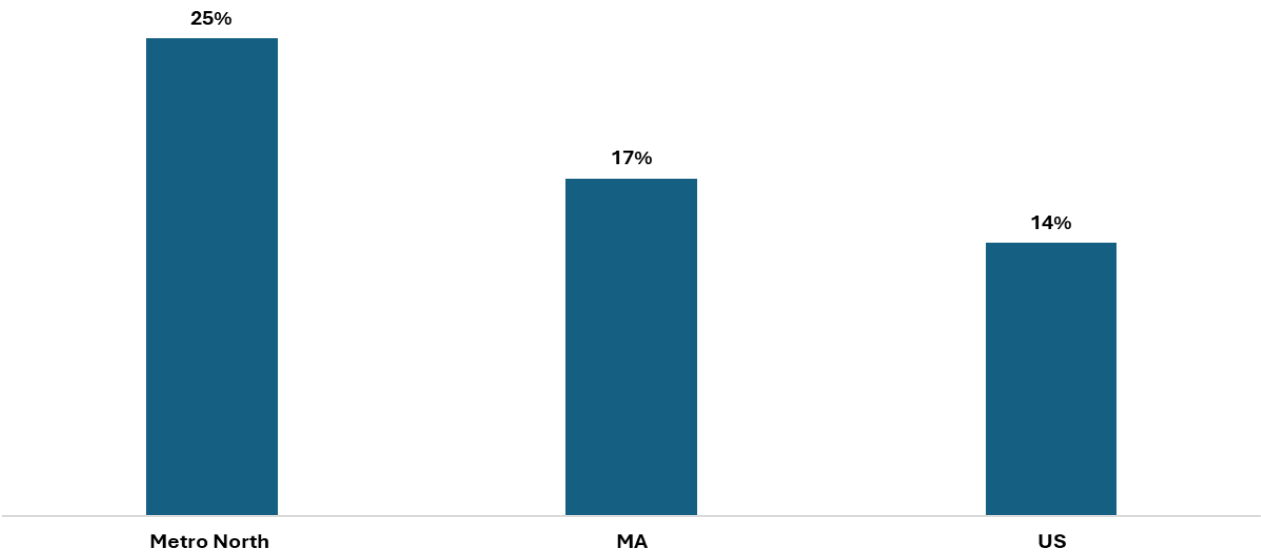


Source: US Census Bureau, American Community Survey 2023 5-Year Estimate

The Metro North region also has a significantly higher percentage of residents that are foreign-born and

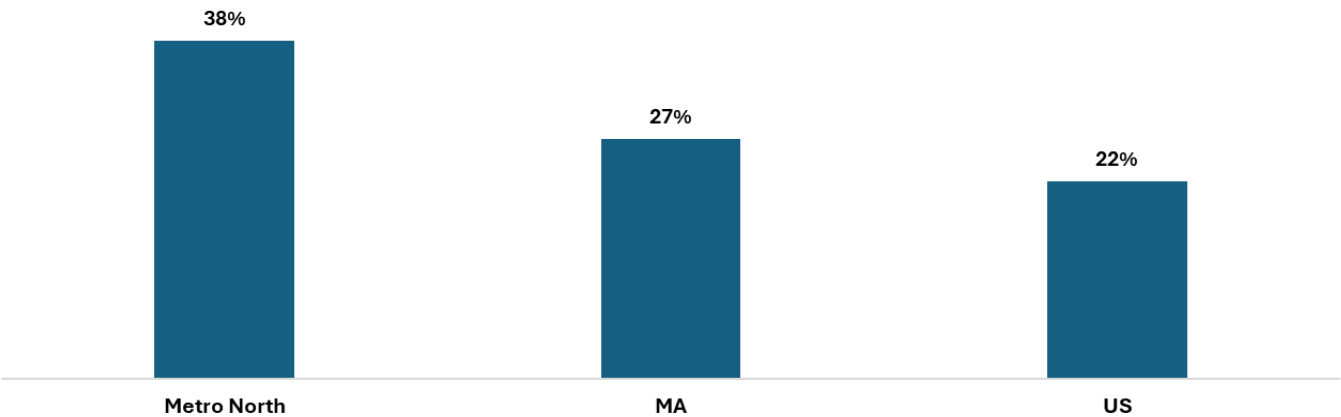
speak a language other than English at home.

PERCENTAGE OF RESIDENTS FOREIGN-BORN



Source: US Census Bureau, American Community Survey 2023 5-Year Estimate

PERCENTAGE OF RESIDENTS WHO SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME



Source: US Census Bureau, American Community Survey 2023 5-Year Estimate

The strengths of the workforce development system in Metro North include:

- Expanded variety of training programs for young adults enrolled under WIOA Youth program
- Set of local policies that maximize and enhance access to financial assistance and support services for the job seekers enrolled in WIOA Youth program
- Sector-based training initiatives in advanced manufacturing and professional scientific services
- Sector-based workforce development training program for digital navigators, device distribution, and the delivery of digital literacy courses that help reduce digital inequalities within the region
- Several career and technical education (CTE) facilities in the region that can be used as job training sites
- Continuance of policy to spend planned WIOA funding for occupational skills training
- Committed and involved Workforce Board membership
- Strong partnerships among training providers, community-based organizations, MOU WIOA partners, Career Centers, the Workforce Board, and businesses in targeted sector projects

The Metro North region recognizes the following areas as an opportunity for improvement:

- Expansion and development of on-the-job training opportunities for the job seekers to ensure that the training provided is available within Metro North
- Expansion of a list of Eligible Training Providers for WIOA Title I training
- Expansion of sector-based projects in priority industries- given the labor supply gaps described in the Greater Boston Regional Planning Blueprint, the region will need to significantly expand capacity to expand the pipeline of workers in IT/Tech and Healthcare.
- Integration of youth programs and services to maximize and promote timely access to available programs and ensure no-wrong door approach.
- Expansion of small entrepreneurship skills training programs that will lead to job creation, economic growth, and increase local business activities.
- Development of sector-based partnerships and training programs that will focus on employment support for young adults with disabilities

MNWB continues to take a leadership role in implementing a workforce development system in Metro North that meets the needs of job seekers and businesses. MNWB has developed and strengthened partnerships with job training providers, community-based organizations, community colleges, and businesses to continually make improvements to the system.

In recent years, new partnerships and initiatives in hospitality, as well as the region's continued involvement in the Northeast Advanced Manufacturing Consortium (NAMC), have provided blueprints for how the region's workforce development system can successfully meet the needs of job seekers and employers. In partnership with the City of Boston, MNWB leads a regional consortium focused on career pathways in the gaming industry and the hospitality sector generally. While Encore Boston Harbor and its workforce needs were the consortium's original focus, the initiative aims to serve the greater hospitality sector throughout Metro Boston. The consortium now funds ESOL classes and vocational training.

MNWB continues to expand partnerships with vocational schools and community colleges focusing on enhancement of training options in trade, healthcare and IT. In addition, while prioritizing healthcare and

professional and scientific services industries in the region, through collaboration with community colleges, the MNWB has expanded the variety of training pathways that lead to immediate employment and/or internship opportunities within Metro North.

MNWB looks to continue expanding the system's capacity, particularly in the priority industries outlined in the Greater Boston Regional Planning Blueprint.

(4) Please describe the MassHire board's strategic vision to support regional economic growth and economic self-sufficiency (*Please refer to the MA Workforce Agenda, Focus Area II for details*). Include goals for preparing an educated and skilled workforce (including youth, UI claimants, and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1). The primary indicators of performance include:

- a. Employment Rate Second Quarter After Exit: The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program.
- b. Employment Rate Fourth Quarter After Exit: The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.
- c. Median Earnings Second Quarter After Exit: Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.
- d. Credential Attainment: The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program.
- e. Measurable Skill Gain: The percentage of participants who, during a Program Year, are in education or training, and who achieve academic, technical, occupational, or other forms of progress towards such a credential or employment.

It is imperative and priority of MNWB that workforce strategies align with industry hiring demands expressed by employers today and projected by employers for future in-demand occupations across the whole region.

The MassHire Metro North Workforce Board (MNWB), incorporated in 1995 as the Metro North Regional Employment Board (REB), is a 501(c)(3) nonprofit organization that serves as the Workforce Development Board (WDB) for the Metro North region of Massachusetts. As one of sixteen local Workforce Development Boards established in Massachusetts by the Workforce Investment Act of 1998 and the Workforce Innovation and Opportunity Act (WIOA) of 2014, MNWB was formed to set local workforce policy, determine how state and federal funds are best used for workforce development, align the needs of employers to the needs of area residents, leverage partnerships to meet the region's workforce needs, and oversee the MassHire Metro North Career Centers (MNCC) where both job search and employer services are provided.

MassHire Metro North Workforce Board's vision is a thriving, inclusive, and resilient regional economy

where businesses and residents have equitable access to workforce development resources and to quality employment opportunities.

MassHire Metro North Workforce Board's mission is to develop partnerships, generate resources, and advocate for workforce solutions that result in a skilled workforce, prospering businesses, and equitable access to meaningful career pathways and quality employment for residents. Consistent with its vision, the MassHire Metro North Workforce Board (MNWB) Plan for Impact is its roadmap for addressing joblessness and creating quality career pathways in the Metro North region of greater Boston over the next five years.

This systemic approach requires breaking down the barriers both residents and businesses face in getting the workforce services they need. This means providing high-quality, result-oriented career services as well as addressing obstacles to accessing those services, such as transportation, childcare, technology, and language barriers. As part of its commitment to equity in access, MNWB will increase its focus on communities in greatest need and with some of the highest rates of joblessness.

The future goals MNWB are based on various key values and focus activities that include:

- Embrace the value of small businesses and entrepreneurship to support immigrants, youth, others to promote self-sufficiency and economic well being
- Enhance career pathways by integrating education, training, and employment resources with consistent involvement of region's employers.
- Expand career pathway and training programs for all youth
- Develop sector-based workforce strategies that align with all core partners
- Enhance collaboration with state and local partners and WIOA partner-agencies to ensure to promote program enhancements and ensure excellence in attainment of outcomes
- Enhance collaboration between employers and core partners to ensure businesses can meet their hiring needs and residents can attain their employment objectives.

(5) Considering the analysis described 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 (4) of this section.

MNWB continues working with all core partners and recognizes the important role of WIOA partners in carrying out the core programs under WIOA. MNWB will continue partnering with MNCC, vocational schools, community colleges, and businesses to deliver the right combination of support, training, and job placement for youth and adults. Where successful programs exist, MNWB will serve as a funder and source of information. In other cases, MNWB will convene and support coalitions of organizations in the workforce ecosystem. In all cases, MNWB will serve as a regional advocate, standing with its partners for policies and funding that support effective workforce solutions.

2. 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 area:

- a. Please list all programs included in your local workforce system such as Apprenticeship and ESOL.
 - Several WIOA ITA training providers offer ESOL in conjunction with occupational skills training:
 - ❖ YMCA of Greater Boston offers ESOL/Culinary program certificate
 - ❖ Quincy College offers ESOL/IT Fundamentals certificate program
 - ❖ Millennium Training Institute offers ESOL/IT Essentials
 - ESOL training is offered by various MOU WIOA Adult Basic Education partners (SCALE Somerville, Immigrant Learning Center (ILC), Intergenerational Language Program in Chelsea (ILP), Cambridge Community Learning Center, Bunker Hill Community College, and YMCA of Greater Boston)
 - In partnerships with IINE, MNWB offers Pre-Apprenticeship program in Facilities Maintenance or Construction and Trades (PACMAN).
 - MNWB is one of four workforce boards leading the Northeast Advanced Manufacturing Consortium (NAMC), a statewide leader in the development and implementation of apprenticeships in the manufacturing sector. Through a state grant, NAMC has expanded registered apprenticeships to dozens of manufacturers in Northeast Massachusetts and aims to expand the work statewide.
 - MNWB also stays up-to-date on apprenticeship developments in the IT/Tech and Healthcare sectors, the two priority industries in the Greater Boston Regional Planning Blueprint and two areas in which MNWB will coordinate with state supported efforts.

In addition, the following programs have signed MOU/contracts with the Metro North Workforce Board/Career Centers or operate out of the Workforce Board:

- MassAbility
- Massachusetts Commission for the Blind
- Department of Unemployment Assistance
- YouthBuild
- Operation Able (SCSEP)
- Adult Basic Education Partners (SCALE Somerville, Bunker Hill Community College, Chelsea Intergenerational Language Program, Immigrant Learning Center, Cambridge Community Center, YMCA of Greater Boston)
- STEM Network
- Pre-apprenticeship training in construction trades and facilities maintenance via CommCorp
- YouthWorks program providers
- B2Life program
- Veterans Program

- b. How your Board will support the strategies identified in the State Plan/MA Workforce Agenda 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. *Please refer to the MA Workforce Agenda, Focus Area IV for details regarding Workforce System Infrastructure.*

MNWB plans to continue building a collaborative workforce system to support key goals and strategies outlined in Massachusetts' Workforce Agenda and WIOA State Plan. MNWB will work with entities carrying out core programs and other workforce development programs in the following ways:

- Oversight of the MOU with core partners- MNWB will continue to convene core partners and oversee the implementation of the MOU. MNWB convenes quarterly MOU partner meetings and works closely with the Metro North Career Centers to implement strategies to effectively serve shared customers and ensure access to business and employment resources for all partners.
- Track and evaluate the outcomes for individuals who are served through this MOU and who face various barriers to employment.
- Convene and facilitate industry consortia and Board subcommittees- MNWB will continue to play an active convener and facilitator role in the Metro North region. Industry consortia and Board subcommittees will continue to meet regularly and engage a variety of stakeholders in the region's workforce development system to support service alignment.
- Development of partnerships and collaborations- Partnership development is a key element of MNWB's strategy for meeting its mission, vision, and goals. MNWB will continue to build and develop partnerships to ensure a coordinated service delivery strategy in Metro North.
- Coordination and integration of youth programs, including Perkins-authorized programs- MNWB directly administers WIOA Youth Framework services, Connecting Activities, and YouthWorks programs. This structure allows MNWB to coordinate youth services across different grants. A key component of youth services includes supporting the region's Perkins-authorized programs, both existing and new.

(2) Please describe how your Board will work with entities carrying out core programs to:
(*Please refer to the MA Workforce Agenda, Focus Area II for details.*)

- a. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

Consistent with its vision, the MassHire Metro North Workforce Board (MNWB) Plan for Impact is its roadmap for addressing joblessness and creating quality career pathways in the Metro North region of greater Boston over the next five years. Metro North Workforce Board strives to create talent pipelines and career pathways for Metro North residents; generate resources and workforce solutions and strategies that align with industry hiring demands and meet the needs of employers.

Over the last few years, MNWB has set up several local policies to expand access to training resources and help customers sustain the long-term employment. Through recently established incentives, stipend and support services policy for WIOA Youth, MNWB has helped dozens of customers with mitigating barriers to employment and assisting with successful completion of training programs.

To build a robust system of career pathways and Work-Based Learning opportunities, MNWB seeks to utilize technological tools that assist customers' exposure and interaction with career paths such as online career exploration gateways to increase understanding of the types of jobs available, virtual job fairs to create a way to connect job seekers and employers without the need for travel, or using online platforms for development of employability or technical skills.

MNWB continues to address the issue of digital equity, justice, and divide in the region, and remains the hub of digital resources providing support to customers and partners and building career pathways that lead to employment in IT field. Through device distribution, digital literacy support, outreach and technical education, MNWB seeks to minimize the barriers and gaps in accessing technology and prepare workforce for employment in IT field.

- b. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and

MNWB continues to foster cross-partner collaboration and engage all core partners in quarterly meetings to discuss the shared customer referral processes and an opportunity to promote their programs within the region's workforce systems. In partnership with the Metro North Career Center, MNWB facilitates the processes of co-enrollment into WIOA and other programs, such as Title II ABE, DTA, and Job Corp. Veteran Services program continues to remain fully integrated within the career center system which aligns with region's vision to enhance access to training and employment resources through various programs within one stop career center system. In addition, as a fiscal and program administrator for WIOA Youth, MNWB continues co-enrolling young adults in WIOA, Title II, Title IV, and other programs to ensure appropriate career pathways and access to services.

- c. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

MNWB will continue to support and develop workforce development initiatives that provide industry-recognized credentials. Across all workforce development investments, including WIOA Title I training investments and sector-based initiatives, MNWB will continue to require programs that offer an industry-recognized credential. MNWB will also continue to strengthen partnerships with local community colleges to explore opportunities for connecting customers with postsecondary credential programs.

(3) Please describe the strategies and services that will be used in your local area (*Please refer to the MA Workforce Agenda, Focus Area II (Talent Development) and Focus Area IV – Improve “front door” experiences for both jobseekers and employers.*):

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

Strategies and services to engage businesses in workforce development programs in Metro North will include:

- Workforce Board engagement- staff of MNWB will be tasked with engaging businesses, particularly in priority industries. MNWB also convenes business-led committees and industry advisory groups.
- Career Center Business Services engagement- MNWB continues to engage with Business Services and Career Center leadership team through monthly operational meetings to identify areas for improvement to increase employers engagement. MNWB, in partnership with the Career Center, will continue prioritize a sector-based approach when working with employers to provide them with opportunities to enhance their hiring, retention, and retraining practices to promote economic and workforce growth
- Utilization of Mass BizWorks- MNWB, Career Center, and core partners will utilize MassBizWorks as a framework for engaging businesses in the region. MNWB will be involving employers into quarterly MOU WIOA partners meetings to continue focusing on priority industries.
- Regional Planning Implementation- engaging businesses in the Greater Boston Regional Planning priority industries will be critical in effectively addressing labor supply gaps in IT/Tech and healthcare. Leveraging the collaboration of the regional planning team will be a useful strategy to making progress on this front.
- Development of skills training programs and pathways that provide opportunities for youth, immigrants, and individuals with different abilities

Coordination among partners who are engaging businesses in Metro North will be important. To that end, MNWB and the business services staff at the Metro North Career Centers have engaged in regular meetings to coordinate business engagement efforts and will continue to do so throughout this 4-Year Plan. In addition, MNWB has facilitated, and will continue to facilitate, opportunities for Career Center business services staff to engage the business-led Board membership to discuss and evaluate the business service strategy in the region.

As joint facilitators of the MOU partners committee, both MNWB and the Career Centers will ensure further coordination among core system partners. MNWB will continue to play a leadership role in ensuring coordinated and comprehensive efforts to engage Metro North businesses in workforce development efforts, particularly those in priority industries.

- b. To serve agricultural businesses including plans to improve services.

Agriculture is not a critical/priority industry in the Metro North region. MNWB will continue to monitor labor market trends and changes in the field of agriculture.

- c. To support a local workforce development system that meets the needs of businesses.

MNWB's local Strategic Plan clearly describes a shift to a more employer demand-driven system as a primary goal. To measure that progress, MNWB will work in partnership with the Career Centers to implement and track regional employer engagement goals. MNWB will continue to monitor progress towards this goal to ensure the system is truly demand driven and meets the needs of employers.

- d. To better coordinate workforce development programs and economic development.

MNWB will continue to take a leadership role in implementing the Greater Boston Regional Planning Blueprint, a process that includes key regional economic development partners. One of the goals of the Regional Planning process was to align workforce development, economic development, and education activities, a goal the MNWB will continue to work towards in collaboration with other Regional Planning partners. In addition, a representative of the Metropolitan Area Planning Council is a member of the MNWB, which allows MNWB to further coordinate its workforce development activities with regional economic development priorities.

On a municipal level, MNWB has developed partnerships with several municipal economic development offices in the Metro North region. In many of the municipalities in Metro North, workforce development activities are housed within economic development departments, if they exist at all. These local partnerships have been critical in aligning MNWB's regional workforce development efforts with local priorities. MNWB has also been able to serve in an advisory capacity for some municipalities as they develop and/or expand their workforce development and economic development initiatives. In partnership with the Career Center, MNWB will continue to develop these linkages at the municipal level.

- e. To strengthen linkages between reemployment assistance and unemployment insurance programs.

Career Center staff, to some degree, have been trained to help direct UI claimants to the appropriate connection at DUA. In addition, DUA is a member of quarterly MOU WIOA partners meetings and continues bridge resources between the career center and RESEA program.

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

Rapid Response (RR) staff have been out stationing at the career center in Metro North on weekly/bi-weekly basis. The Career Center has engaged Rapid Response staff in various collaboration meetings throughout the year and continues identifying ways to increase RR engagement. RR staff participate in various MassBiz meetings as well as provide the career center with information regarding initial employer contact and date of layoff, provide the company with services, and request the scheduling of onsite company meetings.

When appropriate, MNWB will also coordinate with the Rapid Response team on any National Dislocated Worker Grants (NDWGs) that may be needed to address the needs of laid-off workers.

- g. Please describe procedures to offer MassHire Career Center Business Services programs to local businesses.

MNWB and the Career Centers meet regularly to coordinate businesses engagement activities. A local SOP for business services collaboration between MNWB and the Career Centers has been developed and is updated upon identified needs and requests from both MNWB and Career Center. Oftentimes, representatives from both the Workforce Board and Career Center will meet with an employer and/or participate at the job fairs and local business events. Specifically, regarding Mass BizWorks, MNWB and the Career Center coordinate joint training and have incorporated BizWorks materials in employer meetings.

- 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. These initiatives must support the strategy described in paragraph(3)(b) of this section.

MNWB and its partners work collaboratively to develop and implement initiatives that are tailored to employers' needs. Several mentioned above-listed programs are part of the portfolio of options that can be used to meet those needs, many of which are already developed and implemented in the region as

described in previous responses. As an example, in partnership with the MassHire North Shore Workforce Board, MNWB and Metro North Career Center leads a digital equity consortium across 22 partners to help reduce digital inequalities in the Metro North and North Shore areas. This includes a workforce development training program for digital navigators, device distribution, and the delivery of digital literacy courses that prepare for long-term employment.

MNWB and its partners will continue to evaluate, develop, and implement specific program models that are most effective at meeting employers' workforce needs.

(4) Please provide a description of how your Board: *(Please refer to the MA Workforce Agenda, Focus Area IV.)*

- a. Coordinates local workforce investment activities with regional economic development activities.

MNWB serves as the lead of the Metro North STEM Network and convenes meetings of educators, industry and community partners to further the state's STEM goals. The Board also plays an integral role in developing, amplifying, and creating connections for the state's annual STEM Week in October. The work that the MNWB does in the STEM sector follows the three priorities outlined by the Massachusetts STEM Advisory Council: 1) STEM skills for all through applied learning, 2) Guided pathways to college, careers, and lifelong learning, and 3) Alignment to economic and workforce development through employer partnerships. In addition, in partnership with the City of Boston, MNWB leads a regional consortium focused on career pathways in the gaming industry and the hospitality sector generally. While Encore Boston Harbor and its workforce needs were the consortium's original focus, the initiative aims to serve the greater hospitality sector throughout Metro Boston. The consortium now funds ESOL. MNWB also serves on the Department of Economic Research's Research Advisory Committee, which provides guidance and strategic insight to the Education-to-Career (E2C) Research and Data Hub.

MNWB also serves as a member of the 1) Workforce Development Council, a regional network comprised by various community and workforce development partners and coordinated by Regis College, 2) the Revere Works Coalition, where members plan programming aimed at strengthening and expanding Revere residents' access to employment opportunities, job training, and educational programs, and 3) the Caregiver Coalition Core Working Group, a statewide network focused on improvements in caregiving related employment fields.

- b. Promotes entrepreneurial skills training and micro-enterprise services.

In 2023, MNWB launched its NewBiz Entrepreneurship program in partnership with the City of Somerville and has since expanded programming in partnership with WIOA Youth. NewBiz empowers underserved immigrant communities by providing free, language-accessible entrepreneurial training to individuals facing barriers such as limited English proficiency or low income. .

The program includes an Entrepreneurship 101 curriculum, mentorship, and wraparound support. Training covers key topics like financial and digital literacy, branding, social media, ESOL for entrepreneurs, and elevator pitch development. To ensure accessibility, classes are offered in English, Spanish, and Portuguese.

A core component of NewBiz is its mentorship model: each participant is matched with a small business owner mentor who speaks their language and has experience in a similar business type. These relationships help participants build confidence, apply what they've learned, and take concrete steps toward launching a business.

(5) Please describe the MassHire Career Center system in your area, including: *(Please refer to the MA Workforce Agenda, Focus Area III – Leadership by Example.)*

- 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.

MNWB has implemented policies to ensure the continuous improvement of eligible training providers in the regional system:

- Implemented requirement that training provider obtain signed customer Release of Information allowing training provider, Metro North Workforce Board and Metro North Career Center staff to communicate freely around customer's progress
- Implemented requirement that each training provider complete a monthly progress report submitted to Metro North Workforce Board and Metro North Career Center staff monthly to document customer's progress in training program and identify any challenges or barriers that may arise during training
- Implemented monthly process where Metro North Workforce Board creates and shares monthly performance charts for each training provider documenting enrollment, completion, credential attainment and employment attainment from the provider over the course of the fiscal year
- Implemented specific performance measures providers must maintain in order to remain on Metro North's list of eligible training providers and a process by which a provider may be removed from the list for performance reasons. Additionally, MNWB set specific goals for the percentage of WIOA Title I Individual Training Accounts (ITAs) that are used for training in the Greater Boston Regional Planning priority industries of IT and Healthcare
- In addition, MNWB has developed several SOPs with MNCC to bring clarification to the process of eligibility and performance for eligible training programs to be approved for ITA funds in Metro North. For instance, If the performance requirements are not met, the training provider is asked to submit a plan of action to address performance challenges in order to remain on ETPL at the local level. Providers will have 14 business days from the date of notice to submit a formal written response, providing any additional information and documentation. Upon receipt of the provider's response, MNWB will work with contractors to implement a corrective action plan. Failure to meet

performance requirements will result in programs being removed from the Eligible Training Provider List for ITAs in Metro North.

- b. How the Board facilitates access to services provided through the MassHire Career Center(s), including in remote areas, using virtual services, technology and other means.

MNWB will facilitate access to services provided through the Career Center system via:

- Expansion of access points throughout the Metro North region- there are two full-service and two satellite locations. Additional access points are currently under consideration.
- Virtual services- Implementation of virtual services plan in collaboration with the Career Center operator, which could include online-based services for both job seekers and employers.
- MNCC increased the availability and delivery of virtual workforce services to align with changing workforce conditions. As conditions changed, and the economy has opened up more in the past year, MNWB has worked with MNCC and other local partners to adjust service delivery strategies to meet the needs of the local region. Currently, across all programs, services are delivered both in-person and virtually to align with partners' and customers' needs.

- 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.

The Metro North Career Centers are fully compliant with ADA regulations and fully equipped with equipment and other tools to accommodate individuals with disabilities. In addition, the Career Centers and MNWB will work within the core partner MOU framework to ensure all system partners are trained and supported for addressing the needs of individuals with disabilities. Partners have already undertaken cross-training and co-location schedules have been implemented.

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

MNWB convenes the MOU partners team on a quarterly basis. MNWB works closely with the Career Center to move the work of the MOU forward and ensure the effectiveness of a shared customer process combined with business services delivery model. MNWB takes the lead in overseeing the implementation of shared infrastructure contributions.

In addition, each partner-organization presents its programs and services at every meeting. MNWB

continues overseeing shared resources through MOU partners webpage to ensure visibility of all resources available in Metro North.

(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.

Adult and dislocated worker employment and training activities in Metro North include:

- Basic Services
 - Outreach, intake, and orientation
 - Initial assessments
 - Job search assistance
 - Access to LMI
 - Eligibility for more in-depth services, including training
- Individualized Services
 - Comprehensive and specialized assessments
 - Development and implementation of an individualized employment plan
 - Individualized career counseling and planning
 - Identification of and plan to address barriers to employment
 - Paid and unpaid work experiences
 - Referral to training
 - Follow-up/retention services
- Training
 - Occupational skills training
 - ABE/ESOL training offered in conjunction with occupational skills training
 - OJT
 - Apprenticeships
 - Incumbent worker and customized training
- Follow-up Services
 - All WIOA Adult and Dislocated Workers receive 12 months of follow-up, as required
- Business Services
 - Assist employers with filling job vacancies- job listings, job matching, specialized recruitment events, job fairs
 - Assess employers' workforce needs
 - Recruit employers for regional industry/sector partnerships
 - Dissemination of information related to statewide employer resources- Mass BizWorks, Workforce Training Fund, workplace education grants, tax credits

(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. *(Please describe how local strategies align with Focus Area II – Talent Development Strategies for*

Youth)

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

Youth workforce investment activities currently offered through the Metro North workforce development system include:

- WIOA Title I Youth- Three out-of-school school and one in-school programs currently provide academic and career programming to eligible Metro North youth.
- School to Career Connecting Activities- Metro North youth staff are co-located at six partner high schools, providing an array of career awareness and career development services.
- YouthWorks- nine Youth Works partners serve youth in various Metro North communities. Young Adults are placed in subsidized, summer job placements which include Signal Success soft skills training.

- (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.

MNWB has made it a priority to strengthen partnerships and coordination between the region's workforce development activities and secondary/postsecondary education programs. MNWB will continue this work via:

- Existing grant programs and partnerships through ITA training funds as well as NAMC advanced manufacturing programs.
- Support for secondary school districts' applications for Chapter 74 programs, Innovation Pathway, and/or Early College Pathway designations- MNWB has, and will continue, to support and collaborate with local school districts to connect customers with postsecondary training opportunities.
- Regional Planning- the Greater Boston Regional Planning team has both secondary and postsecondary representatives on the core planning team. MNWB will work to take this regional-level coordination down to the local level.

- (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 complement workforce investment activities.

MNWB has a Board-approved Support Services Policy for Title I Adult, DW, and Youth program participants which sets aside funds for the provision of support services, including transportation, to eligible WIOA Title I customers. Through support services funds, MNWB was able to assist many job seekers with covering the cost of transportation to help them complete the training program. In addition, the Career Center staff coordinates with local agencies and organizations, including core

system partners, to fill in gaps and leverage the resources available throughout the region.

- (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 other services provided through the Career Center delivery system?

The Metro North Career Center Operator is responsible for the provision of Wagner-Peyser services in addition to WIOA activities. This integrated structure allows the Operator to manage service delivery, maximize coordination, and avoid duplication of services. MNWB, in its monitoring role, works closely with the Operator to ensure all services, including Wagner-Peyser, are delivered in compliance with state, federal, and local regulations. MNWB and the Operator meet on a monthly basis to review and discuss issues pertaining to the Career Center system in Metro North, which provides a regular system for discussion, identification of issues, and implementation of any needed improvements.

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

Metro North Career Centers determine whether or not participants are MSFWs as per the regulations (see Attachment 1A, Desk Aid) and ensure they are appropriately identified in MOSES (see Attachment 1B, MSFW and MOSES Data Collection). Metro North Career Centers refer and/or register MSFWs for services, as appropriate, if the MSFW is interested in obtaining such services. If or after referrals are made to other appropriate services, Metro North Career Center staff will conduct follow-up and document the results in MOSES.

MSFW signage is posted at all career center locations and is included in the Career Center Services (CCS) orientation presentation given to new customers. Any identified MSFW will be provided with career and training services as required by WIOA in accordance with the service delivery process given to all career center customers.

- (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:

MNWB engages with Title II Adult Basic Education programs through MOU WIOA convening. In addition, to ensure implementation of co-enrollment activities, numerous of Title I WIOA enrolled customers are also enrolled in title II Adult Basic Education programs.

MNWB will coordinate with adult education activities under WIOA Title II in the following ways:

- MNWB staff will review adult education proposals and participate on funding decision teams
- MNWB staff will participate in program quality reviews/monitoring conducted by DESE
- MNWB will support and provide guidance to adult education programs in the region in the areas of employer engagement, career pathways, and development of region-wide workforce partnerships.
- MNWB will coordinate activities with adult education providers via the core partner MOU and the Regional Planning process. All of these groups provide avenues for further coordination and collaboration between adult education and workforce development.

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

Richard Dalton, Chief Financial Officer: rdalton@masshiremetronorth.org; 617-922-4000

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

The procurement process is managed by the staff of the MNWB under the direction and oversight of the Review Committees. MNWB follows local procurement policy in alignment with DCS procurement policies and regulations. The President of the MNWB and designated MNWB staff are responsible for the development of the initial procurement plan for the region. Following the pre-qualification process and the proposal review, recommendations for the selection of service providers are made by the Review Committee. Following the review and approval by specific Review committee decisions, a recommendation is made to the full Board, and final approval lies with the members of MassHire Metro North Workforce Board.

(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 Career Center system in the local area.

Local Boards may insert or provide a link to local performance goals. *The link must be accessible to ACLS bidders.*

The following are the FY25 performance metrics for the Career Center as approved by the Metro North Workforce Systems Committee:

# of new Employers served	275
# of repeat Employers served	300
Total # of Employers served	575
# Employers receiving enhanced services	385
# of Employers receiving job seeker referrals	125
# of Employers who hired a job seeker referral	35
Total Individuals served	9000
UI Claimants Served	7020
Total Job Seekers Unemployed	7,560
Persons with disabilities served	540
Veterans served	360
WIOA Adult Total Participants	178
WIOA Adult New Participants	90
WIOA Adult Total Entered Employment Rate At Exit	78%
New WIOA Adult Participants in Training Activities	40
Total WIOA Adult Participants in Training Activities	90
Total DLW Participants	144
New DLW Participants	80
WIOA DLW Total Entered Employment Rate At Exit	83%
New WIOA DLW Participants in Training Activities	40
Total WIOA DLW Participants in Training Activities	80

# Employers receiving enhanced services	385
# of Employers listing job orders	300

# of Employers from healthcare industry who received a service	60
# of Employers from technology industry who received a service	25
# of Employers in Cambridge who received a service	50
# of Employers in Chelsea who received a service	20
# of Employers in Everett who received a service	9
# of Employers in Malden who received a service	12
# of Employers in Revere who received a service	9
# of Employers in Somerville who received a service	18
Customers with <i>less than high school</i> diploma	325
Customers <i>age 55+</i>	2800
Customers age 21 and under	160
Persons with Disabilities Placement Rate	29%
Veterans Placements Rate	30%
Total Veterans Entered Employment	96
Cambridge residents served	575
Chelsea residents served	350
Everett residents served	250
Malden residents served	425
Revere residents served	325
Somerville residents served	525
Placement*** rate for job seekers served	30%
Total entered employment	2,250
Total entered full time employment	1755
Placement*** rate for full time employment	20%
WIOA Adult Priority ITA's	45%
WIOA DLW Priority ITA's	55%

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

a. What trainings are provided to Board members?

All new board members meet individually with the President/CEO of MNWB and attend a new member orientation. The orientation covers all information relevant to being a Board member, including WIOA and other funding sources supporting the workforce development system in Metro North; MNWB's mission, vision, strategic plan, and governance structure; current programs and initiatives; and Board committees. New board members are also assigned a "mentor," a fellow Board member with experience who provides

guidance and assistance with the roles and responsibilities of being a Board member.

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

The responsibilities of all Board members, as approved by the Board membership, include:

- Support the MNWB's mission and goals as established in the strategic plan, assisting in developing the strategic plan and providing strategic direction
- Attend and actively participate in MNWB meetings
- Actively participate in at least one committee of interest (attend and participate in at least 75% of meetings) and/or lead and actively participate in industry partnerships in members' sector field
- Bring your special knowledge and expertise to the table – including industry workforce knowledge, finance, fundraising, and community expertise
- Connect MNWB to key outside organizations, boards, businesses, training and education providers, and elected officials – open doors for workforce development partnerships
- Become familiar with the work and impact of the workforce development system and the customers it serves
- Act as a spokesperson for the MNWB and represent the MNWB to the outside community and within your organization with enthusiasm and integrity, requesting information when needed
- Assist in the recruitment, orientation, and mentoring of new Board members
- Help ensure the MNWB's financial sustainability
- Willing to accept and support decisions that are democratically made
- New Board members attend onboarding training including required trainings

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

The MNWB members actively engage with the business services staff at the Career Center. Members meet with the Career Center to discuss their specific businesses and provide guidance to staff on how to engage employers. In addition, MNWB provides opportunities for staff to engage with Board members as a group at quarterly Board meetings. These individual and group engagements have been invaluable to guiding the BSR staff at the Career Center by ensuring the highest quality employer services in the region. In addition, Business Services staff often share CC events with the MNWB communications team to promote the events through various social platforms. Also, MNWB often engages CC staff and managers into various youth job fairs where MNWB and MNCC table together to provide an overview of all programs available to job seekers and employers in Metro North.

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

The active involvement of the MNWB members with the workforce development activities and local partners engaged in the system has been critical in meeting the needs of job seekers and businesses. MNWB staff actively recruit potential members who believe in the mission and vision of the MNWB and bring expertise and insight that can move the work in a positive direction. MNWB members have shown a

great willingness to collaborate with stakeholders across the system as well as with each other, which has resulted in many positive outcomes for the region including additional connections with employers and involvement in job fairs and career expos. MNWB staff will continue to support these collaborations between the Board members and partners and among Board members themselves.

(17) How are the training services outlined in WIOA sec. 134 provided using individual training accounts? If contracts for training services are or will be used, how is/will the use of such contracts coordinated with the use of individual training accounts?

a) How does the Board ensure informed customer choice in the selection of training programs regardless of how the training services are provided?

MNWB oversees the WIOA Title I eligible training provider list in Metro North and works collaboratively with the Career Center to ensure delivery of WIOA training services that includes informed customer choice. Once the Career Center determines a customer to be eligible for WIOA training services and requests an Individual Training Account (ITA), MNWB staff reviews the request to ensure proper eligibility. The review of every ITA customer file ensures that every customer receiving WIOA training funds meet all eligibility requirements, including ensuring informed customer choice.

MNWB, in its monitoring capacity, also reviews the ITA process on an annual basis as part of the annual Career Center monitoring process. Part of this review includes ensuring that Career Center staff are implementing informed customer choice sufficiently and appropriately.

(18) Please describe how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts (ITA) under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Training services under Chapter 3 of Subtitle B are provided through a combination of Individual Training Accounts (ITAs) and contracts with eligible training providers. MNWB ensures that the use of contracts is coordinated with the use of ITAs, by offering a range of training options and providing guidance to participants on how to use their ITAs effectively. Monitoring ETPL and training providers' performance, MNWB ensures that provided training help leads to or results in long-term sustainable employment.

MNWB also oversees training programs funded through other sources targeted at Career Center customers. MNWB works with the Career Center to ensure all Career Center customers are informed of all the available training programs and are referred to the appropriate program, regardless of how the training services are to be provided or funded.

(19) Please describe the process the Board uses, consistent with WIOA sec. 108(d), to provide up to 30-days 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.

MNWB posted the draft local plan on its website and distributed it to its distribution list via email. The distribution list includes Board members, employers, training and education providers, elected officials, local government partners, and other community partners. The draft local plan will be posted for 30 days and any comments that represent disagreement with the plan will be included in the submission to the Governor.

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

Note: A response to this section is only necessary if your local area currently has a model in place for an integrated case management system for WIOA Partner Shared Customers.

The Executive Office of Labor and Workforce Development's (EOLWD) Office of Workforce Innovation leads statewide efforts to modernize the Massachusetts workforce system by strengthening data use, enhancing technology, and upgrading systems to better serve staff, jobseekers, and employers. These efforts include implementing and transitioning to an integrated, technology-enabled intake, referral, and case management information system for WIOA Partner

Shared Customers. EOLWD's Office of Workforce Innovation engages in workforce system modernization efforts on behalf of the 16 local workforce areas.

The local MOU Partners discuss the intake and case management system for shared customers across agencies. Currently, two shared customer referral processes have been developed and finalized:

- From MHMNCC to a Partner
- From a Partner to MHMNCC

The approved processes include a shared customer release form that has been translated in multiple languages. To facilitate resource and information sharing among the WIOA partners, MNWB maintains a Shared Customer Webpage. The Career Center utilizes the MOSES system to track and document all intake and case management services. The Career Center communicates with referring partner-agency all updates pertaining to customer's career development plan. In addition, MNWB and its partners will coordinate with state-level efforts to develop a comprehensive, technology-enabled tool for shared customers across agencies.

(21) Please describe the local policy and processes that ensure priority for adult career and training services are 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 DCS 18.101.1 (Attachment C). Please ensure response aligns with MA Workforce Agenda Focus Area I.

- Veterans and eligible spouses
- Recipients of public assistance
- Other low-income individuals
- Individuals who are basic skills deficient

The Local Board may establish a process that also gives priority to other individuals eligible to receive such services outside the groups given priority under WIOA, provided that it is consistent with the [Priority of Service for Veterans](#).

MNWB follows state guidance related to Priority of Service for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. This is included in the One-Stop Career Center Charter and annual fiscal contracts with the Career Center Operator.

In addition to the statutory-required priorities listed above, MNWB has established one additional priority of service locally:

- Individuals that lack a postsecondary credential from a US institution.
- Individuals with post-secondary degree from non US Institutions
- Non-covered persons outside the groups given priority under WIOA

(22) Please add any additional information or elements, as it pertains to your area and overall strategy, to align with the four Focus Areas outlined in the MA Workforce Agenda that may not have been addressed and responded to via the WIOA Sec 108 4-Year Plan requirements.

A few years ago, MNWB started a new initiative, Work to Thrive, which is aimed at bringing in additional resources to the Metro North region to fill gaps and expand our impact in communities most in need. This initiative impacts both job seekers and businesses and complements the work of MNCC and local partners. MNWB plans to continue developing additional programs and resources in the region by seeking and acquiring additional funding that would allow us to expand our reach and serve more of our target population including youth with disabilities, returning citizens, and other individuals residing in Metro North.

Addendum

Massachusetts Workforce Agenda Focus Areas

Building on the MassHire State Workforce Board's vision and mission, the Healey-Driscoll Administration's Workforce Agenda and WIOA State Plan include four focus areas:

Focus Area I: Talent Attraction and Retention

For the Commonwealth to be a leader in attracting and retaining talent, Massachusetts must reduce barriers to employment as a critical strategy that will increase labor market participation, especially among underrepresented and underserved populations, and foster a more equitable workforce.

Focus Area II: Talent Development

As Massachusetts invests in talent pipelines and career pathways for residents, it is imperative that workforce strategies align with industry hiring demands expressed by employers today and projected by employers for future in-demand occupations across the state.

With the goal of strengthening Massachusetts' talent pipelines, a collaborative workforce system needs to prepare future talent and create upskilling pathways for workers through

effective education and training models that will fuel priority industries and occupation.

Focus Area III: Leadership by Example

Massachusetts has a tremendous opportunity to strengthen and scale effective strategies, programming, and resources to develop untapped talent especially with the Governor and Executive Branch leading by example, and the Commonwealth as the largest employer in Massachusetts.

Focus Area IV: Workforce System Infrastructure

Massachusetts needs to modernize and strengthen the infrastructure and coordination across the MassHire public workforce system to improve support for jobseekers and employers. Additionally, as the MassHire State Workforce Board serves as a convening body to influence and support Massachusetts' Workforce Agenda, the Board should also ensure alignment as a resource for the Executive Office of Labor and Workforce Development to engage Board members, regional workforce partners, and more.

WIOA Local Four-Year Plan Signatories
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Fiscal Years 2026 - 2029

 Name of MassHire Workforce Board

This Local Four-Year Plan shall be fully executed as of the date of signatures below, and effective through June 30, 2029. The Plan may be amended or modified if agreed to by all parties.

Signature indicates acceptance of the Local Four-Year Plan.

Typed Name: Yi-An Huang



 Chief/Elected Official (or Designee)

7/18/2025

Typed Name:

Colleen M. Moran

7/14/25

 MassHire Workforce Board Chair (or Designee)

Date

Typed Name: Christopher Albrizio-Lee

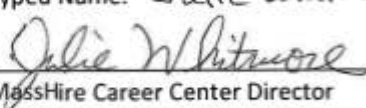


7/14/2025

MassHire Workforce Board Director (or Designee)

Date

Typed Name: Julie Whitmore



 MassHire Career Center Director

7/14/25

Date

Typed Name:

 MDCS Operations Manager

Date

Typed Name: Richard P Dalton



7/13/2025

Title I Fiscal Agent

Date