



MassHire – North Shore Workforce Board
4 Year WIOA **DRAFT** Local Plan
2026 - 2029

30 DAY REVIEW and COMMENT PERIOD

June 10, 2025

(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, which is a timely current description of the regional economy, to meet the requirements of paragraphs (a)(1)(i) and (ii) of this section; 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. (Please see 21 d).

The Northeast Regional Labor Market Blueprint identified priority industries and critical industries within the Northeast region. The industries identified are prevalent on the North Shore and are important contributors to our area's economy. The priority industries are Advanced Manufacturing (NAICS 31-33); Professional, Technical, and Scientific Services (NAICS 54); and Health Care and Social Services (NAICS 62). Critical Industries on the North Shore are Construction (NAICS 23); Education (NAICS 61); Life Sciences (NAICS 3254, 3345, 3391, 5417, 6215); and Financial Services (NAICS 52).

The following provides analysis of the priority and critical industry sectors and occupations on the North Shore.

Advanced Manufacturing: is prioritized due to its size, concentration, and importance within the overall economy.

Table 1: Advanced Manufacturing for MA, NE, NS 2023¹

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	6,758	237,137	\$1,938
Northeast	1,199	58,757	\$2,111
North Shore	407	16,616	\$1,972

- North Shore has 28.3% of all Northeast Advanced Manufacturing employment with 33.9% of all establishments.
- North Shore average weekly wage is close to the Massachusetts average weekly wage.

Priority Occupations in Advanced Manufacturing:²

1. Supervisor occupations were selected based on information gained from the employer focus groups around needs and difficulty finding qualified applicants. These occupations also provide high earnings potential (average of over \$60 an hour in earnings) and stability.
2. Assemblers/Production Workers/Machinists occupations were identified during the focus groups and Workforce Development Board surveys as a priority due to challenges related to finding qualified workers to fill these jobs and high replacement demand. These positions present career ladder opportunities.
3. Inspectors/Testers/Quality Control occupations are a priority due to high replacement demand and supply gap.

Professional, Technical, and Scientific Services: is important to the North Shore region's economic success due to its role in serving other industries within the regional economy and high earnings potential.

¹ EOLWD, Employment and Wage Survey (ES-202), Annual 2023, Mass.gov/lmi

² Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

Table 2: Professional, Technical, and Scientific Services for MA, NE, NS 2023³

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	41,631	380,512	\$3,250
Northeast	3,897	30,158	\$3,037
North Shore	1,666	8,853	\$2,044

- North Shore has 29.4% of all Northeast Professional, Technical, and Scientific employment with 42.8% of all establishments.
- North Shore average weekly wage is lower than the Northeast and Massachusetts average weekly wage.

Priority Occupations in Professional, Technical, and Scientific:⁴

1. Computer Related and IT Support occupations were selected due to the demand for IT fluency across all sectors. These jobs have high hourly wages (average of \$50.30) and high replacement demand.
2. Engineering occupations were selected as a priority based on feedback from the focus groups supply gap, and earnings potential (average hourly earnings of around \$48.04)
3. Engineering Technician occupations were selected due to career ladder opportunities (Associate's Degree is typical entry level education) and high replacement demand.

Health Care and Social Assistance: The North Shore is prioritizing Health Care and Social Assistance due to its size, growth projections, and high location quotient.

Table 3: Health Care and Social Assistance for MA, NE, NS 2023⁵

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	75,482	654,852	\$1,363
Northeast	13,909	82,849	\$1,158
North Shore	3,865	33,985	\$1,252

- North Shore has 41.0% of all Northeast Health Care and Social Assistance employment with 27.8% of all establishments.
- North Shore average weekly wage is slightly higher than the Northeast average weekly wage.

Priority Occupations in Health Care and Social Assistance:⁶

1. Health Care Practitioners and Technical occupations were selected as a priority for the region due to the industry/occupation growth, career ladder opportunities, and high earnings potential.
2. Direct Care and Support occupations were identified as a priority due to the career ladder opportunities (many jobs have entry level positions without requiring more than high school diploma or GED) and high demand (projected industry and occupation growth).
3. Health Care Administration occupations were selected as they provide non-clinical opportunities with career ladder potential and are in high demand according to employer input.

³ EOLWD, Employment and Wage Survey (ES-202), Annual 2023, Mass.gov/lmi

⁴ Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

⁵ EOLWD, Employment and Wage Survey (ES-202), Annual 2023, Mass.gov/lmi

⁶ Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

Construction: has been identified as a critical industry for the North Shore region due to the significant demand pressure that is put on local systems to fill jobs when there are major projects. The industry also offers solid career pathways and opportunities for high wages.

Table 4: Construction for MA, NE, NS 2023⁷

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	23,057	184,046	\$1,816
Northeast	3,568	25,988	\$1,712
North Shore	1,532	9,016	\$1,648

- North Shore has 34.7% of all Northeast Construction with 42.9% of all establishments.
- North Shore average weekly wage is nearly equal to the Northeast average weekly wage.

Within the Construction industry, the following are critical occupations:⁸

- HVAC mechanics, installers
- Architectural and Civil Drafters
- Construction Laborers and Other Trades
- Heavy Equipment Operators, Truck Drivers
- Environmental Remediation

Education: is critical to the North Shore due to the solid career pathways that exist and the ongoing demand for educational service providers. The change in training requirements has put a strain on the industry's ability to attract and retain experienced teachers and that is impacting all areas of the economy as parents struggle with child care.

Table 5: Education for MA, NE, NS 2023⁹

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	5,622	372,242	\$1,456
Northeast	572	43,717	\$1,317
North Shore	236	17,222	\$1,255

- North Shore has 39.4% of all Northeast Education with 41.3% of all establishments.
- North Shore average weekly wage is slightly lower than the Northeast average weekly wage.

Within the Education industry, the following are critical occupations:¹⁰

- Preschool Teachers
- Teacher Assistants
- Elementary Teachers

Life Sciences: Sectors involved in Life Sciences industry are critical to the Northeast Region due to the role that it plays as a subset of the priority industries and the high wages that are possible within the category.

⁷ EOLWD, Employment and Wage Survey (ES-202), Annual 2023, Mass.gov/lmi

⁸ Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

⁹ EOLWD, Employment and Wage Survey (ES-202), Annual 2023, Mass.gov/lmi

¹⁰ Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

Table 6: Life Sciences for MA, NE, NS 2023¹¹

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	5111	162,516	\$3,511
Northeast	447	20,076	\$2,568
North Shore	149	5,356	\$2,267

- North Shore has 49.9% of all Northeast Life Science employment with 50.1% of all establishments.
- North Shore average weekly wage is slightly lower than the Northeast average weekly wage.

Within the Life Sciences industries, the following are critical occupations:¹²

- Lab Technicians
- Lab Technologists
- Biological Technicians

Financial Services: this sector continues to be critical to the North Shore economy due to the changing nature of the industry and the increased demand for those with information technology skills throughout.

Table 7: Financial Services for MA, NE, NS 2023¹³

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	11,777	171,806	\$3,662
Northeast	1,233	9,778	\$2,303
North Shore	615	4,901	\$2,514

- North Shore has 49.9% of all Northeast Financial Services with 50.1% of all establishments.
- North Shore average weekly wage is slightly higher than the Northeast average weekly wage.

Within the Financial Services industry, the following are critical occupations:¹⁴

- IT Occupations at all levels

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

The knowledge and skills needed to meet the employment needs of businesses on the North Shore can be found through the usage of Labor Insight Reports from Burning Glass Technologies. These reports provide summaries of online job postings and the skills requested from employers. Reports were run from 05/01/2024 to 04/30/2025 for the North Shore WDA for all industries, critical, and priority industries. The top 10 requested skills for each are reviewed below.

¹¹ EOLWD, Employment and Wage Survey (ES-202), Annual 2023, Mass.gov/lmi

¹² Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

¹³ EOLWD, Employment and Wage Survey (ES-202), Annual 2023, Mass.gov/lmi

¹⁴ Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

Table 8: General North Shore Requested Skills¹⁵

All Industries	Postings	
	Number	Percent
Communication	18,730	31.2%
Customer Service	13,210	22.0%
Management	10,758	17.9%
Leadership	9,182	15.3%
Sales	8,666	14.4%
Operations	7,841	13.1%
Problem Solving	6,397	10.6%
Detail Oriented	6,331	10.5%
Interpersonal Communications	4,962	8.3%
Planning	4,422	7.4%

- There were 60,076 online job postings found over the past 12 months
- Forward facing skills (Communication, Customer Service, Sales, and Interpersonal Communications) are in demand on the North Shore.
- Management skills (Management & Leadership) are in demand from companies.

Table 9: Advanced Manufacturing Requested Skills.¹⁶

Advanced Manufacturing	Postings	
	Number	Percent
Export Control	545	5.00%
Project Management	459	4.21%
Continuous Improvement Process	410	3.76%
New Product Development	348	3.19%
Supply Chain	304	2.79%
Medical Devices	290	2.66%
Manufacturing Processes	285	2.61%
Auditing	263	2.41%
Process Improvement	260	2.38%
Lean Manufacturing	245	2.25%

- There were 10,902 online job postings found over the past 12 months
- Skills involving efficiency (Continuous Improvement Process, Process Improvement, and Lean Manufacturing) are in demand.

¹⁵ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

¹⁶ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

- Based on conversations with employers, many production related occupations on the North Shore do not get posted online. This is particularly true with smaller manufacturing companies.¹⁷ As such, demand for production related skills may be understated in Burning Glass data sets.

Table 10: Professional, Technical, and Scientific Services Requested Skills.¹⁸

Professional Services	Postings	
	Number	Percent
Communication	541	12.6%
Management	388	9.0%
Customer Service	328	7.6%
Sales	306	7.1%
Detail Oriented	267	6.2%
Operations	222	5.2%
Leadership	211	4.9%
Problem Solving	174	4.0%
Troubleshooting (Problem Solving)	158	3.7%
Lifting Ability	154	3.6%

- There were 4,303 online job postings found over the past 12 months
- Soft Skills (Communication, Customer Service, Detailed Oriented, Leadership, Problem Solving, and Troubleshooting) are in demand in Professional, Technical, and Scientific Services.
- Business Development Skills are (Management and Sales) are in demand in Professional, Technical, and Scientific Services.

Table 11: Health Care and Social Assistance Requested Skills.¹⁹

Health Care & Social Services	Postings	
	Number	Percent
Nursing	3,065	24.83%
Treatment Planning	1,241	10.05%
Medical Records	873	7.07%
Medication Administration	871	7.06%
Home Health Care	811	6.57%
Rehabilitation	718	5.82%
Talent Pipelining	708	5.74%
Cardiopulmonary Resuscitation (CPR)	700	5.67%

¹⁷ Add reference for North Shore focus groups

¹⁸ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

¹⁹ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

Psychiatry	697	5.65%
Social Work	661	5.35%

- There were 12,344 online job postings found over the past 12 months
- The skills required for nursing and direct care positions are the most in demand skills in Health Care.

Table 12: Construction Requested Skills.²⁰

Construction	Postings	
	Number	Percent
Construction	136	17.7%
Project Management	126	16.4%
HVAC	116	15.1%
Subcontracting	112	14.7%
Marketing	67	8.7%
Carpentry	56	7.3%
Construction Management	49	6.4%
Customer Relationship Management	47	6.1%
Plumbing	47	6.1%
Selling Techniques	47	6.1%

- There were 769 online job postings found over the past 12 months
 - It should be noted that Union positions do not appear online. Unions keep job postings internal at their Union halls.
- Strong demand for those with trade skills (Plumbing, HVAC, and Carpentry).

Table 13: Education Requested Skills.²¹

Education	Postings	
	Number	Percent
Special Education	449	7.9%
Individualized Education Programs (IEP)	327	5.2%
Curriculum Development	247	4.0%
Lesson Planning	247	4.0%
Student Services	202	3.2%
Cultural Diversity	175	2.8%
Google Workspace	170	2.7%
Differentiated Instruction	158	2.5%
Student-Centered Learning	143	2.3%

²⁰ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

²¹ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

Classroom Management	133	2.1%
----------------------	-----	------

- There were 6,253 online job postings found over the past 12 months.
- Teaching and related skills are the most in demand skill within education.
- Demand for those with Special Education training/education.

Table 14: Life Science Requested Skills.²²

Life Sciences	Postings	
	Number	Percent
Medical Devices	283	27.7%
New Product Development	195	19.1%
Continuous Improvement Process	143	14.0%
Project Management	140	13.7%
SAP Applications	124	12.1%
Supply Chain	115	11.3%
Manufacturing Processes	107	10.5%
Automation	106	10.4%
Marketing	103	10.0%
Good Manufacturing Practices	100	9.8%

- There were 1,022 online job postings found over the past 12 months.
- Requested skills demonstrates the research and production functions of life science companies.
 - 8 of the top 10 skills are production oriented.
 - 2 of the top 10 skills are research oriented.

Table 15: Finance Services Requested Skills.²³

Financial Services	Postings	
	Number	Percent
Loans	327	26.0%
Marketing	201	16.0%
Financial Services	196	15.6%
Sales Prospecting	190	15.1%
Auditing	186	14.8%
Mortgage Loans	151	12.0%
Cash Handling	140	11.1%
Commercial Banking	135	10.7%
Investments	134	10.7%

²² Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

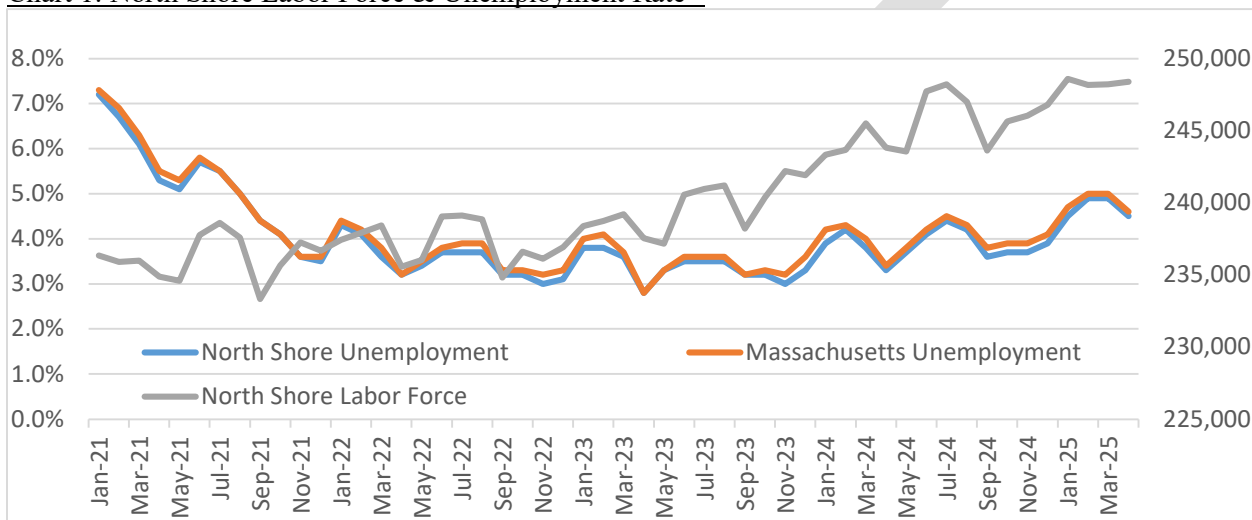
²³ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/25, <https://laborinsight.burning-glass.com>.

Finance	131	10.4%
---------	-----	-------

- There were 1,258 online job postings found over the past 12 months.
- Core Financial Service Skills (Loans, Financial Services, Finance, Investments, Commercial Banking, and Mortgage Loans) are in demand in Financial Services

(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.

Chart 1: North Shore Labor Force & Unemployment Rate²⁴

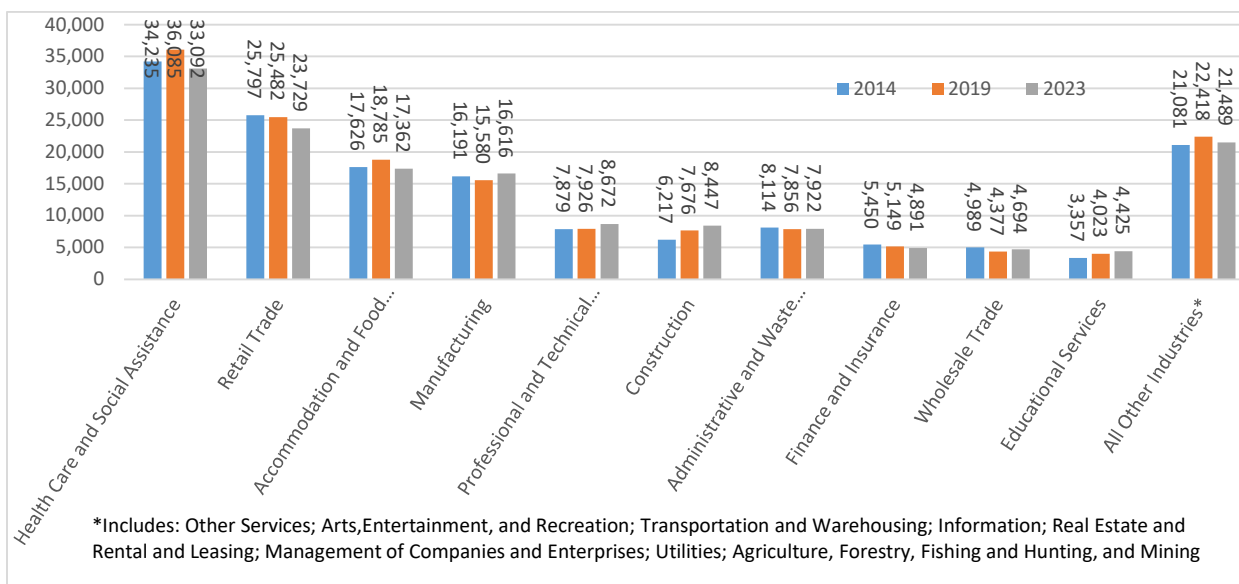


- North Shore labor force is 248,376.
 - Labor Force as has increased 5.1% since 1/21.
- North Shore seasonally unadjusted unemployment rate is 4.5%.
 - North Shore unemployment follows Massachusetts unemployment trends.
 - Unemployment has decreased -2.7% since 1/21.

Chart 2: Top 10 Industries of Private Sector Employment on the North Shore²⁵

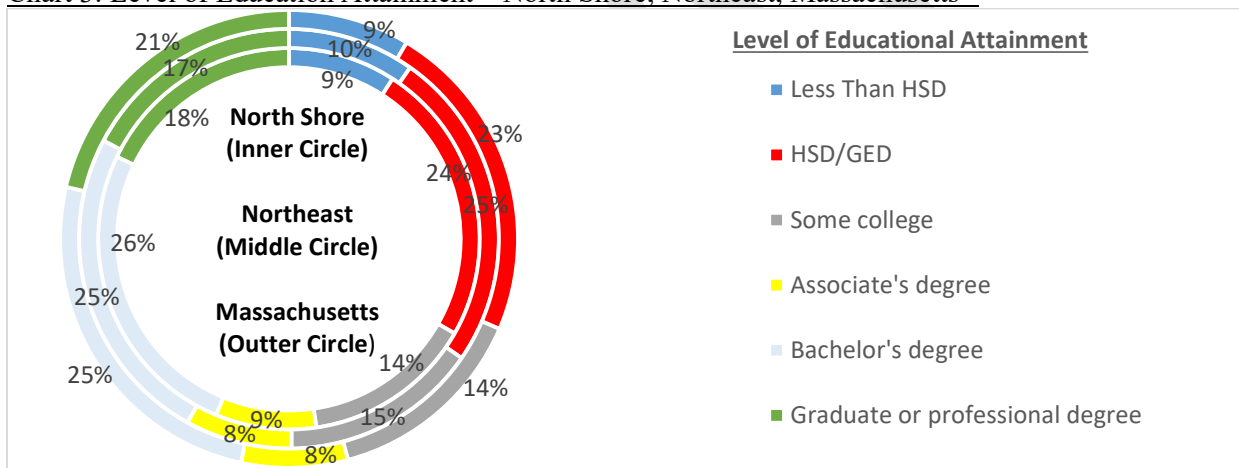
²⁴ Massachusetts Executive Office of Labor and Workforce Development, Labor Force and Unemployment Statistics (LAUS), Massachusetts, North Shore WDA, 1/21-4/25

²⁵ Massachusetts Executive Office of Labor and Workforce Development, Employment and Wage Survey (ES-202), North Shore WDA, Annual 2021, Annual 2017, Annual 2012, Mass.gov/lmi



- Over the past 10 years, North Shore private sector employment remained stagnant with 0.3% from 150,936 in 2014 to 151,339 in 2023. Private sector employment declined 2.6% over the past 5 years.
- Construction is the fast growing industry over the past 5 (10.0%) & 10 (35.9%) years.
- Health Care and Social Services declined 3.3% over the past 10 years and 8.3% over the past 5 years.

Chart 3: Level of Education Attainment – North Shore, Northeast, Massachusetts²⁶



- Population over 25:
 - North Shore: 313,665
 - Northeast: 774,048
 - Massachusetts: 4,945,630
- Percent of population with a HSD/Equivalency or Above:
 - North Shore: 91%
 - Northeast: 90%
 - Massachusetts: 91%
- Percent of population with a Bachelor's Degree or above:
 - North Shore: 44%
 - Northeast: 42%

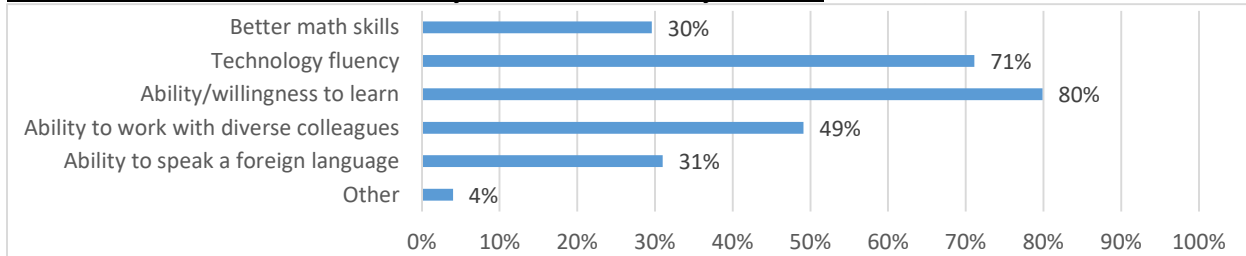
²⁶ U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates, <https://data.census.gov>

- Massachusetts: 47%

Selected Information from the Future of Work on the North Shore Report

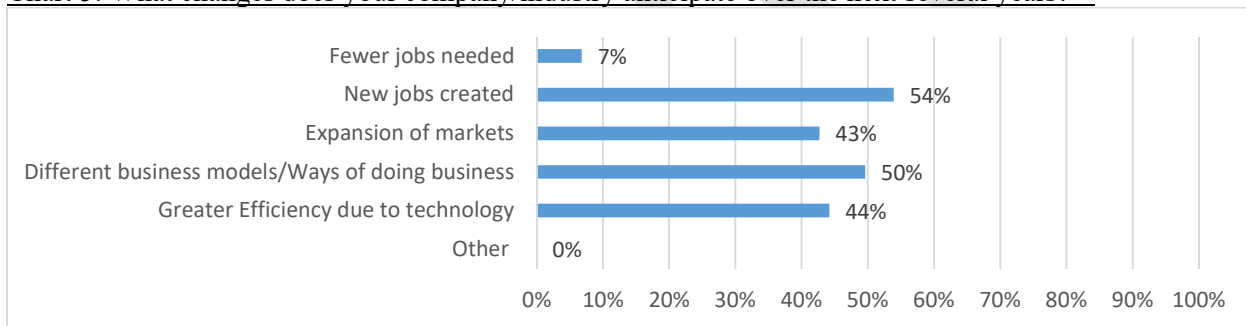
The MassHire North Shore Workforce Board and the North Shore Alliance for Economic Development (Alliance) joined forces in the early winter of 2016 to lead the North Shore community on an 18-month research and planning initiative called "The Future of Work on the North Shore". The following charts are taken from The Future of Work on the North Shore.

Chart 4: What are the future skill sets your business/industry needs?²⁷



- 504 North Shore Businesses surveyed.
- The top two future skill sets needed, and very closely aligned, are the Ability and Willingness to Learn and Technology Fluency. The ability to Work with Diverse Colleagues and customers is a close third. Comments (Other) made in this section indicate the need for written and oral English language skills along with the ability to speak multiple languages.

Chart 5: What changes does your company/industry anticipate over the next several years?²⁸



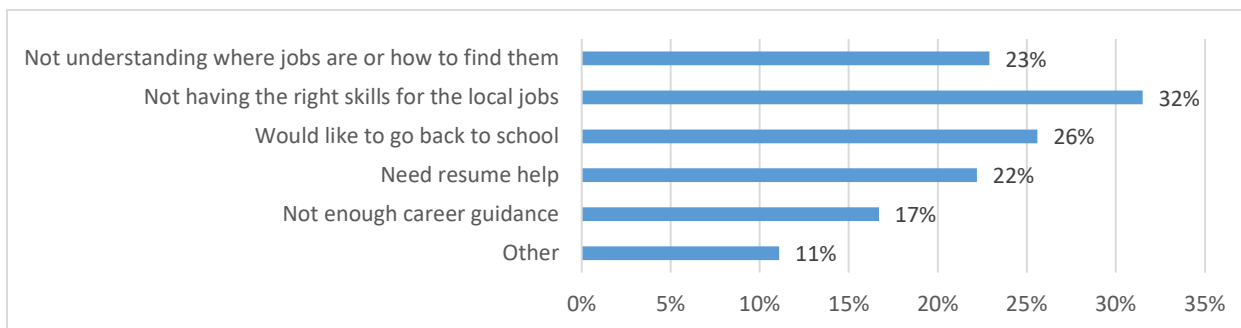
- 504 North Shore Businesses surveyed.
- The top 4 categories: New job created, Expansion of markets, Different business models/Ways of doing business, and Greater efficiency due to technology are very close to each other.

Chart 6: What have you encountered as barriers to employment?²⁹

²⁷ MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

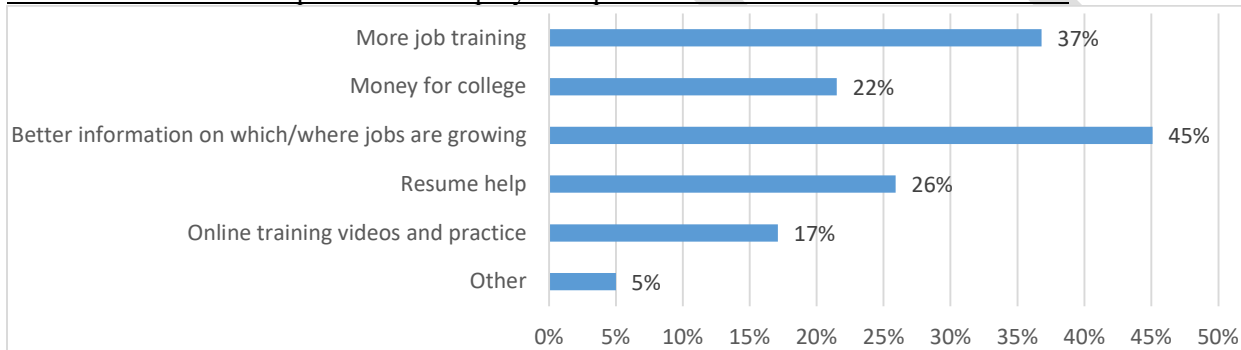
²⁸ MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

²⁹ MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>



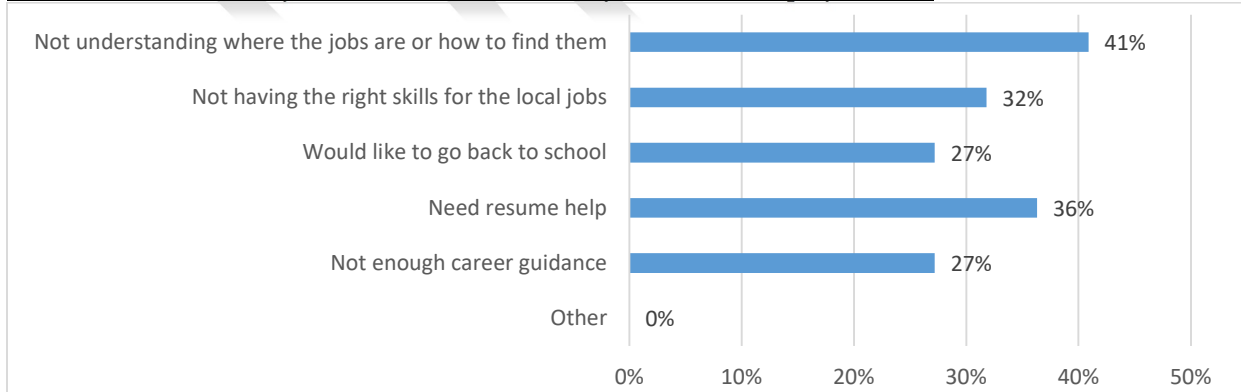
- 400 Job Seekers surveyed
- Virtually all adult job seekers express a desire for fulltime traditional employment into the future, and feeling a mismatch between their current skill sets and what is and/or will be asked of them by hiring companies. Job seekers appear ready to go back to school so long as employment will be the result, reflecting a willingness to continue learning. Some express a sense of being over-qualified for available work now and in the future. Career guidance is needed by many in the job seeking mode.

Chart 7: What would help make this employment process more successful and efficient?³⁰



- 400 Job Seekers surveyed
- Job Seekers indicated the need for Better information on which/where jobs are growing. This is followed the desire for additional job training, Resume help, and Money for college.

Chart 8: What has hurt your transition from military to civilian employment?³¹

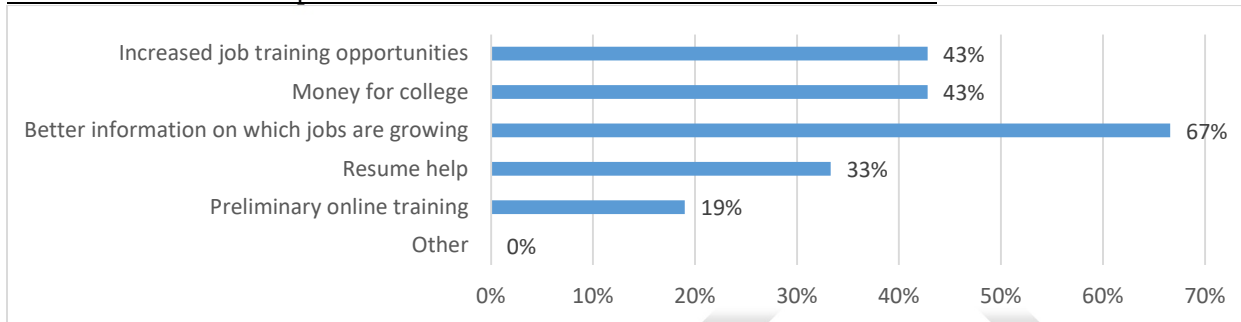


³⁰ MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

³¹ MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

- 22 Veterans Surveyed
- The largest barrier to employment indicated by surveyed veterans was Not understanding where the jobs are or how to find them. This is followed closely by Need resume help and Not having the right skills for the local jobs.
- A little over a quarter of the veterans told us that they Would like to go back to school or did Not receive enough career guidance.

Chart 9: What would help make this transition more successful and efficient? ³²



- 22 Veterans Surveyed
- Veterans over whelming indicated that they need Better information on which jobs are growing to help make a success transition to civilian life.
- Nearly half of veterans ask for Increased job training opportunities and Money for college.

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

- Include strengths and weaknesses of workforce development activities*
- Address the capacity to provide the workforce development activities around:*

- education and skill needs of the workforce;*
- individuals with barriers to employment;*
- employment needs of business.*

The strengths of the workforce development activities on the North Shore include:

- Continued implementation of an industry sector-based approach (following the model developed through the Advanced Manufacturing Training Expansion Program ‘AMTEP’) in program design, implementation, and execution;
- Regional approach to programming and planning (successful creation and continued evolution of the Northeast Regional Labor Market Blueprint in 2024);
- Continuance of policy to spend over 35% of Planned WIOA funding for occupational skills training;
- Successful attainment and utilization of other sources of funding to sustain budget and programming;
- Continued development of new occupational skills options with our Technical High Schools and Community Colleges through the use of these funds;
- Aggressive adoption of Apprenticeship model – the North Shore WB continues to be a Sponsor for our NAMC manufacturing collaborative in order to facilitate process and ease on employers;
- On-going commitment to the WIOA partnership formed on the onset of WIOA and to the overarching concept of the ‘shared customer’ and utilization of the One-Stop Career Center as hub for services on the North Shore; and

³² MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

- Continued implementation of remote services with a plan to continue these services in partnership with in-person services as an effective way to reach and provide services to customers.

The Weaknesses of the workforce development activities on the North Shore include:

- Public Transportation to the main locations for employment (Danvers, Peabody and Beverly) are limited in scope – in particular during second and third shifts;
- Housing costs;
- Low skilled workers are struggling to become re-attached to the labor market;
- Older workers continue to experience a harder time re-engaging with the workforce once laid-off; and
- Searching for more efficient and effective ways to receive feedback from business customers on services provided and/or potential new ways the workforce system can add value to their organizations.

The North Shore WB has long taken an industry-sector approach when designing and implementing programming for the regions. Currently, we have focused on three primary sectors based on our Northeast Regional Labor Market Blueprint. These include: (1) Health Care (2) Manufacturing, and (3) IT/Professional Technical Services. We are a member of one of the Northeast Advanced Manufacturing Consortium, (NAMC), one of the first and strongest partnership supporting this very important industry, led by the MetroNorth, Greater Lowell, Merrimack Valley, and North Shore WBS and Career Centers, along with our Community Colleges, Technical Schools, and other. In partnership with the Merrimack Valley and Greater Lowell WB, we have convened a similar healthcare partnership, the Northeast Healthcare Hub, based on our NAMC experiences. We have also begun to work in the area of Clean Energy and Offshore WIND pre-apprentice training. In addition, we have begun researching the IT industry to better understand how we can move workers into this very promising arena. Finally, we are working with our Tech Schools to expand adult education programs in construction and related trades during the evenings and weekends. These efforts also rely heavily on efforts of our local community college to partner in training and to provide credit for prior learning to adult students who opt for continued education at the post-secondary level. Finally, as always, we rely on input from employers on curriculum design and the implementation of various forms of workplace education and experiences.

(4) Please describe your Board's strategic vision to support regional economic growth and economic self-sufficiency. This must 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). The primary indicators of performance include:

The North Shore WB has developed its strategic vision through three main vehicles: 1) continual review of labor market data as throughout this document, 2) ongoing partnerships with business organizations, state agencies, youth-serving and other non-profit organizations, adult/K-12/post-secondary educational institutions, economic development agencies, and ongoing discussions with our job-seeker and company customers. This vision has been consistently articulated in several previous and successful strategic plans. These coincide and support the recent MassHire brand values of collaboration, respect, reliability, and ingenuity, developed and implemented recently across Massachusetts.

Mission: We put the North Shore to work!

Through collaborative leadership, the North Shore WB ensures that programming across multiple organizations and educational institutions meets evidence-based business and worker needs for highly-valued skills in our very competitive labor market.

Vision: The North Shore Workforce Board is an integrative force, bringing together business, education, economic development and other public entities striving to ensure that our region has skilled workers to meet the demand of employers in the region.

- Companies (i.e. employers) and workers together make the North Shore an economically-viable place to live and prosper.

- Companies come to and remain on the North Shore because the workers are here.
- Companies can find and keep the employees they need.
- Workers and companies have options for training that are easily accessible, including remote and in-person services that meet their specific needs based on their backgrounds, interests, and capabilities.

This Vision is based on the North Shore WB's key values and strategic points of focus which continue to include:

- Communication – Consistent communication and collaboration with all stakeholders to tell our story and demonstrate our high value
- Integration – Building relationships, developing partners, and including all perspectives to enhance workforce development strategies
- Innovation – Promoting creativity and flexibility in all aspects of workforce development, most importantly during times of public health crises, that allows services to continue in both proven and new ways
- Investment – Investing in people for the future, building skills, and increasing earnings and revenues
- Regionalism – Approaching workforce development with a variety of issues in mind that can impact the entire North Shore region
- Alignment - Horizontal and vertical with all partners, state, federal and local; alignment of our resources with our strategic objectives
- Excellence – Establishing and attaining outcomes for services, programs, and customer service that can be tracked for continuous improvement
- Economic Development – Recognizing the inherent connection between economic and workforce development, working to establish a coherent relationship that leads to the vibrant North Shore business environment
- Customer Services – Meeting businesses and workers where they are and responding according to their individual circumstances and requirements
- Diversity – Embracing the unique assets of immigrants, youth, mature workers, and others on the North Shore so that all workers can be economically self-sufficient by combining education and training with the right career pathways

The foundation of our plans is built upon the work of the three subcommittees of the Board. An overview of the committee goals include:

WORKFORCE SYSTEMS COMMITTEE GOALS: 2026 – 2029

MassHire North Shore Workforce Board will improve and enhance the workforce system (including the North Shore Career Center as well as WIOA and other partners) to respond to current and future demand and supply challenges on the north shore and within the northeast region.

MAJOR THEMES INCLUDE:

- ONE-STOP PERFORMANCE OF THE NORTH SHORE CAREER CENTER
- TRANSLATING 'FUTURE OF WORK' AND LABOR MARKET INFORMATION FOR ALL STAKEHOLDERS
- IDENTIFY AND DEVELOP STRATEGIES TO HELP EMPLOYERS AND JOB SEEKERS TO RE-SKILL AND GROW
- NEW AND TARGETED FUNDING FOR PRIORITY AND CRITICAL INDUSTRIES/OCCUPATIONS AND THE DEVELOPMENT OF GOOD JOBS ACROSS MULTIPLE INDUSTRIES
- HELPING PRIORITY POPULATIONS
- WIOA PARTNERS AND MEMORANDUM OF UNDERSTANDING (MOU)

- ADVOCATING/ADDRESSING ECONOMIC DEVELOPMENT
- UTILIZING AI WITHIN THE CUSTOMER EXPERIENCE

YOUTH PIPELINE COMMITTEE GOALS: 2026 – 2029

The MassHire North Shore Workforce Board will enhance the career exploration and career pathway development on the North Shore by integrating and aligning education, training, and employment programs with increased input from local employers.

MAJOR THEMES INCLUDE:

- Increase Occupational Skills Training opportunities for WIOA youth
- Labor Market Information/Career Pathway information for young adults
- STEM- Externships, Internships and Career Exploration
- Creating opportunities for ALL youth (In-School, Out of School, ELL, WIOA, etc.)
- Coordinated information sharing (new opportunities, challenges, successes, etc.)
- Increasing successful performance outcomes in all programs

SKILLS COMMITTEE GOALS: 2026 – 2029

The MassHire North Shore Workforce Board will strategically utilize resources (increasing LMI and financial) to fully engage the business sector and Educators (both K-12 and Adult) to better align skills that exist between workers and employers.

MAJOR THEMES

- Identify and develop strategies to help employers and job seekers to reskill and grow
- Analyze and document academic skills necessary to be successful in post-secondary environment
- Use performance data for more discussion and promote future research and program enhancements
- Seek out private grant funds for regional/intra-agency programs
- Career Pathway development and translation for staff of all partner agencies – using new and more fluid tools (that utilize AI and other LMI mapping resources) for customers.

(5) Taking into account analyses described in 1 through 4 above, what is your region's strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described in paragraph (a)(5) of this section.

The North Shore WB continues to take very seriously the important and role of the WIOA partners in carrying out the core programming under WIOA. We have met consistently with our WIOA Partners to build relationships and to determine ways for us to improve, even during the pandemic. We piloted a referral portal with partners who were able to participate in this pilot, receiving strong, positive reviews from those who participated. We plan to continue building this portal and have hopes that other partners will be able to adjust practices to allow for this participation. Our new WIOA MOU includes several new initiatives including LMI, career coaching, intra-organizational training for partner staff, and a renewed committee on business engagement.

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 local area:

- a. Please list all programs included in your local workforce system such as Apprenticeship and ESOL.

Programs that have signed our current WIOA Partner MOU include:

- MassAbility
- Massachusetts Commission for the Blind
- Department of Unemployment Assistance
- MassHire Division of Career Services
- North Shore Community Action Programs
- North Shore Community College
- Pathways Inc.
- Operation A.B.L.E.
- Department of Transitional Assistance
- MassHire North Shore Career Center
- MassHire North Shore Workforce Board

- b. How your Board will support the strategies identified in the StatePlan/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.*

The North Shore WB supports the work of our core partners (WIOA Partners) through the implementation and execution of our MOU with the partners. The MOU clearly indicates ten (10) assurances that the WB and our partners agree to conduct:

1. Participate in the operation of the One-Stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
2. Serve the “shared” customer as defined by the Partners with a focus on providing high-quality, result-orientated programming and outcomes. (Please see Section V. #3.) (Please see Attachment 1.)
3. Implement the One-Stop Career Center customer flow and service practices across Partner agencies, including ensuring the accessibility and availability of services to “shared” customers. (Please see Attachment 2 and 3)
4. Continue to research and utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.

5. Track and evaluate the outcomes for individuals who are served through this MOU and who face various barriers to employment.

6. Use a portion of the funds available for programs and activities to maintain the MassHire Career Center delivery system, including infrastructure and shared costs of MassHire Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).

7. Provide representation on the local workforce boards (as defined by MASSHIRE NORTH SHORE WB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.

8. Convene locally as a MOU team at least quarterly and agree to the roles and responsibilities each Partner will have in the development of a diversity-oriented, equitable, and inclusive integrated service delivery strategy that meets the needs of customers and businesses.

9. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the One-stop partner infrastructure cost contributions.

With regard to support efforts under the Carl D. Perkins Career and Technical Education Act, the North Shore WB plays an active role in providing 'Letters of Support' for program development, in particular for priority and critical industry sectors, providing detailed LMI for programs under consideration for Mass Capital Skills Grants, the MA Career Technical Initiative, and other grants. Through these partnerships we have helped build several new training programs in our region resulting in quality job placements with self-sufficiency wages adding much-needed talent to our local economy. In addition, many staff from our area career and technical high schools and community college sit on the several of the North Shore WB subcommittees as well being involved in our NAMC partnership. The Lynn Public School district (the largest school district in our region) has a seat on our Board and represents Lynn Vocational Technical High School. We anticipate continuing these efforts well into the future and are grateful for the response we have received from all our training partnerships.

(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;

Please see the Assurance #2 listed above and as documented in our Local Area WIOA MOU. Attachment 1

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

The WIOA Partners have been working very closely to design and implement a 'referral portal' to provide an online mechanism that supports the referral of WIOA-shared customers, e.g., customers who would benefit from services from more than one WIOA Partner agency, in an

efficient and effective manner. We will continue work on this concept and have developed challenging, but we believe realistic, goals to reach over the upcoming four years.

- 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).

Since the inception of WIOA and before, the North Shore Workforce Board has been emphasizing the importance and requirement of industry-recognized credentials. Through our many manufacturing efforts with our regional partnership Northeast Manufacturing Consortium (NAMC) and our local North Shore AMTEP program, we have found that these credentials vary among employers but are critical in the placement of job seekers. Four main credentials have become the hallmark of the NAMC program: American Society for Quality (ASQ), MACWIC I and II, NIMS level one and two, Electronics Technician Association AC and DC, and the IPC J Standard in soldering. In Healthcare we will continue to train customers in Certified Nurse Aide, Medical Assistant, EKG and Phlebotomy, and eventually LPN and RN programs. We have also provided training in various IT certifications and look forward to increasing coding training in the region. Along with these efforts to serve critical industries in our region, we will also continue to work with our local area Adult Basic Education providers who have adopted the inclusion of occupational skills training into their core ESOL and ABE programming.

- (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.

The North Shore WB utilizes the recently completed Northeast Labor Market Blueprint (August 2024) to build and facilitate strategies within our in-demand industry and occupations in our area. These include: Health Care and Social Assistance, Advanced Manufacturing, and Professional and Technical Services. In Manufacturing and Healthcare we have developed industry collaboratives that are driven by a Business Leadership Team of over 20 companies each that provide direct input into what programs and services we provide. We hope in the next few years to develop a similar collaborative for IT occupations. We have been an active supporter of the North Shore Tech Council and hope to increase involvement in the future.

The WB, in close collaboration with our One-Stop Career Center and their Business Services Unit, will continue to utilize this sector approach when working with employers to provide them opportunities to enhance their hiring, training, and retraining practices to promote economic and workforce growth. Our Career Center staff are organized by industry cluster so they develop expertise and relationships within each industry and are able to respond quickly and efficiently to workforce needs.

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

Agriculture is not a critical/priority industry in our area.

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

Please see above.

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

The WB is very active and participates on a regular basis with the North Shore Alliance for Economic Development. The NSWB Executive Director is currently on the Board of Directors of the Alliance. Building on our Future of Work research outlined in our last Plan, we are now working with the Alliance to study the impact of the pandemic on our local economy and determine how best to respond over the upcoming recovery period. Surveys and focus groups are planned and/or active at this point and we believe will lead to a solid foundation upon which to continue this partnership. The WB and the North Shore Alliance are finalizing projects in relation to a Occupational Deep Dive in Healthcare occupations here on the North Shore as well a Youth Labor Market Blueprint – both of these projects will be complete in early July of 2025 and will be distributed to the public.

In addition, through our Regional Planning activities we have worked with our Planning Councils, (MAPC, MVPC, and GLCOG) to prepare heat maps displaying industries and jobs in relation to transportation, educational institutions, and certain demographics such as educational levels, age, etc. Moving forward we will continue this work by developing detailed maps of strengths and gaps within each of our major job centers in relation to affordable housing, public transit, and other economic indicators. This research will allow us to have specific data upon which we can based public policy change where needed. To Strengthen linkages between the reemployment assistance and unemployment insurance programs;

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

Unemployment Insurance staff remain located in the North Shore Career Center, and some additional staff have been trained to help direct UI claimants to the appropriate connection at DUA. This service has been particularly important during the pandemic due to the fast rise in UI claimants and the challenging issues created by UI fraud. We anticipate this service continuing but to a lesser extent as the economy opens and unemployment declines. In addition, UI is an active member of our WIOA partnership – participating in bi-monthly meetings and sharing information.

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

When the North Shore WB and the North Shore Career Center formally or informally receives notification about a potential closing or layoff, contacts are made to the other parties to ensure all are informed. The NSWB also notifies the Chief Elected Officials of the layoff or plant closing. Rapid Response (RR) activities are initiated by the Rapid Response Team (two of which are on staff at the One-Stop) and coordinated with the NSWB North Shore Career Center. RR will schedule a meeting with the employer and provide information regarding initial employer contact and date of layoff, assist affected dislocated workers, investigate possible layoff aversion strategies, determine labor union involvement, provide the company with services, and request the scheduling of onsite company meetings. Members of the Business Service Team are available to assist at information tables and will provide information about North Shore Career Center services for both business partners and job seekers. The Rapid Response staff and Career Center staff both attend the BizWorks meetings. Information and best practices are shared regarding regional layoffs, recruitments, and closings. Career Centers and RR staff have also hosted Regional BizWorks meetings including other state agencies. MassHire marketing and training materials are disseminated to interested parties. Once notified by Rapid Response of upcoming layoffs, a plan is put in place and coordinated with the required partners. 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 (Formula, TRADE, NDWG) and time frames. In addition, the RR team informs dislocated workers about the process for UI claims, Section 30, severance packages, job search workshops, educational or vocational training caps, and services available at the MHNSCC. The RR team and MHNSCC coordinate 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 North Shore WB will coordinate NDWG requests with the Regional Rapid Response Manager and other Division of Career Services staff located in Boston.

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

The North Shore Career Center periodically hosts Mass BizWorks within the One-Stop to meet with groups of companies and provide forms for information distribution. On a continuous basis the One-Stop and BSU staff provide detailed information to companies on the following: (1) free job posting, (2) recruitment and hiring support, (3) registered apprenticeship opportunities, (4) training grants, (5)

safety grants, (6) on-the-Job training, (7) tax credit for hiring, and (8) tax incentive programs. We anticipate this service growing as the economy expands and companies request our assistance in filling more quality jobs that become available in our region.

- 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.

The NSWB and the North Shore Career Center BSU staff will continue to support any and all of these activities, particularly during the post pandemic period when we envision job seekers making career changes and entering the many training programs that are at our disposal.

- (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.

Please see (3) iv.

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

In the past when we have had non-WIOA funding that supported entrepreneurial skills training and microenterprise services. We have worked collaboratively with the Enterprise Center at Salem State University to have customers take entrepreneurial-focused training courses. This is not possible under WIOA given performance standards so we no longer put job seekers into this type of training. However, the NSWB and North Shore Career Center continue to participate in the Enterprise Center's activities including participating in its annual Business Plan competition (as judges), providing workshops for the Center's participants, helping with research projects, etc. In addition, through the Enterprise Center we hope to provide services to very small companies as they launch and develop.

- (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.

The NSWB is continuously examining the eligible training providers available in our area and their applicability to the needs of employers. Through our sector-based approach to working with employers we have found that gathering data and letting the employers speak directly to educators about curriculum and relevant materials needed for today's current employment needs is the best way to drive improvement. For example, through the Northeast Advanced Manufacturing Consortium (NAMC) and our APTEP program we have updated manufacturing curriculum to keep up with the pace of change in this industry. In addition, we advise our job seekers to enter ITA training that results in industry-recognized credentials as this is the way to ensure employment and career growth.

- 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.

The NSWB and our Career Centers utilize a variety of virtual services for customers. Moving forward we anticipate continuing these services in conjunction with in-person services which we believe will provide the best combination of services for our customers and companies. We have found that offering services both in-person and remote has allowed customers to have more options for access and ease. Re: training courses, our educational partners also quickly moved to remote training in early 2020 which allowed us to enroll close to our planned numbers in various training programs. We believe that many of these programs will be provided in a hybrid fashion so the option of remote learning will be available well into the future.

- 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 North Shore Career Center is active and visible in the disability service community and has a long successful record of assisting job seekers with disabilities. All of the facilities of the Center are in compliance with ADA regulations including access and a resource room equipped with JAWS, a video magnifier with text-to-speech screen reading equipment, a pocket talker & FM loop devices for workshop participants, and other accommodations upon request.

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

The roles and resource contributions are listed in our updated MOU, attached with this Plan. All infrastructure funding decisions are made at the state level, however the NSWB oversees the budget to ensure that all allocations are incorporated into the local integrated budget. These budget amounts are shared at the local level with our partners to foster discussion and receive feedback on creative programming that can take place to benefit the customer and positive outcomes. Bimonthly meetings also help to facilitate productive communication and proactive planning and programming. We plan to continue our practice of having a rotating 'Chair' of these meetings to set the agenda and select topics to be discussed. We have found that this provides an equal forum for all partners to contribute and have an added value to the partnership.

- (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 North Shore Career Center is the hub of workforce training activities for adult and dislocated workers on the North Shore. There are three service categories, including (1) Basic Career Services, (2) Individualized Career Service, and (3) Training Services. A breakdown of services include:

Job Seeker Services		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In- and out-of-area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT) and Apprentice
Access to employment opportunity and labor market information	Group Counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in- and out-of-area job search, referral and placement assistance	Skill upgrading and retraining through Individual Training Accounts or through cohort-based training based on the needs and preferences of the job seeker
Information and meaningful assistance with Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills,	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

	financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules

Assessment Instruments: A job-driven system requires an evidenced-based match between the skills, aptitudes, interests and workplace preparation of the workforce and the talent and skill requirements of business. These factors have to be as closely aligned as possible before a job referral can be made. Assessment is the key to determining if the match will be effective and lead to a successful job placement or if there are barriers that need to be remediated by training or some other intervention. There have been, and continue to be, significant improvement in the field of assessment. NSCC regularly reviews new products as they become available.

- While we do not use ACT anymore, our Career Center evaluates academic and job search skills based on work history and interests in order to most effectively serve business and job seeker customers.

Language, Literacy & Other Academic Skills

- TABE (Test of Adult Basic Education) Reading and Math, North Shore Community Action (NSCAP) Literacy Assessment consists of writing samples and interviews and is used to assess customers who want to improve English language, reading and math skills, or who want to obtain a high school equivalency certificate. Upon completion of the TABE, the customer is referred to an Adult Basic Education (ABE) center in the area. NSCAP staff conduct assessments at the full-service NSCC location and the Access Point at North Shore Community College, record the services provided, and follow up with the ABE centers on a quarterly basis to determine the status of each referral. WIOA Youth customers are tested for Literacy/Numeracy levels. Out of School Youth who pre-test below the 9.0 level for reading and/or math are post-tested within a year of enrollment. They have to increase one educational Functioning Level (EFL) towards achieving a positive outcome until the Low Adult Secondary Educational level is reached. Enrollment in the WIOA Youth program continues and the participant receives services based on their individual service strategy.

Job Search

- Transferable Occupational Relationship Quotient (TORQ) is a staff-administered tool that analyzes the transferability of skills among different occupations and provides salary information, skills gap analysis, and job search suggestions. A profile is given to the customer for review and planning.
- Interview Stream is a mock video-interview platform that records customers and provides analysis of interview strengths, weaknesses, and opportunity to improve skills. Interview questions can be adjusted by industry.
- Career Center Workshops:
 - o Myers-Briggs Type Indicator (MBTI) analyzes interface or “fit” between personality traits and specific careers/job titles.
 - o Occupational Interests Workshop-Knowdell™ Career Assessments includes Career Values, Motivated Skills, and Occupational Interests using a card-sort process to assist customers with identifying common themes related to their skills and interests. A guided exploration of these themes helps focus the job seeker.

- o Occupational Skills – IMB Kenexa Prove It testing program allows job seekers to demonstrate skills attainment for clerical, software, industrial, healthcare, financial and technical job classifications.

Follow-up Services: Follow-up services are provided for up to 12 months after the first day of employment, as appropriate, for participants enrolled in WIOA adult or dislocated worker workforce activities who are placed in unsubsidized employment. Follow-up services include, but are not limited to, additional career planning and counseling, and if needed and requested, direct intervention the with the participant's employer.

Employer Services: WIOA emphasizes Employer Services as an integral part of a demand-driven system. As such, the MHNSWB identifies the provision of Employer Services as a core component of the OSCC service delivery system. The North Shore Career Center's coordinated Business Service Unit team provides Employer Services to all employers, covering wide ranges of size, industry, location and requirements and will have the ability to identify and meet the needs of all employers. These services are provided both face-to-face and remotely based on the interests of the companies being served. An overview of these services include:

Business Services Unit		
Provide and follow established protocol with businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assis with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct onsite Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) or other appropriate responses
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment, and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of One-Stop center facilities for recruiting and interviewing job applicants	Consult on job description development and industry trends	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information on disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

The North Shore WB and the North Shore Career Center follow a framework in developing and implementing all strategic planning, process development, and allocation of staff and staff resources that pertain to the provision of Employer Services. The North Shore Career

Center has developed and will continue to use a Business Services Flow Chart (see attached WIOA MOU, Attachment 2) that describes the linear process to be implemented to deliver Business Services.

- (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)*

All three of these agencies are considered partners to the NSWB and all provide youth referrals to our programs.

All of the North Shore WB youth programs are open to ALL Youth, regardless of disabilities. There are many youth in our WIOA youth vendor programs who present to the program for HiSET/GED after leaving school due to a disability. Very often, these disabilities are learning disabilities and/or mental health problems. The students are not able to complete high school due to the issues surrounding their disability including medical appointments/health factors that lead to absences, learning disabilities that leave them behind in class, and lack of support in a large school setting. The smaller, more intensive programs for HiSET/GED are able to provide support and offer classes at a pace that is more adaptable than typical high schools.

- (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.

Our emerging workforce is incredibly important to our current and future economy and community. At the same time the challenges faced by teens and young adults continue to become more complex and challenging. This is particularly true over the past year, where normal life has been interrupted and teens/young adults had to adjust to new ways to learn and to work. This reality has been embraced by our Youth Career Center, through which all these programs operate. We strive to ensure that each youth receives the services they need to move successfully into the labor market, AND to move forward with their education and work experience by making solid and informed career choices. Our goal is to provide seamless services for all youth to better prepare them to enter the workforce and postsecondary education, regardless of funding source. Due to our staff's team approach to working with youth, there is little possibility for duplication of services as youth data is clearly tracked and efforts are recorded so that youth are not receiving similar services from various staff members. Below is a summary of some of these efforts.

Connecting Activities

The Connecting Activities grant through MA DESE provides funding for staff to work with schools on career readiness and job placement. Each year we serve approximately 400-500 students through workshops, interest assessments, career readiness assessment and training using Career Readiness 101, labor market discussion, job fairs, and job placement assistance and support.

Labor Market Information Targeted to Youth

The NSWB has developed labor market data that is targeted specifically to youth, recognizing the need to communicate effectively and efficiently the wonderful, yet complicated opportunities available to youth if they

stay and do well in school and simultaneously have positive first and second work experiences. Examples of our LMI documents have included a Youth Blueprint and a Youth Life Sciences brochure, as well as youth-friendly documents outlining LMI for STEM industries. We anticipate continuing these documents over the period of this plan.

YouthWorks

Also funded by the Commonwealth of Massachusetts, YouthWorks, now offered in the summer and during the school year, places low-income teens in part-time subsidized jobs in local public and nonprofit organizations across the region. Youth also receive intensive training and other supports to remain successfully employed and to prepare for unsubsidized employment in the private sector, the ultimate goal of the program. The program requires that 90% of students must reside in Lynn, Salem, Peabody, or Gloucester, which are our Gateway Cities with a higher level of poverty. The remaining slots can be used in any of our communities and we have made a commitment to using these slots for the City of Beverly and other North Shore communities.

This grant serves several hundred youth annually (having grown substantially both in terms of resources and the number of youth served in recent years), and all enrolled students receive work experience of 10 to 20 hours per week at minimum wage as well as 15 hours of workshops and training in topics such as OSHA/Workplace Safety, Financial Management, Interviewing Skills, Dress for Success, and Workplace Etiquette/Keeping a Job.

F1rstJobs

For several years, the North Shore WIB has operated a summer jobs program called F1rstJobs. This initiative began in 2005 and was a response to the incredible demand for summer jobs on the part of students, their families, and educators. Through F1rstJobs, teens receive training on how to find, get, and keep a job. Companies are asked to hire teens or provide financial support for a teen to work in a nonprofit organization. These jobs and funds are combined with other resources (such as YouthWorks) to provide a substantial pool to which teens who have gone through the workshops are referred for interview.

WIOA Youth

The US Department of Labor through the Workforce Innovation and Opportunity Act provides funding to support intensive workforce development activities for approximately 60 to 90 teens living below the poverty level and facing additional barriers to employment, including teen parents, youthful offenders, teens below grade level, drop-outs, and others. Teens in these programs can access 13 of the 14 youth service elements at our vendor sites: currently Action, Inc., Catholic Charities, and YouthBuild. In addition, we are extending services to these youth to include occupational training with industry-recognized credentials in an ITA format, thereby ensuring that youth are even more prepared to enter jobs and careers with solid future prospects.

Early College

The NSWB is a partner of Salem High School and Salem State University's early college program which is sponsored by the MA DESE and BHE. This program allows for 50 juniors and 50 continuing seniors to be dually enrolled in the college with the opportunity to earn credit for up to 4 college courses before graduating from high school. This includes support services from the NSWB and NS Youth Career Center surrounding career-readiness and exploration efforts. We have begun servicing Lynn students enrolled in the Early College program and hope to build on this model for other communities as well.

Innovation Pathways

The YCC supports two high schools under the DESE Innovation Pathways program. The towns of Danvers (manufacturing, IT, healthcare, and construction) and Swampscott (manufacturing) have joined this effort and the YCC is providing support by providing linkages to companies and other related services. We will support other

schools as they implement similar efforts as this provides high school students with the opportunity to learn their high school subjects in the context of priority careers in the region.

- (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.

The North Shore WB Title I Support Services Policy and Procedures provides for the provision/referral of transportation and other required supportive services to Title I enrollees following a process to document the need for such support services. We partner with several community-based organizations such as the North Shore Transportation Management Association (TMA), Department of Transitional Assistance (DTA), Lynn Shelter Association, Cape Ann Transportation Authority (CATA), and North Shore Community Action Program (NSCAP) that provide various support and wraparound services and make referrals between our funded programs and those entities to leverage and complement our Title I resources. Career Center staff are able to provide our customers with information about various reduced-fare transportation options such as the MBTA's Transportation Access Program (TAP), the North Shore Community College/Uber program of discounted rides to the Danvers campus for enrolled students or ride-share programs throughout the region. For youth in our area, we work with our WIOA vendors as well as multiple partners in the community to provide supports as needed to ensure a youths' success.

We are also currently working with the North Shore TMA, MAPC, and other local organizations to enhance transportation to several industrial/commercial parks where good jobs are available but public transportation is not. We hope to develop regional transit solutions to this challenging workforce problem that will provide careers for our workforce and solve the talent needs within these parks.

- (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 North Shore Career Center was established under a collaborative Career Center model, and has carried the collaborative model into the current WIOA competitive model. The Career Center is operated utilizing an integrated management team structure under the direction of the MassHire-North Shore Career Center Executive Director. This Integrated Management Team consists of both State and City management staff and is responsible for all aspects of Career Center operations from policy and issuance implementation, performance oversight, staff supervision and evaluation, partner integration, as well as day-to-day operations.

The work at the Career Center is organized around a labor market sector team structure. Using this design, each team consists of state-funded employment specialists/employment counselors and business services representatives as well as locally-funded (WIOA) career coach staff members all working collaboratively to meet the needs of job seekers and business customers within their labor market sector. This collaborative structure ensures that all customers receive a

reliable set of services delivered with respect for the customer's diverse needs while mobilizing the resources from the job search, training, business development, and partner services in a way that creatively and seamlessly meets the customized needs of those served at the Career Center. The new four-year career center contract mandates performance outcomes for all programs provided by the Career Center, including Wagner/Peyser, Veterans, WIOA Title I and all other relevant programs.

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

MSFW signage is posted in English and Spanish on the front desk of the North Shore Career Center. Front area greeting includes in initial inquiry regarding "are you a seasonal farmworker?" Once identified, MSFW are given information specific to their specific needs just as someone with a disability or a veteran. All customers who acknowledge their farmworker status are provided a warm handoff to the dedicated MSFW Employment Counselor. The Career Center Services Orientation PowerPoint presentation details the MSFW process. All persons coming into the centers receive access to all of the same resources, referrals, and services under "Universal Access." Also, during the Orientation/CCS, customers learn about all the training programs and services available to them and a slide also describes the definitions of Migrant Seasonal Farmworkers/Food Processors. In addition, the North Shore Career Center has a dedicated MSFW BSR who works closely with the Career Pathway Team that works with the bulk of our job seekers. All staff are trained in importance of MSFW service delivery when annually.

- (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:

NEEDED

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

The City of Salem is the Fiscal Agent:

-James LeBlanc, Acting Finance Director, City of Salem: 978-619-5625 jleblanc@salem.com
-Cheryl Dick, Director of Grants and Finance, North Shore WB: (978) 741-3805 cdick@masshire-northshorewb.com

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

The North Shore WB follows the guidelines and procedures of the City of Salem Procurement Office utilizing approved Procurement & Contracting Policies and

Procedures pursuant to MA Issuance 100 DCS 01.102 for the competitive procurement to any sub-grants and contracts for WIOA Title I activities. We procure WIOA Youth Providers every two years and One-Stop Career Center Operators every four years. The Workforce Systems Committee of the North Shore WB is utilized for the One-Stop Operator procurement as review members (predominately private sector members) along with mandated WIOA partners. The Youth Pipeline Committee provides review members for all WIOA Youth Provider procurements.

- (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.

The following was submitted to MassHire DCS for WIOA Goals FY 2025:

Performance Measure	FY2025 Local Goal
WIOA ADULT MEASURES	
Employment Q2	60%
Employment Q4	75%
Median Earnings Q2	\$7,900
Credential Rate	73.0%
Measurable Skills Gains	41.5%
WIOA DISLOCATED WORKER MEASURES	
Employment Q2	78%
Employment Q4	81.0%
Median Earnings Q2	\$13,979
Credential Rate	81.0%
Measurable Skills Gains	49%
WIOA YOUTH MEASURES	
Employment/Education Q2	74%
Employment/Education Q4	71.0%
Credential Rate	65.5%
Median Earnings Q2	\$4,943
Measurable Skills Gains	45%

Also, the North Shore WB has set the following additional minimum standards for ITA providers:

- Positive Completion Rate for Program - 80%
- Entered Unsubsidized Employment Rate for Program (for all who are enrolled in the program and not just from those that graduate and/or successfully complete) - 70%
- Minimum Hourly Wage at Placement - \$18.00+

The North Shore WB also has the following numerical metrics for our Career Center for FY 2025 and will be updating them for FY 2026 pending Annual Plan documents from the State:

Table 1: P Performance Measures and Performance Objectives for FY 2025	
Jobseeker Performance Measure	North Shore Career Center
Total Jobseekers Served	7,000
Total Unemployed Jobseekers Served	6,000
Total Customers Securing Employment – FT/PT	65%
Employment Rate of Exited Customers Quarter 2	65%
Employment Rate of Exited Customers Quarter 4	65%
Job Seeker Median Earnings	\$10,400
Business Engagement Performance measures	
Total Businesses Served	2,250
New Business Served	850
Repeat Businesses	1400
Businesses Receiving Job Seeker Referrals	250
Businesses Hiring from Referrals	200

*An additional performance matrix can be found in the North Shore Career Center contract and these measures are overseen by the Workforce Systems Committee of the Board.

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

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

What trainings are provided to Board members?

All Board members meet with the Executive Director individually upon joining the Board to learn about the roles and responsibilities of the North Shore WB and how individually they will contribute to success. In addition, each Board meeting is designed at least partially to train members about current workforce issues. For example, previous meeting topics have included topics such as Early College on the North Shore, apprenticeships across priority industry sectors, STEM internships, regional versus local planning/blueprint

development, and transportation challenges across the region. These discussions, which build WB membership skills in various critical areas, take place after North Shore WB business issues are discussed and acted upon. Finally, each board member sits on a committee which allows them to deepen their understanding of a particular workforce development area of interest. Through these ongoing activities, board members are fully updated and knowledgeable on workforce subjects over which they make policy and financial decisions that address and help build a strong workforce system.

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

All North Shore WB business members fully take part in the above activities in partnership with non-business members, ensuring the demand-driven nature of all WB activities. In addition, business members provide leadership roles in our sector partnerships and participate at some level in curriculum development, job fairs, company tours, guest speakers, and other educational components. Business members also participate in procurements, e.g., career center operator, youth RFP, etc. Three of the four office positions on the WB are reserved for business representatives.

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

The North Shore WB has been and continues to be pivotal in driving the demand side of Career Center activity. For example, throughout our history the North Shore WB has supported demand-driven policies and techniques, including voice of the customer and customer-centered design activities. These strategies have led to the development of our Business Services Unit as well as the implementation of industry-focused Career Center teams where expertise in these specific sectors is nurtured and strengthened. North Shore WB members are continually available to provide training to Career Center staff in their respective industries and to test our BSU responses. For our job seekers, the Board has supported the development of career coaching structure rather than a traditional case management structure as a way to ensure that our job seekers are more properly reinforced during their job search and placement activities.

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

The North Shore WB's involvement on board and subcommittee-level discussions and action plans are a pivotal part of our performance management system from both quality/technical assistance and compliance perspectives. As stated above, the North Shore WB has supported customer-centered design activities that have had a tremendous impact on how we interact with business customers and job seekers with added value that customers see and feel on a daily basis. The larger impact is more of a 'cultural shift' for the workforce system in our area in that the Career Center and Workforce Board together have taken this 'customer centered approach' to be a part of ongoing program design, planning, and implementation. Through the implementation of WIOA, the North Shore WB and North Shore Career Center have also begun to share this planning tool with our WIOA partners and we are hopeful to continue this in the future.

(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?

The North Shore WB is responsible for reviewing training programs for local approval under the ITA eligibility process outlined by the state. Once courses are approved, they are included on the “State Eligible Training Provider List” that is available to customers at the North Shore Career Center. As WIOA participants work with their case manager at the career center, and have been determined eligible and appropriate candidates for training, they are required to research at least two providers from the list that offer training in their desired occupation. Once a provider has been selected, the case manager identifies if the funding is available with the Finance Department of the North Shore WB and then prepares an ITA request package that is submitted to the North Shore WB. The North Shore WB prepares “Umbrella Contracts” every three years with each provider that outlines the general provisions and requirements under the ITA system. An individual fact sheet is prepared for each participant that identifies the specific course information and detailed costs for the ITA.

- (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.

same as above

- (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.

The North Shore WB posted the draft 4-Year Plan on June 10, 2025, for a 30-day public comment period of June 10, 2025 – July 10, 2025. Notices of the posting were sent via newsletter/email to our local Board, board sub-committee distribution list (members and regular attendees, including all our youth providers), bidder’s list, local mayors and town managers, and WIOA MOU core Partners. (The Notice of the posting was sent out via an electronic newsletter which has over 1000 subscribers.) This process allowed for comments to be submitted electronically as well. All comments were responded to once received.

- (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 North Shore WB and the North Shore Career Center support the state level work that has begun to establish and implement an integrated technology-based in-take and case management information system among the WIOA partners in the Commonwealth as well as our local area. As this is being formulated at the state level, the North Shore WB and North Shore Career Center have developed and implemented a pilot shared-customer referral portal. The purpose of the referral portal is to provide an online mechanism that supports the referral of WIOA shared customers, e.g., customers who would benefit from services from more than one WIOA Partner agency, in an efficient and effective manner. Agencies making these referrals believe that their customer needs more than they can provide, e.g., career coaching and training plus assistance with a disability; adult education plus access to income supports; etc. All of the partners agree that this a crucial first step in sharing information for the benefit of the client/customer and their ultimate success in the labor market. Not all partners were allowed to participate but we hope that this work continues over the next four years and that such a tool is fully available as soon as possible.

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

DRAFT

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

- (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](#).

The North Shore WB and the North Shore Career Center follow the guidance set forth by the Commonwealth related to Priority of Service for adult career and training services for our nation's veterans and recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The North Shore WB and North Shore Career Center staff determine eligibility for their respective programs and services following the state and local policy when identifying access and enrollment.

The North Shore WB provides (2) two priority considerations for enrollment into intensive and training services for low-income individuals as defined by the Workforce Innovation and Opportunity Act. In addition, the WB has stipulated the individuals living below the MIT Living Wage Calculator/Standard also are eligible for intensive and training services. The policy defines in greater depth how these criteria are implemented for customers participating in Individual Training Accounts (ITA's).

These two priority stipulations include:

- **First priority** for enrollment through ITA is provided to those that meet federal low-income guidelines (greater of 100% poverty level or 70% lower living standard level).
- **Second priority** for ITA enrollment is given to those whose families are living below the self-sufficiency level for the North Shore area.

Both cases require the submission of income verification information by the customer to the Career Center. Income of all household members is required for final determination in compliance with the North Shore WB and MassHire Division of Career Services policy.

- (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.

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.

DRAFT