



**BOSTON
WORKFORCE BOARD**

WIOA 4-YEAR PLAN

Initial Local Plan (effective July 1, 2017 to June 30, 2018) – Year 1

Final Local Plan (July 1, 2018 to June 30, 2021). Year 2-4

Available for Comment: December 28, 2018 –January 27, 2019

Email Comments to:
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WIOA Local 4-Year Plan Template

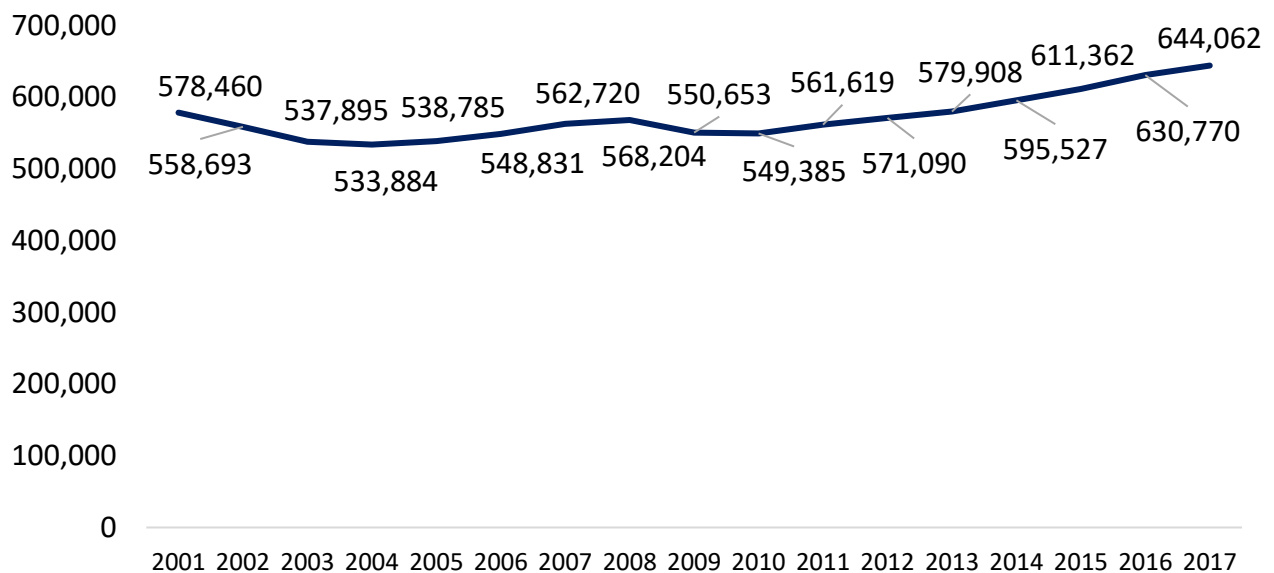
A: Strategic Planning Elements

1. A regional (local) analysis of economic conditions including existing and emerging in-demand industry sectors and occupations; and employment needs of businesses in existing and emerging in-demand industry sectors and occupations.

The Boston economy is booming, benefitting both from favorable national economic conditions, as well as from strength in its predominant industry clusters, such as health care, life sciences, technology, and higher education. The city’s population at 658,000 is also growing at the fastest rate in decades, with over 40,000 residents added between 2010 and 2016. The strong economic growth in recent years has driven down the city’s unemployment rate and led to a tight a labor market, particularly in the city’s fastest growing industries. The unemployment rate through the first 10 months of 2018 fell to 3.2%, slightly below the statewide average.

Chart 1 displays the trend in the number of jobs in Boston between 2001 and 2018. Boston’s employment rose to 644,062 jobs in 2017. Employment has increased steadily since falling to 549,385 in 2010 in the aftermath of the Great Recession, increasing a total of 17% between 2010 and 2017, and increasing 13% since the pre-Great Recession peak in 2008.

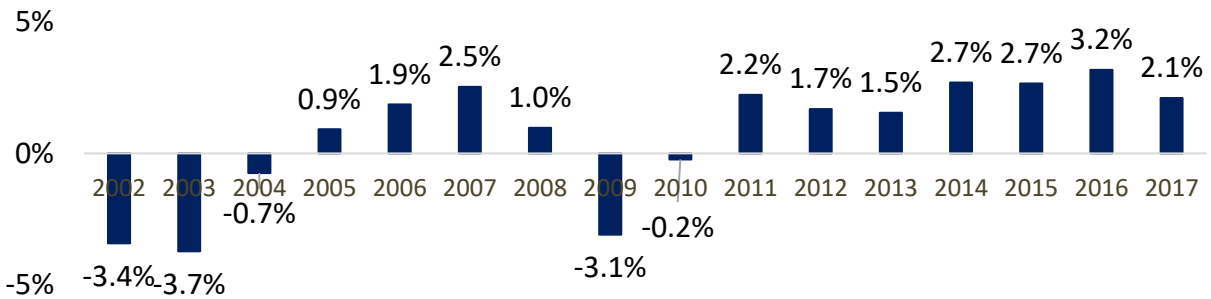
Chart 1: Payroll Employment Change, Boston, 2001 to 2017



Source: Massachusetts Executive Office of Labor and Workforce Development (EOLWD): *Employment and Wages (ES-202)*

The change in Boston’s employment on an annual basis from 2002-2017 is displayed in Chart 2. Prior the onset of the Great Recession in late 2007, average employment growth was between 1 and 2.5% per year. After declining in 2009 and 2010, employment has grown steadily since 2011. From 2014 to 2017, job growth accelerated to 2.7 to 3.2%, before slowing modestly to 2.1% in between 2016-17 (Chart 2)

Chart 2: Annual Percent Change in Employment, Boston, 2002 to 2017



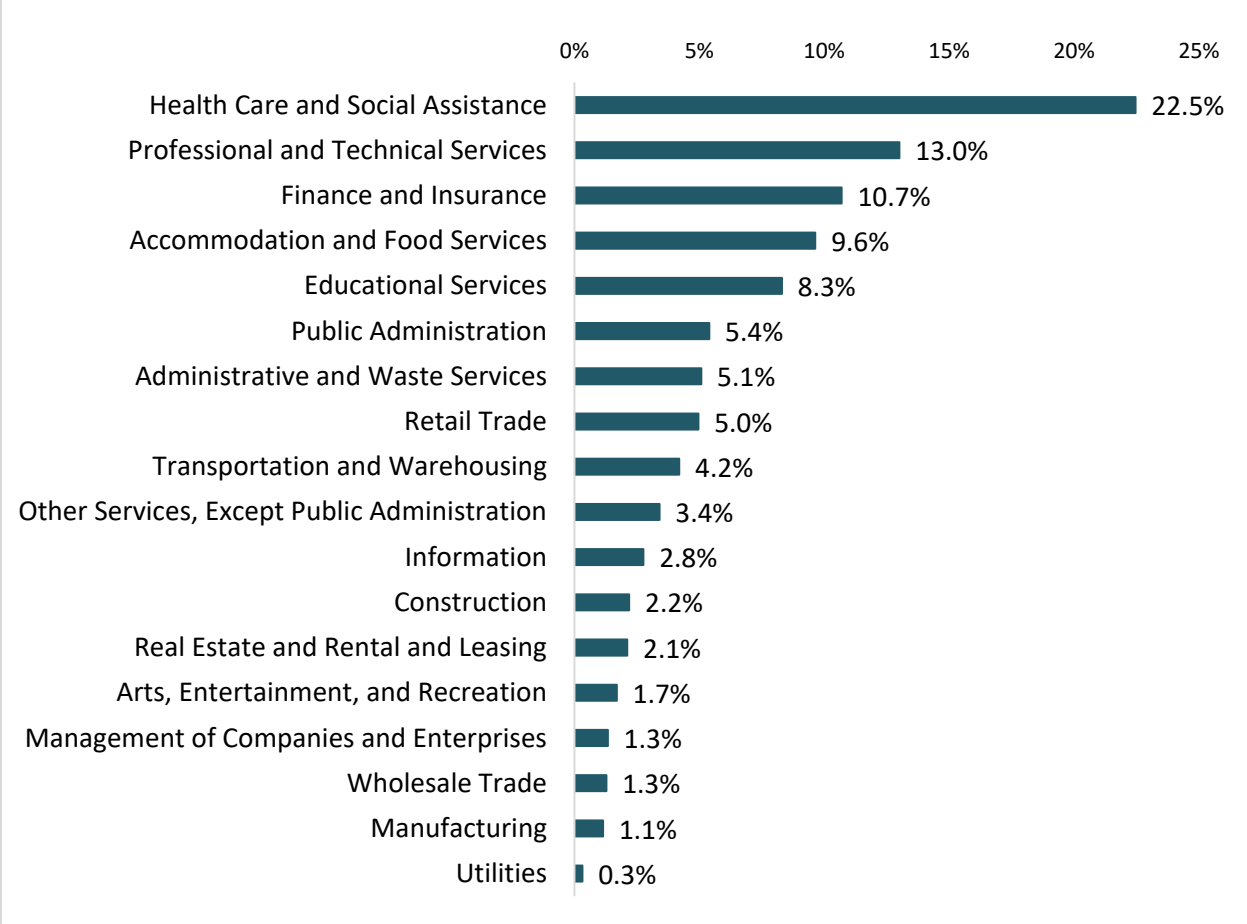
Source: Massachusetts Executive Office of Labor and Workforce Development (EOLWD): *Employment and Wages (ES-202)*

Employment by Industry Sector, 2001-2017

The Massachusetts Executive Office of Labor and Workforce Development provides employment data by industry sector at the local level. This data identifies industry employment levels and can be used to track changes in employment over time by sector.

In 2017, the largest industry sector in Boston is health care and social assistance with 22.5% (144,659 jobs) of the city’s total employment. The professional and technical services industry sector, which includes subindustries of legal services, accounting, architecture and engineering, advertising, computer services, science and research development, follows with 13% (83,801 jobs) of Boston’s employment. Finance and insurance at 10.7% (68,907), Accommodation and food services at 9.6% (62,098) and educational services at 8.3% (53,483) rounded out the top five sectors (Chart 3).

Chart 3: Boston's industries, by share of employment, 2017



Source: Massachusetts Executive Office of Labor and Workforce Development (EOLWD): *Employment and Wages (ES-202)*

Since 2001, health care and social assistance is the top growing industry sector in terms of total number of jobs added and percentage growth. Healthcare has grown 54% since 2001. Accommodation and food services and Arts, Entertainment, and Recreation follow in growth since 2001, with 48% and 43% growth. For accommodation and food services, the majority of the growth is in food services. Arts, entertainment and recreation increased 43%, accounting for a 3,278 job increase. Professional and technical services increased 36% (21,971 jobs) over this 18-year period, and even more rapidly since 2008. Educational services has also increased by 20% (9,078 jobs).

Ten industries have declined since 2001 (Table 1). Manufacturing, which has not comprised more than three percent of Boston’s economy since 2001, decreased 57% since 2001 (9,953 jobs). Construction has decreased 13% (2,082 jobs) since 2001, though has increased 14% (1,668 jobs) since 2008. Finance and insurance and administrative and waste services have decreased since 2001 and 2008.

Table 1: Boston Workforce Development Area employment by industry, 2001, 2008, and 2017

NAICS Code	Industry	2001	2008	2017	2001-2017	2008-2017
62	Health Care and Social Assistance	93,976	113,044	144,659	54%	28%
72	Accommodation and Food Services	41,912	47,171	62,098	48%	32%
71	Arts, Entertainment, and Recreation	7,645	8,304	10,923	43%	32%
54	Professional and Technical Services	61,830	59,034	83,801	36%	42%
61	Educational Services	44,405	46,058	53,483	20%	16%
44-45	Retail Trade	27,813	27,829	31,963	15%	15%
53	Real Estate and Rental and Leasing	12,098	11,256	13,610	12%	21%
81	Other Services, Ex. Public Admin	19,728	21,787	21,935	11%	1%
	Total, All Industries	578,460	568,204	630,770	9%	11%
56	Administrative and Waste Services	35,829	37,518	32,703	-9%	-13%
52	Finance and Insurance	78,774	75,394	68,907	-13%	-9%
55	Management of Companies and Enterprises	9,900	6,805	8,635	-13%	27%
23	Construction	16,182	12,332	14,100	-13%	14%
42	Wholesale Trade	9,877	9,144	8,237	-17%	-10%
51	Information	21,383	15,787	17,774	-17%	13%
48-49	Transportation and Warehousing	33,349	26,636	27,025	-19%	1%
92	Public Administration	43,162	38,050	34,758	-19%	-9%
22	Utilities	3,244	2,648	2,040	-37%	-23%
31-33	Manufacturing	17,318	9,368	7,365	-57%	-21%

Source: Massachusetts Executive Office of Labor and Workforce Development (EOLWD): *Employment and Wages (ES-202)*

One method for assessing an industry sector's importance to an economic region is to analyze its share of total jobs in that region. As a result of the growth/decline of employment levels by industry, the Boston economy has become more dependent on the health care and social assistance and professional and technical services sectors to continue to grow its job base. This pattern is also true at the state level, but to a slightly lesser degree.

Since 2001, health care and social services has increased its share of all jobs in Boston from 16.2% to 22.5%. A similar pattern occurred in the rest of the state (12.4% to 17.4% in 2017), though the state remains less dependent than the city on health care and social assistance jobs. Professional and technical services have followed a similar trend (10.7% to 13% in Boston compared to 6.9% to 8.1% in the rest of Massachusetts). Retail trade makes up a larger share of the rest of Massachusetts employment (11.2%) compared to Boston (5.0%). Manufacturing as a share of all employment has

decreased more sharply in the rest of Massachusetts than in Boston, though in Boston, it makes up a very small percentage of overall employment (1.1% in 2017) (Table 2).

Table 2: Boston and Massachusetts (without Boston) industry as share of employment, 2001 and 2017

NAICS Code	Industry	Boston			Massachusetts without Boston		
		2001	2017	Percentage point change	2001	2017	Percentage point change
23	Construction	2.8%	2.2%	-0.6	5.0%	5.2%	0.1
31-33	Manufacturing	3.0%	1.1%	-1.9	13.8%	8.2%	-5.6
22	Utilities	0.6%	0.3%	-0.2	0.4%	0.5%	0.0
42	Wholesale Trade	1.7%	1.3%	-0.4	4.9%	4.0%	-0.8
44-45	Retail Trade	4.8%	5.0%	0.2	12.3%	11.2%	-1.1
48-49	Transportation and Warehousing	5.8%	4.2%	-1.6	3.0%	2.9%	-0.1
51	Information	3.7%	2.8%	-0.9	3.6%	2.7%	-0.8
52	Finance and Insurance	13.6%	10.7%	-2.9	3.9%	3.5%	-0.4
53	Real Estate and Rental and Leasing	2.1%	2.1%	0.0	1.2%	1.1%	-0.1
54	Professional and Technical Services	10.7%	13.0%	2.3	6.9%	8.1%	1.2
55	Management of Companies and Enterprises	1.7%	1.3%	-0.4	2.3%	2.0%	-0.3
56	Administrative and Waste Services	6.2%	5.1%	-1.1	5.0%	5.3%	0.3
61	Educational Services	7.7%	8.3%	0.6	9.3%	10.4%	1.1
62	Health Care and Social Assistance	16.2%	22.5%	6.2	12.4%	17.4%	4.9
71	Arts, Entertainment, and Recreation	1.3%	1.7%	0.4	1.5%	1.9%	0.5
72	Accommodation and Food Services	7.2%	9.6%	2.4	7.3%	8.5%	1.2
81	Other Services, Except Public Administration	3.0%	3.4%	0.4	3.0%	3.4%	0.4
92	Public Administration	7.5%	5.4%	-2.1	3.6%	3.5%	-0.1

Source: Massachusetts Office of Labor and Workforce Development, *Employment and Wages by Industry (ES-202)*

Health Care and Social Assistance Employment Change

Health care and social assistance has increased 54% since 2001, but within this sector certain industries have actually declined while others have grown at much faster rates. Both ambulatory health care services, which includes offices of physicians, dentists, and outpatient care centers, and hospitals have increased. For 2017, ambulatory health care jobs consisted of approximately 16% of the health care industry jobs, while hospitals accounted for approximately 66% (Table 3). The social assistance industries

consisted of 20,004 jobs in 2017, which is almost double the number in 2001, though they remain a small share of the total health care and social assistance 144,659 jobs. Psychiatric and substance abuse hospitals and nursing care facilities are the only sub-industries within this sector that have shown a decrease since 2001.

Table 3: Health Care and Social Assistance Employment, Boston, 2001, 2008, and 2017 (Annual Averages)

NAICS Code	Industry	2001	2008	2017	Change from 2001 to 2017	% Change 2001 to 2017	Change from 2008 to 2017	% Change 2008 to 2017
62	Health Care and Social Assistance	93,976	113,044	144,659	50,683	54%	31,615	28%
621	Ambulatory Health Care Services	15,247	16,417	22,887	7,640	50%	6,470	39%
6211	Offices of Physicians	7,848	7,817	10,654	2,806	36%	2,837	36%
6212	Offices of Dentists	1,093	1,480	1,740	647	59%	260	18%
6213	Offices of Other Health Practitioners	797	794	1,195	398	50%	401	51%
6214	Outpatient Care Centers	2,913	3,225	4,027	1,114	38%	802	25%
6215	Medical and Diagnostic Laboratories	183	124	214	31	17%	90	73%
6216	Home Health Care Services	2,016	2,520	3,481	1,465	73%	961	38%
6219	Other Ambulatory Health Care Services	397	457	1,575	1,178	297%	1,118	245%
622	Hospitals	61,801	78,949	95,749	33,948	55%	16,800	21%
6221	General Medical and Surgical Hospitals	50,975	65,448	78,594	27,619	54%	13,146	20%
6222	Psychiatric & Substance Abuse Hospitals	1,011	813	719	(292)	-29%	(94)	-12%
6223	Other Hospitals	9,815	12,687	16,436	6,621	67%	3,749	30%
623	Nursing and Residential Care Facilities	6,819	5,993	6,019	(800)	-12%	26	0%
6231	Nursing Care Facilities	4,246	3,859	3,124	1,122)	-26%	(735)	-19%
6232	Residential Mental Health Facilities	735	916	1,603	868	118%	687	75%
6233	Community Care Facility for the Elderly	540	543	750	210	39%	207	38%
6239	Other Residential Care Facilities	1,298	674	541	(757)	-58%	(133)	-20%
624	Social assistance	10,110	11,686	20,004	9,894	98%	8,318	71%
6241	Individual and family services	5,011	6,331	13,692	8,681	173%	7,361	116%
6242	Emergency and other relief services	1,677	2,290	2,394	717	43%	104	5%
6243	Vocational rehabilitation services	1,355	1,012	1,387	32	2%	375	37%
6244	Child day care services	2,067	2,053	2,531	464	22%	478	23%

Source: Massachusetts Executive Office of Labor and Workforce Development (EOLWD): *Employment and Wages (ES-202)*

Professional and Technical Services Employment Change

Given it is the second largest sector in Boston, it is important to understand the sources of employment change in the professional and technical services sector. Within professional and technical services, computer systems design and related services, management and technical consulting services, other professional and technical services, and scientific research and development services have increased the most. Employment in computer systems design has almost tripled between 2008 and 2017 (5,513 to 16,124 jobs). Scientific research and development services includes life sciences firms, which have been growing in the region. Legal services is the only industry that has decreased.

Table 4: Boston Workforce Development Area Professional and Technical Services Employment, 2001, 2008, and 2017

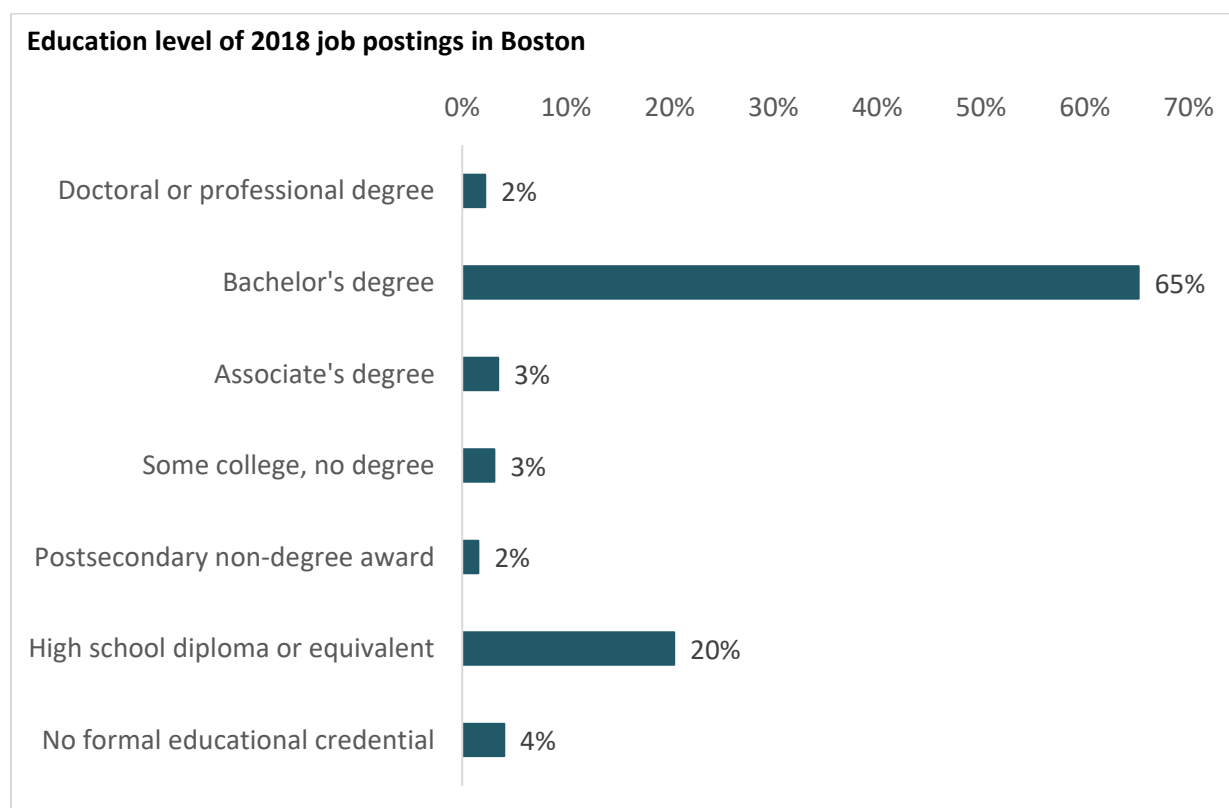
NAICS Code	Industry	2001	2008	2017	Change from 2001 to 2017	Change from 2008 to 2017	% change 2001 to 2017	% change 2008 to 2017
54	Professional and Technical Services	61,830	59,034	83,801	21,971	24,767	35.5%	42.0%
5411	Legal Services	16,924	16,036	14,789	(2,135)	(1,247)	-12.6%	-7.8%
5412	Accounting and Bookkeeping Services	8,473	7,210	9,398	925	2,188	10.9%	30.3%
5413	Architectural and Engineering Services	9,103	6,680	8,853	(250)	2,173	-2.7%	32.5%
5414	Specialized Design Services	841	754	820	(21)	66	-2.5%	8.8%
5415	Computer Systems Design and Related Services	5,240	5,513	16,124	10,884	10,611	207.7%	192.5%
5416	Management & Technical Consulting Services	8,825	9,902	16,336	7,511	6,434	85.1%	65.0%
5417	Scientific Research and Development Svc	6,565	7,555	10,030	3,465	2,475	52.8%	32.8%
5418	Advertising and Related Services	4,694	4,115	5,505	811	1,390	17.3%	33.8%
5419	Other Professional & Technical Services	1,167	1,272	1,945	778	673	66.7%	52.9%

Source: Massachusetts Executive Office of Labor and Workforce Development (EOLWD): *Employment and Wages (ES-202)*

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

The changing employment levels across industries impacts the occupational patterns of job openings in the city of Boston. Many of the emerging in-demand industry sectors in Boston, such as life sciences and technology clusters have increased demand for highly educated workers. On the other of the spectrum, growth in accommodation and food services and the social assistance industry sector has led to more demand for workers with only a high school diploma. Labor economists refer to this growth at the high and lower end of the educational attainment and skills distribution as the “bifurcation of the labor market”.

Burning Glass’ Labor Market Insight tool provides information on the education/ skill demands of online job postings at the local level. Of the job postings in 2018, 65% of them are for occupations that require a bachelor’s degree in Boston, and 20% require a high school diploma or equivalent. Only 8% of postings fell in the middle, requiring more than a high school diploma, but less than a bachelor’s degree. The educational distribution of postings supports the notion of bifurcation, however, it is important to note that online postings are not representative of the entire labor market, and thus may under and over-represent parts of the market.



Source: Burning Glass (job postings for Boston, averaged monthly, from June 2018 to November 2018); Educational attainment sourced from Massachusetts Office of Labor and Workforce Development: Long-Term Occupational Projections and O*NET.

Burning Glass' labor market insight tool also posts the job titles of postings. The top 50 occupations posted in the six months between June 2018 and November 2018 are displayed in Table 5. Among the top 10, a bachelor's degree was required for 8 of the jobs and a high school diploma for the other 2. Software developers, sales representatives, registered nurses, and management occupations were among the top 5. Several computer/ math occupations appeared in the top 50 as well as a large number of jobs that require only a high school diploma, such as customer service, supervisors of retail workers, food service managers, and maintenance workers.

Table 5: Top 50 occupations by average monthly online job postings, Boston, 2018

O*NET Code	Occupation	Average Monthly Job Postings	Projected Education Level Required
15-1132.00	Software Developers, Applications	1244	Bachelor's degree
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	883	High school diploma or equivalent
11-9199.00	Managers, All Other	773	Bachelor's degree
29-1141.00	Registered Nurses	722	Bachelor's degree
11-2021.00	Marketing Managers	472	Bachelor's degree
11-2022.00	Sales Managers	444	Bachelor's degree
43-6014.00	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	441	High school diploma or equivalent
13-1071.00	Human Resources Specialists	408	Bachelor's degree
11-9111.00	Medical and Health Services Managers	368	Bachelor's degree
13-1111.00	Management Analysts	364	Bachelor's degree
15-1134.00	Web Developers	348	Associate's degree
43-4051.00	Customer Service Representatives	333	High school diploma or equivalent
11-1021.00	General and Operations Managers	314	Bachelor's degree
41-2031.00	Retail Salespersons	296	No formal educational credential
15-1199.09	Information Technology Project Managers	264	
13-2011.01	Accountants	262	Bachelor's degree
13-1161.00	Market Research Analysts and Marketing Specialists	258	Bachelor's degree
11-3031.02	Financial Managers, Branch or Department	256	Bachelor's degree
15-1121.00	Computer Systems Analysts	256	Bachelor's degree
15-2031.00	Operations Research Analysts	233	Bachelor's degree
15-1199.02	Computer Systems Engineers/Architects	228	
15-1151.00	Computer User Support Specialists	228	Some college, no degree
15-1199.08	Business Intelligence Analysts	218	
13-2051.00	Financial Analysts	208	Bachelor's degree
43-1011.00	First Line Supervisors of Office and Administrative Support Workers	208	High school diploma or equivalent

O*NET Code	Occupation	Average Monthly Job Postings	Projected Education Level Required
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	207	Postsecondary non-degree award
41-1011.00	First Line Supervisors of Retail Sales Workers	206	High school diploma or equivalent
43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	183	Some college, no degree
15-1141.00	Database Administrators	179	Bachelor's degree
23-1011.00	Lawyers	159	Doctoral or professional degree
43-6011.00	Executive Secretaries and Executive Administrative Assistants	159	High school diploma or equivalent
15-1199.01	Software Quality Assurance Engineers and Testers	151	
11-2031.00	Public Relations and Fundraising Managers	144	Bachelor's degree
49-9071.00	Maintenance and Repair Workers, General	142	High school diploma or equivalent
19-1042.00	Medical Scientists, Except Epidemiologists	136	Doctoral or professional degree
15-1122.00	Information Security Analysts	132	Bachelor's degree
11-9051.00	Food Service Managers	130	High school diploma or equivalent
35-3031.00	Waiters and Waitresses	127	No formal educational credential
11-9033.00	Education Administrators, Postsecondary	125	Bachelor's degree
27-3031.00	Public Relations Specialists	122	Bachelor's degree
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	117	No formal educational credential
41-4011.00	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	115	Bachelor's degree
23-2011.00	Paralegals and Legal Assistants	114	Associate's degree
33-9032.00	Security Guards	114	High school diploma or equivalent
29-1141.03	Critical Care Nurses	112	Bachelor's degree
11-9021.00	Construction Managers	103	Bachelor's degree
43-9061.00	Office Clerks, General	102	High school diploma or equivalent
25-2022.00	Middle School Teachers, Except Special and Career/Technical Education	100	
13-2011.02	Auditors	100	Bachelor's degree

Source: Burning Glass (job postings for Boston, averaged monthly, from June 2018 to November 2018); Educational attainment sourced from Massachusetts Office of Labor and Workforce Development: Long-Term Occupational Projections

The Boston Planning and Redevelopment Authority’s recent report, [Boston’s Economy 2018](http://www.bostonplans.org/getattachment/4c9b4906-bf32-4933-a20a-b6180a610f10), provides a deeper dive into job openings and skill demands in Boston’s middle skill jobs and in emerging tech industries, including biotech, cybersecurity, and clean tech. The report is available here: <http://www.bostonplans.org/getattachment/4c9b4906-bf32-4933-a20a-b6180a610f10>.

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 previous section described the educational attainment required in recent job postings and the top occupations ranked by current job postings. The educational attainment analysis revealed that 65% of the current job postings in Boston required at least a bachelor’s degree, indicating a very high demand for highly educated workers. It also showed a high demand for entry-level jobs to fill openings in retail, hospitality, and office-related jobs. This section presents the skills employers are listing as requirements in job postings. For 2018, the most in-demand skills were communication skills, teamwork / collaboration, organizational skills, detail-oriented, and Microsoft Excel, many of these are referred to as the “soft skills” required for employment.

Top baseline skills, 2018	Job Postings
Communication Skills	160,133
Teamwork / Collaboration	91,769
Organizational Skills	73,074
Detail-Oriented	61,696
Microsoft Excel	56,980
Problem Solving	56,493
Research	54,449
Planning	54,069
Writing	53,688
Microsoft Office	48,258

Source: Burning Glass, June 2018 to November 2018 job postings

To drill down into specific skills required for top occupations, the following tables show the most common skills requested in postings for the top four high demand occupations, software developers, sales representatives, managers- all other, and registered nurses.

Occupation / Skill	Job Postings
Software Developers, Applications	18,259
Java	7,785
Software Engineering	7,269
Software Development	6,443
SQL	4,945
JavaScript	4,920
Python	4,315
Linux	3,141
C++	2,685
Scrum	2,497
Microsoft C#	2,421

Source: Burning Glass, June 2018 to November 2018 job postings

Occupation / Skill	Job Postings
Registered Nurses	16,907
Patient Care	4,324
Advanced Cardiac Life Support (ACLS)	2,608
Treatment Planning	2,360
Cardiopulmonary Resuscitation (CPR)	2,246
Case Management	1,971
Acute Care	1,571
Teaching	1,430
Home Health	1,139
Telemetry	1,113
Scheduling	916

Source: Burning Glass, June 2018 to November 2018 job postings

Occupation / Skill	Job Postings
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	12,697
Sales	9,433
Customer Service	2,804
Customer Contact	2,005
Business Development	1,927
Sales Goals	1,820
Outside Sales	1,697
Product Sales	1,601
Salesforce	1,574
Inside Sales	1,568
Prospective Clients	1,482

Source: Burning Glass, June 2018 to November 2018 job postings

Occupation / Skill	Job Postings
Managers, All Other	12,139
Project Management	6,003
Budgeting	3,650
Scheduling	2,743
Program Management	1,821
Project Planning and Development Skills	1,759
Staff Management	1,468
Customer Service	1,347
Microsoft Project	1,101
Stakeholder Management	882
Quality Assurance and Control	854

Source: Burning Glass, June 2018 to November 2018 job postings

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

The Greater Boston Regional Blueprint provides an analysis of labor market trends and education and skill levels of the workforce. Please see:

https://www.mass.gov/files/documents/2018/06/19/Greater%20Boston%20Workforce%20Planning%20Blueprint_Final%20-%20053118_clean.pdf

The report, Boston’s Workforce: An Assessment of Labor Market Outcomes and Opportunities, released by the Mayor’s Office of Workforce Development in March 2016 provides a detailed overview of labor market trends in outcomes across the city. The report describes labor market outcomes for individuals with barriers to employment, including low income adults, English language learners, and the long-term unemployed. Please see: https://owd.boston.gov/wp-content/uploads/2016/03/2015-Office-of-Workforce-Development-Workforce-Report-Booklet_v1_r8_spreads.pdf.

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

- a) include strengths and weaknesses of workforce development activities

Boston’s labor force growth has been robust compared to the U.S. for the past several years. However, the decline in immigration, a retiring workforce and a weak inflow of younger workers could reverse this trend. Many of the emerging in-demand industry sectors in Boston, such as life sciences and technology clusters have increased demand for highly educated workers. We need a workforce with the skills to match the growing demand for qualified labor. Not doing so means more mismatch in the labor market

leading to lower productivity, slower economic growth, and sluggish wage increases. An analysis of the Boston workforce development system generated the following:

Strengths:

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

Weaknesses

- Limited capacity to focus on incumbent worker training
- Limited capacity in training for middle-skill jobs
- Needs of employers (demand driven) are not aligned with WIOA priorities (Basic skill deficient, low income, etc.)
- Minimum wage of \$12/hr. does not meet the living wage (\$14.65)
- High cost of housing and cost of living in Boston makes it hard to attract and retain talent.
- Easy access to downtown career center results in high percentage of non-residents using core services, not recognized by Wagner-Peyser funding formula

Opportunities

- Regional planning will maximize employer impact
- Potential funding for training and career exploration through philanthropic and federally funded options
- Employer willingness to collaborate with workforce development system

Threats

- Upskilling of jobs and an over-reliance on four-year degrees
- Declining public funding
- Cost of education and training
- Public workforce system has limited resources, and outdated technology, limiting its ability to be truly responsive to employer needs

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

I. Education and skill needs of the workforce;

Given the number of poor adults and chronically unemployed, training capacity is insufficient. We cannot rely on public workforce funding to meet the needs of Boston residents. The Board, in collaboration with OWD, seek innovative ways to collaborate with employers to expand training and education. The city has invested in a Free College Tuition that allows BPS graduates to attend community college. There is limited capacity to upskill those in entry-level employment with WIOA funded programs so the Board works with Commonwealth Corporation to promote funding to employers through the Workforce Training Fund and the Workforce Competitiveness Trust Fund.

II. Individuals with barriers to employment;

The strength of the Boston WFD system is the large network of community based organizations that provide training and education throughout the city. Programs are available to residents in every neighborhood, to meet the needs of all demographics. To serve customers with barriers to employment, the Board established agreement at the local level to design and coordinate service delivery systems through the career centers. Partners have committed to making jobseekers, including those individuals with disabilities, low-income status, Veteran status, education or language barriers, “shared” customers of all required partners. Please reference Attachment 3 for detail on service plan and goals by the MOU partners to demonstrate measurable outcomes in the areas of education, training, job placement and retention.

III. Employment needs of businesses.

A substantial share of the employer need is in high skilled jobs that require college degrees or jobs requiring limited education/ training and work experience. Recognizing the need, we convene and collaborate with employers to identify additional capacity to work with employers to upskill entry-level workers to prepare them for mid-skill job with higher wages.

- 5. 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).**

Mission

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

Unified Strategy

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

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

The Board believes that paid work experience cultivates aspiration and motivates people to persist and succeed. Therefore, the PIC works to increase the integration of learning and work at all levels of education and career. In Boston's evolving knowledge-based economy, credentials and skills that matter. Therefore, the PIC strives to increase continuously the number of Boston youth and young adults who achieve academic milestones such as high school graduation, college enrollment, and postsecondary certification and degree attainment in areas of projected labor demand.

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

Strategic Priorities for FY2018 to FY2021

1. Use research on education and labor market issues to inform PIC program design, the workforce development community, educational institutions, and employers, in order to advance all strategic priorities.
2. Integrate paid work as a structural part of education in school as career exploration and skill building opportunities, with an emphasis on the high-demand industries and occupations.
3. Focus on career preparation along the continuum from high school to early career, including completion of academic credentials, workplace experiences, and career awareness activities.

4. Build a workforce network that integrates the services of Comprehensive Career Centers, the new career center Access Points, the Connection Center, and system partners to connect Boston residents with resources that move them toward careers and economic self-sufficiency, prioritizing services to individuals with barriers to employment.

MassHire Boston WFB and the Mayor’s Office of Workforce Development accept the statewide standards for these metrics. FY 20 WIOA goals are:

Table 6: Boston Workforce Development Area 2020 WIOA Goals

WIOA GOALS	WIOA ADULT		WIOA DISLOCATED WORKERS		WIOA YOUTH	
	<i>State</i>	<i>Local</i>	<i>State</i>	<i>Local</i>	<i>State</i>	<i>Local</i>
Percentage of participants who are in unsubsidized employment during the 2nd quarter after exit from the program.	86.5%	Same	86%	Same	81%	Same
Percentage of participants who are in unsubsidized employment during the 4th quarter after exit from the program.	78%	Same	85%	Same	73.50%	Same
Median earnings of participants who are in unsubsidized employment during the 2nd quarter after exit from the program	\$5,300	Same	\$7,800	Same	BLANK	BLANK
Percentage of those participants enrolled in an education or training program (excluding those in on-the-job-training (OJT) and customized training) who attained a recognized post-secondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program	72%	Same	62%	Same	70.50%	65%

6. Taking into account analyses described in 1 through 4 above, what is your regions 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 Board has a unified strategy to support the workforce development system to meet the agreed-upon goals. The PIC uses labor market information and the data we gather from our initiatives to recommend policy changes, improve programs, and create an education and workforce development system that supports Boston residents from youth through adulthood. The Board works with the WIOA partners to implement the WIOA MOU and align resources in our area.

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

B: WIOA Requirements

1. Identify the following elements of the workforce development system in your local area:

i. Programs that are included in your local workforce system

Program	Workforce Partner
The Adult Program (Title I)	<ul style="list-style-type: none"> • Department of Career Services (DCS) • Mayors Office of Workforce Development(OWD) • MassHire Boston Career Centers
The Dislocated Worker Program (Title I)	<ul style="list-style-type: none"> • DCS • OWD • Rapid Response
The Youth Program (Title I)	<ul style="list-style-type: none"> • DCS • OWD • Community based orgs. (Attachment 1) • YouthBuild Boston
The Wagner-Peyser Act Program	<ul style="list-style-type: none"> • DCS • MassHire Career Centers

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

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

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

Adult Basic Education

In Boston, Adult Basic Education and English for Speakers of Other Languages (ABE/ESOL) is provided by a publicly funded ABE system, a partnership with the MA Department of Elementary and Secondary Education's (DESE) Adult and Community Learning Services (ACLS) and the City of Boston's Office of Workforce Development (OWD). Programs funded through charitable foundations and individual donations, along with volunteer services that do not receive public funds, complement the ABE/ESOL system.

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

Transition to community college

The Boston PIC serves as both the MassHire Boston Workforce Board and as a school-to-career intermediary organization with the Boston Public Schools (BPS). The PIC has provided postsecondary coaching services to Boston students since 2008 in the context of Success Boston, the city's college completion initiative. The coaching program helps students navigate the academic, financial, and administrative challenges that inhibit college persistence and completion. Coaches connect students with college and community resources, while providing them with guidance and support. In recent years, this practice has expanded dramatically, as the Boston Foundation (TBF) was able to supplement its funds with a federal Social Innovation Fund (SIF) grant.

We deploy postsecondary coaches to assist students at Bunker Hill Community College, Roxbury Community College, Benjamin Franklin Institute of Technology, Quincy College, and students transitioning from community college to UMass Boston. Postsecondary coaches help students' access college resources, transition from high school to college, and advance toward a degree and a career. A 2017 ABT Associates report on the impact of coaching on college persistence found that Success Boston students are 11% more likely than a matched comparison group of non-coached peers to persist into the second year of college, and 21% more likely to persist into the third year of college. Coached students had higher cumulative GPAs, higher FAFSA renewal rates, and were more likely to be in good academic standing than their non-coached peers.

Workforce preparation activities

In collaboration with the Mayor's Office, the Boston Public Schools, and the PIC coordinates summer and school year jobs and internships for Boston public high school students. Career Specialists working at each of the Boston public high schools, guide and connect students with job opportunities. Year-round career readiness activities prepare students for the workplace and engage employers interested in the summer or school year internship programs. Every year, we work with over 200 employers from

across industry sectors to connect thousands of Boston public high school students to summer employment. During the months leading up to the summer, many of these employers take part in career exploration activities. These activities help students explore their own career interests by learning about local companies and career pathways from professionals across the city. Participation in career exploration activities provides students with the opportunity to:

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

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

- (i) Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;
- (ii) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs;

The Board will convene local WIOA partners to facilitate access to employment, training and supportive services for all customers (See Attachment 3: WIOA MOU). The WIOA memorandum defines the relationship between partners to allow for referral and unified service to “shared customers”. Career centers offer priority of service to eligible WIOA individuals who experience significant barriers to service (See B.22). WIOA partners co-enroll customers for career center and partner services including career pathway planning.

The board will ensure the career centers are providing integrated services through the Career Center certification process that includes meeting rigorous career center standards (Attachment 4: Certification Standards : Integrated Service 1-4)

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

The Workforce Board and the Mayor’s Office of Workforce Development have a long history of investing in post-secondary credentialing and access to industry-recognized certification. We have built a network of expertise through sector convening where we work with educators, employers and workforce partners to understand the industry need for certification. In Boston, priority industries in are IT, Healthcare, Hospitality and Construction. OWD offers pre- apprenticeship training in hospitality and construction and apprenticeship training for emergency medical technician (see Q.20 for more detail).

The Board manages the IT/Tech collaborative that is comprised of leading technology and IT professionals. The collaborative focuses on the talent supply pipeline and the issues employers experience in finding workers. The collaborative builds a broader awareness in the high schools through

a pilot of Tech Apprentice Signal Success curriculum and Tech Apprentice summer jobs. The TechHire Advisory Group worked with the Greater Boston Regional planning group to review the LMI and helped prioritize the jobs/careers for the 3-year regional plan. The Board is focused on research, programs, and innovations in IT education, training, and internships for non-traditional, underserved populations. We are working on an IT apprenticeship model with *Apprenti* - a state-endorsed technology apprenticeship program-to offer registered apprenticeships and Catalyte, an Artificial Intelligence-based platform that identifies individuals, regardless of background, who can be great software developers.

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

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

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

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

The Boston Healthcare Career Consortium

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

STEM Initiative

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

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

To advance the goals of the Governor's STEM Advisory Council to strengthen the Commonwealth's pipeline of STEM skilled workers, the network has focused on the following priorities:

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

Currently, the Boston workforce board is emphasizing its participation in the Governor's STEM@Work initiative to recruit employers to provide STEM internships for high school students. Both boards organized events for STEM Week in October.

Greater Boston IT Convening

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

Greater Boston Hospitality Sector Initiative

Recognizing that the hospitality sector has a substantial footprint in Boston and is forecasted to grow, the MassHire Workforce Board views this as an opportune moment to catalogue the existing pathway opportunities, identify gaps, and communicate the findings from this work to the residents of Greater Boston. Historically, the board has worked with all aspects of the hospitality sector to provide career exploration and summer job opportunities for high school students. In 2017, the board was awarded a community mitigation grant from the MA Gaming Commission to create a pipeline of jobs in the hospitality sector, including the Encore casino in Everett, for Boston residents. The Board is working with industry partners to explore developing a community of practice identify the pathways into the industry through training and apprenticeship programs.

Small Business Development

The City of Boston has a Small Business Development Office (SBDO) that provides all small businesses owners and entrepreneurs with the tools and guidance to successfully start, grow, and build a business in Boston. The office provides support to through technical assistance, ownership help and storefront

improvements. The SBDO is responsible for assisting and permitting the growing number of food trucks doing business in Boston.

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

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

There is no significant agricultural business in the City of Boston.

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

See response Section B.3.i

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

The MassHire Boston Workforce Board and the Office of Workforce Development coordinates closely with the Mayor's Office of Economic Development to meet and adapt to the evolving needs of current and future employers. Employers are attracted to Boston in part because our workforce has some of the highest levels of educational attainment in the country, with nearly half (47.4%) holding a bachelor's degree or higher.

As a system, we focus on developing the talents and credentials of, and training opportunities for, the remainder of the workforce. The Board collaborates with city agencies on Mayor Walsh's *Boston Hires* campaign to connect 20,000 Boston residents with employment at or above Boston's Living Wage by 2021. The City's offices of Workforce Development and Economic Development collaborate on research and initiatives to tap into this considerable talent pool. The Director of Business Strategy for the Mayor's Office of Economic Development, is a member of the MassHire Boston Workforce Development Committee. In this role, she is involved in the distribution and monitoring of WIOA and other training investments and helps to shape MassHire Boston's sector-specific strategies (for example in healthcare and technology).

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

Residents have easy access to the unemployment office, as there are two in Boston: one at central office in the Hurley Building, and inside the MassHire Downtown Career Center. Both career centers have staff trained to assist with DUA claims. The Reemployment Services and Eligibility Assessment (RESEA) program serves over 7500 claimants each year through both centers.

a) What methods are used by the Board to identify and recruit business intermediaries?

The MassHire Boston Workforce Board convenes multiple sector collaborations to strengthen transitions between education and workforce systems to create visible career pathways into economically self-sustaining careers. We use labor market information and the program data to drive initiatives that are responsive to industry needs.

b) Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses

Boston career centers have developed a demand driven employer engagement strategy that offers an extensive network of employers who understand the value of career centers to their business. Business service staff from both centers are involved in statewide employer business strategies including Governor Baker's Demand 2.0 employer-focused initiative. Career centers attend statewide BizWorks meetings and trainings for Business Service staff across the state. Staff respond to employer needs by conducting an employer needs assessment, periodic check-ins with employers, conducting information sessions on behalf of targeted employers and providing staffing support and candidate pre-screening services to all employers involved. Business Service/ Employer Engagement staff are able to promote employer tax credits, federal bonding, Workforce Training fund programs, and other state and federal incentives to employer.

4. Please provide an examination of how your Board will:

- I. coordinate local workforce investment activities with regional economic development activities that are carried out in the local area, and promote entrepreneurial skills training and microenterprise services.

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

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

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

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

5. Please describe the Career Center system in your area, including:

- How your Board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local businesses, workers and job seekers, and
- How entities within the Career Center system, including Career Center operators and partners, will comply with WIOA sec. 188

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

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

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

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

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

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

Annually: The Board and fiscal agent monitors the OSCC each year as part of the charter review and certification process. Unlike other regions, Boston has operated under a competitive model since 1996. Although they are re-chartered every four years, each year the Board conducts a review that includes a review of the previous year activity, progress on goals to date, progress on four-year goals, and plans for the upcoming year. The process includes a site visit with staff and WDB members and ends with a vote to approve the continuation of the approved charter. Outstanding performance issues are addressed as conditions of the charter approval. As part of recertification, each center must be in

compliance with WIOA sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

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

- Completion Rate: 70%
 - Entered Employment/Placement Rate: 60%
 - TOP/Section 30 Only-Entered Employment/Placement Rate: 70%.
 - Placement Wage: \$11.00/hour (State minimum wage)
- How your Board will facilitate access to services provided through the Career Center system, including in remote areas, through the use of technology and other means;

The Boston career center system consists of two comprehensive career centers, two access points, two financial opportunity centers, training and education providers, and a network of community based organizations (CBO's) . The Board, with OWD, oversees career centers chartering and the approval of training and education providers. This robust workforce network provides customers access to services in locations outside of the career centers.

Access Points are sites where customers can enroll in the system and learn about the services available at the Comprehensive One-Stop Centers and other partner agencies. In Boston, we are using access points to expand services to geographic area (Dorchester), and to a specific population (Homeless), to engage customers traditionally underserved by the comprehensive centers.

- The roles and resource contributions of your partners – how are these relationships sustained and kept productive;

The WIOA partners' memorandum of understanding (Attachment 3) guides the roles and resource contributions of your partners. Each partners has defined their commitment to service, shared costs and outcomes. We will review and renew the MOU not less than every 3-year period to ensure appropriate funding and delivery of services. State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency to issue the local allocations. The Board will ensure the local integrated budget includes all allocations.

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

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

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

Basic Career Services

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

Individualized Career Services

- Comprehensive and specialized assessments of the skill levels and service needs;
- Development of an individual employment plan;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term pre-vocational ;
- Internships and work experiences that are linked to careers;

- Workforce preparation activities;
- Financial literacy services;
- English language acquisition and integrated education and training programs.

Training Services

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

Follow-Up Services

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

7. Describe how your Board will coordinate workforce investment activities carried out in the local area with statewide rapid response (RR) activities.

There is a rapid response coordinator assigned to the Boston career centers. When notified of closings, the coordinator will provide on-site services to the employer. RR notifies the board of any local closings. The RR coordinator works with the career centers to connect the jobseekers to the center of their choice and provide support to both career center and job seeker. RR provides the impacted employees an orientation on the full array of services available at the Career Centers and the information they need to maintain eligibility for UI benefits. The Board, in partnership with OWD, monitor the layoff activity and look for opportunities to apply for national emergency funds (NEG) to support additional training for impacted workers. The Board and OWD, in collaboration with the career centers, will manage the need for training vouchers or English language classes, in response to local layoffs.

8. 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, which must include an identification of successful models of such activities.

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

In the most recent open and competitive procurement process for WIOA Youth funding (fiscal year 2018), OWD funded nine programs in eight community based organizations. The development of the request for proposals (RFP) was guided by the set of policy principles that highlighted some of the changes from the previous open and competitive year (FY 2016). These changes included the Board's recommendation to award larger grants to a smaller number of successful applicants; placement in employment both during and after programming to provide young people with authentic work experience and employability skills; and partnerships with post-secondary, education and training programs to strengthen the pathways continuum for program participants

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

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

In 2016 a portion of Boston's WIOA Title I Youth funds were allocated to "Partners for Youth with Disabilities" to offer a professional development training series to youth service providers. One result of this series was the development of a common intake form that used by WIOA Youth service providers. This tool helps to identify hidden disabilities in the intake process, so that appropriate supports and resources for youth participants are identified earlier. Program staff refer participants to additional services, as needed.

9. Please explain how your Local Board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

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

- **Convenes** multi-sector collaborations, such as the Youth Transitions Task Force, which focuses on high school dropout prevention and re-engagement, the Opportunity Youth Collaborative, focusing on 16 to 24 year olds who neither in school nor employed, as well as the committees that help us to fulfil our WIOA Adult and Youth governance responsibilities. Within the convening space, the PIC also staffs sector initiatives in technology and health care, which bring together employers, educators, training organizations and local and state policymakers to address labor market challenges, such as training gaps.
- **Connects** individuals with education, training and employers, and connects industry with educational systems. The PIC brokers over 1,100 paid internships for BPS high school students at local employers each summer as part of the City of Boston’s Summer Jobs Campaign. In collaboration with the BPS, the PIC co-operates the Re-Engagement Center, a nationally recognized model for re-engaging former dropouts and off-track youth.
- **Measures** progress and success on key indicators such as high school dropout, college persistence and completion, and employment rates, in its role as a workforce board, conducts labor market research to help inform the development of new secondary and postsecondary career pathways.
- **Sustains** initiatives over time through leadership transitions and shifts in available funding to ensure continuity and coordination of services among partners.

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

increase capacity in areas of strong labor market demand and to coordinate educational programs across the region to use resources efficiently and effectively.

10. How will your Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please also describe how other programs and services in your local area are leveraged to compliant workforce investment activities.

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

11. 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?

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

12. How will career and training services, required under WIOA, be provided to Migrant Seasonal Farm Workers (MSFWs) through the Career Center(s)?

Historically, the Boston career centers have very low engagement with MSFW. The career centers work with DCS staff to identify and enroll eligible workers and provide the full array of employment and training services available through the MassHire Career Center network.

13. How will the Board coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II? This description must include how the Board will carry out the review of local applications submitted under title II consistent with WIOA secs.107(d)(11)(A) and (B)(i) and WIOA sec. 232:

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

- a) Coordinate with the Commonwealth's main operator of Title II funds, the Adult and Community Learning Services (ACLS) division of the Department of Elementary and Secondary Education (DESE) on the procurement and selection of Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) providers. Board staff and Mayor's Office of Workforce Development (OWD) assisted DESE in each phase of the last open and competitive funding cycle, including discussion of the allocation for Boston programs as a whole, serving on reading teams, and discussing with DESE who would be funded among Boston applicants

- b) Continue to work with DESE on evaluating Boston programs and providing technical assistance to Boston programs funded through Title I. OWD chairs and operates an ongoing meeting of DESE-funded Boston programs entitled the Boston Adult Literacy Initiative in collaboration with DESE. The ALI gives ABE directors an opportunity to share best practices, network and discuss issues with peers, identify resources from both the public workforce development system and the larger community, and clarify their understanding of DESE's priorities and policies. One of the main goals for the ALI is to further the integration of ABE programs into the public workforce system in the Boston region. OWD also participates in site visits to programs to identify possible areas of assistance needs.

- c) Work with DESE to implement the integration of ABE as a partner in the career center and workforce system. To date, this has included defining the shared customer between the ABE programs and the MassHire career centers and establishment of the state's only full-time career navigator position. The Navigator serves as a facilitator for ABE students to enroll in and use the services of the career centers and for the centers to provide services and facilitate job development for ABE students who are job-ready, or ready to develop their job search skills. The selection of provider representatives from the ALI as the representatives of Adult Basic Education at a local level as career center WIOA partners has set up the potential for multiple providers' involvement in coordination of education and workforce development services for adult learners; especially when coupled with a dedicated staff person tasked with bridging the two worlds in Boston. Though we have much to learn in coordinating and aligning those services, these structural innovations position the region better to understand further the potential opportunities and limitations in coordinating the two.

- d) Work with DESE to encourage the development and implementation of programming that combines workforce development and adult basic education. As we deepen our understanding of how the integration of adult basic education and workforce development can make a powerful synergy for learning, there is potential for more collaboration in the area of programming that combines basic education for adults and job training. The Boston Workforce Board, in partnership with ABE system leaders, is seeking opportunities to increase career opportunities for students through combined ABE and job training, apprenticeship models and

articulation agreements with post-secondary education and vocational training providers. Finally, the Boston region seeks to develop stronger ties between ABE programs in the region and employers, especially where programs are able to provide candidates with the skills and interests to fill openings of partner companies.

14. Provide copies of executed cooperative agreements, MOUs, ISAs, or other agreements between required partners which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in your local Career Center delivery system.

Describe how the Local Board/Career Center intends to build upon/increase collaboration with existing partners and in establishing new partnerships with local service providers (including any approximate timelines for establishing agreements or building upon existing agreements).

See Attachment 3: WIOA Partner MOU

The Board convenes the local WIOA partner's bi-monthly to review collaboration and monitor outcomes. At each meeting, we highlight one partner and discuss the referral and service flow, helping to identify gaps in service. This process helps each partner understand the goals of the other partner agencies and helps to identify shared customers. In 2019, the Board will continue to convene meetings but the career center Directors will set the agenda and lead the meetings to align services for shared customers. Meetings in 2019 are:

- January 18
- March 22
- May 24
- September 20
- November 15

To strengthen and build on a successful model we will continue to use these meeting to educate members on WIOA programs and address any concerns that arise. Coordinating cross training for staff is the priority for both new and existing staff. Changes in programs and staff turnover means there must be a continuous assessment of staff skills and resources. Each career center has a designated point person to deal with each of the partner agencies to ease the referral process. This has worked particularly well with the ABE/ESL partners with a designated career navigator who is collocated at the career center.

We will use these meetings to identify and population not represented in the original MOU. This year we included ex-offenders and Native American residents. The new Office of Returning Citizens (ORC) supports the more than 3000 people who return to Boston after release from state, federal, and county facilities each year. Although both career center have programs that serve returning citizens they restricted by funding to serving subsets of a population who need

services. ORC will work with career centers to facilitate connections between with WIOA partners.

The Native American Indian Center of Boston (NAICOB) provides services to the Native American population (about 6,000) in and around the greater Boston area. NAICOB offers classes in computer skills and assists members with employment referral and job searches. Native American Indians are a WIOA priority population frequently served at the career centers. The new partnership with NIACOB will expand the range of services to their members as they align with the career centers and WIOA partners.

15. Please provide the name and contact information of your Fiscal Agent.

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

16. Please detail the competitive process that will be used to award the sub grants and contracts for WIOA title I activities.

Every four years the Board runs an open and competitive procurement process for career center services. The process begins with the Board setting the priorities to guide the selection of a career center operator. The Board follows 2CFR 200 Uniform Guidance Procurement Standards and awards contracts only to responsible applicants possessing the ability to perform successfully. Consideration is given to organizational integrity, compliance with public policy, past performance and financial and technical resources.

A request for proposals is issued to a wide audience, posted on state and local web sites. The Board hosts a bidder's conference to present the RFP, outline the process, explain the scoring and the award timeline. Members of the Workforce Board State agencies and interested partners are trained to read and score the proposals. Proposals are accepted up to a published deadline. A team of reviewers receives any proposals that contain all required documentation (budget, narrative, assurances etc.) Results are presented to the Workforce Board for approval. After a right to appeal time, successful vendors are notified of the option to contract.

The Adult and Dislocated Worker ITA process is outlined in Question 19

Every two years OWD, fiscal agent for the Board, runs an open and competitive procurement process for WIOA Title I Youth funds. In collaboration with the Workforce Development Board, OWD develops and releases the Policy Principles that will guide the RFP development. After a public comment period, OWD holds a public Bidder's Conference to release the RFP and answer questions from those with an interest in submitting a proposal.

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

- 17. Please provide the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the Career Center system in the local area.
Local Boards may insert or provide a link to requested performance goals.**

<https://bostonpic.sharepoint.com/:x:/r/Shared%20Documents/WIOA%20plan/Boston%20FY19%20Submittal%20History,%20Program%20Summary%20Charts%201-4%20Combined.xlsx?d=w87b5cec23b39421e82827df276bad1ec&csf=1>

- 18. What are the actions and activities that support the local boards continued status as a high-performance workforce board?**

The MassHire Boston Workforce Board maintains its certification as a high-performance workforce board through the continued alignment with the state workforce goals, participation in the Governor's Skills Cabinet regional planning initiative, and a focus on a demand driven employer strategy. In 2012, Boston proposed the development and expansion of the Boston Healthcare Careers Consortium with the funds made available through the High Performing Board certification process. The primary focus for the consortium is systemic alignment to ensure that residents have access to the education and training that will prepare them to take advantage of the career opportunities available in healthcare. The Board has expanded sector-organizing work to include other industries such as IT, Life Science and Hospitality. *See section B.3.i for further detail*

1. What trainings are applicable to Board members?

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

In the last year presentations included:

- MassHire branding initiative
- Economic Conditions in Boston and Massachusetts: New England Public Policy Center
- Staying the Course: Six-Year College Enrollment and Completion Experiences of BPS Class of 2011 Graduates
- BPS Strategies to Serve Off-Track Youth: EY-Parthenon Report
- Regional Planning
- Expanding Apprenticeship programs
- Free college tuition program

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

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

- Board and committee membership: Board members provide leadership on the board sub-committees, youth and workforce development, and engage with the programs and providers we oversee. Committee members are an integral part of the career center chartering and certification process, reading proposals and conduction site visits.
- Local employer: Seventy-one percent of the Boston Workforce Board utilize services at the career services. The business, workforce and education members post open jobs, industry briefings, recruitments, applicant prescreening and applicant assessments.
- Summer Jobs: Board members offer work experiences including internships and summer jobs.
- Job Shadow Day: Board members participate in this half-day event designed to expose high school students to the world of work. Students shadow professionals to gain a first-hand look at the skills and knowledge required to succeed in a career.

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

The Board promotes the services offered by the career centers in all promotional, outreach, and media events. Career centers events are posted on our website and through social media. Board members are encouraged to visit career centers and engage in business service events. Career centers are highlighted in the annual report each year with staff, employers, and customers recognized with awards. The PIC connects all programs to career centers including

the career coaches who work with community colleges and high school students in the school-to-career transition. They introduce the students and their families to the career center system. This year the PIC chartered two Access Point centers to make career center services more accessible to populations who were traditionally underserved: individuals who are homeless, and those who cannot easily reach a career center.

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

See above. All outlined activity results in positive outcomes for job seekers and employers.

19. How will training services outlined in WIOA sec. 134 be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how your Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

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

Adult and Dislocated Worker

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

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

Youth Programs

See Question 8 for detail of procurement.

20. Please describe the local area strategy and service plans for utilization of the following work-based training models:

- a. On-the-Job Training, including use of the Commonwealth’s waiver to provide up to 90% employee wage reimbursement to businesses with fewer than 50 employees

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

- b. Apprenticeship

Boston is one of three regions assisting the state with expansion of registered apprenticeship into non-traditional fields. North Shore is lead on Advanced Manufacturing, Hampden is on for healthcare and Boston will focus on technology. The Board is collaborating with the Executive Office of Labor and Workforce Development and “Apprenti” the nation's first registered tech apprenticeship program. Apprenti trains future tech workers with an emphasis on underrepresented groups including women, minorities and veterans. Apprenti is an industry recognized state and federally accredited program. Apprentices receive two to five months of industry-recognized training before beginning one-year of paid on-the-job training with one of the program's hiring partners. The role of the workforce board is to assist promoting the model with employers and job seekers.

The Office of Workforce Development offers apprenticeship and pre-apprenticeship training programs as part of the Greater Boston American Apprenticeship Initiative (GBAAI), with funding provided by the United States Department of Labor under a \$3 million dollar H-1B Job Skills Training Grant. The GBAAI launched in October 2015, and since that time, OWD, which oversees the initiative, has leveraged an additional \$12.9 million in dedicated apprenticeship slots. Originally, over five years (Oct. 2015 – Sep. 2020), GBAAI was to support 405 pre-apprentices in construction and hospitality training programs. Since then facilities maintenance (first in Massachusetts) and emergency medical technician apprenticeships have been added. The hospitality apprenticeship program represents the first of its kind in the nation.

- c. Incumbent Worker Training

No WIOA Incumbent worker training in Boston.

- d. Work Experiences (paid or unpaid)

The Board believes that paid work experience cultivates aspiration and motivates people to persist and succeed. Therefore, we work to increase the integration of learning and work at all levels of education and career. In Boston’s evolving knowledge-based economy, credentials and skills that matter. Therefore, we strive to increase continuously the number of Boston youth and young adults who achieve academic milestones such as high school graduation, college enrollment, and postsecondary certification and degree attainment in areas of projected labor demand. A minimum of 20% of the local

WIOA Title 1 youth funds expended by the competitively procured programs are for allowable work experiences.

- e. *Transitional jobs (§ 680.190 – one that provides a time-limited work experience, that is wage-paid and subsidized, and is in the public, private, or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have inconsistent work history, as determined by the Local Board. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to unsubsidized employment).*

Each year Boston, through its Youth Options Unlimited division, provides over 200 young people with subsidized work opportunities to develop their job readiness skills. This transitional employment is offered along a three-tiered continuum that allows young people to progress to increasing levels of reward and responsibility:

- **Pre-Placement (Level 1)** is a two-week, paid intensive job-readiness training that focuses on key concepts such as decision-making, teamwork, communication, and personal responsibility. Through participatory learning, young people have the opportunity to make mistakes, learn from them, and correct the behavior. Participants work 6 paid hours per week.
- **Bridge Team (Level 2)** is a meaningful group work experience provided in collaboration with our partners. In a Bridge Team placement, a small group of young people works collaboratively on a community project with an on-site YOU Boston supervisor. Participants work 12-16 paid hours per week.
- **Individual Placement (Level 3)** is a paid internship opportunity for young people to work onsite with a potential employer. These placements range from the private sector to municipal agencies and non-profit organizations. Participants work 25 paid hours per week. All young people engaged in transitional employment earn \$11 per hour and receive case management services.

In 2018, the U.S. Department of Labor awarded the Mayor’s Office of Workforce Development a \$630,000 three-year grant aimed at helping young adults with court-involvement and other employment barriers re-join their communities as productive citizens. The grant will allow Youth Options Unlimited (YOU) Boston to provide job training and support services to 100 Boston-area young people between the ages of 18 to 24. By the grant’s end in 2021, the goal is to have at least 70 percent of those served enter into post-secondary education, apprenticeships, or unsubsidized jobs.

The agency will train participants for careers in such in-demand fields as;

- Commercial driving
- Culinary work
- Information technology
- Construction
- Healthcare
- Wastewater management

- Office administration

YOU Boston received this special funding opportunity, through its participation in the Compass Rose Collaborative, a re-entry project consisting of eight other communities nationwide. YOU Boston will employ the following evidence-based features in its program design:

- Transitional employment: A step-by-step method of supporting young people with job readiness skills as they advance from subsidized to unsubsidized employment.
- Integrated services: One-stop access to a variety of services that can aid a young person's ability to learn and work – such as housing, transportation, financial literacy, and legal services.
- Positive youth development: A development model that sees young people as community assets to be developed rather than risks to be mitigated.

f. [Online remediation tools \(such as WorkKeys Curriculum\) for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies.](#)

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

21. Please describe the process used by your Board, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of your local plan, particularly for representatives of businesses, education, and labor organizations.

This plan will be posted to the websites of the MassHire Boston and the Mayor's Office of Workforce Development no later than December 29th, 2018. The posting will be announced to the public via the City of Boston's City Record during the weeks of December 31st, 2018 and January 7, 2019. In addition, MassHire Boston will provide notice of the posting to WIOA partner organizations via email. At the conclusion of the 30-day comment period, any comments will be compiled and included with the local plan submission.

22. Describe how your Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by system partners.

The career centers are working with the WIOA partners to enroll all customers in Training Pro as the standard intake system. Individual partners provide case management and share information where appropriate and within legal constraints. WIOA partners signed the MOU

understanding that the stated goal is to “seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared.” The parties of this MOU understand that a shared data system will be designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations.

23. What is the direction given by the Governor and your local Board to the career center operator to ensure priority for adult career and training services will be 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) and § 680.600 –

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

State Plan: <https://www.mass.gov/files/documents/2018/02/09/ma-wioa-state-plan-final-4-7-16.pdf>

Please describe the local board’s policy and process related to Priority of Service for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (100 DCS 08-116).

The Boston Workforce Board and career centers follow state policy (100 DCS 08-116) assuring career services and training services funded with Title I Adult Program funds will be given on a priority basis, regardless of funding levels, to:

- Recipients of public assistance
- Other low-income individuals (in accordance with Federal Poverty Guidelines and Lower Living Level Standard Income Levels
- Individuals who are basic skills deficient

The priority of service for public assistance recipients, other low-income individuals, and individuals who are basic skills deficient is a statutory priority that applies only to the receipt of individualized career services and training services in the WIOA Title I Adult program.

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

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

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

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

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. Please note the local policy and process must be consistent with WIOA sec. 134(c)(3)(E) and § 680.600 in the absence of a priority of service policy.

As stated above, The Boston Workforce Board and career centers follow state policy (100 DCS 08-116) assuring career services and training services funded with Title I Adult Program funds will be given on a priority basis in accordance with WIOA sec. 134(c)(3)(E), § 680.600 and 100 DCS 18.101.1

Local policy is subject to approval by the MassHire Workforce Board. The Board has established a draft policy on local priority for the follow populations:

1. **Individuals whose family income exceeds the federally defined Poverty Guidelines and Lower Living Standard Income Levels (LLSILs)** The policy applies to Title 1 training services for adults only. There is a 10% limitation on this population based on the percentage of individuals enrolled in individual and training services on the current fiscal year.
2. **Boston Residency requirement.** Residency restrictions are placed on training funds only. Individuals must be a Boston resident or laid off from a Boston based company to access training funds. Veterans and eligible spouses are not subject to geographical restrictions.

C: Additional information required by the Governor.

Not applicable at this time

D: Your local plan must identify the portions that the Governor has designated as appropriate for common response in the regional plan where there is a shared regional responsibility, as permitted by § 679.540(b):

The Governor may issue regional planning guidance that allows Local Boards and chief elected officials in a planning region to address any local plan requirements through the regional plan where there is a shared regional responsibility.

Incorporate anything from your Regional Plan content as appropriate.

E: Comments submitted during the public comment period that represent disagreement with the plan are required to be included with your local plan.

List of Attachments

Attachment 1: Youth providers

Attachment 2: ABE/ESL providers

Attachment 3: WIOA Memorandum of Understanding

Attachment 4: Career Center Standards