



## Quarterly Member Meeting

March 10, 2021

8:30am - 10:30am

Via Zoom due to Covid-19 Crisis

**Present:** Carson Burrington (Vice Chair), Rosemary Alexander, Reed Brockman, Nancy Conti, Michael Cosgrove, James Donovan, Josh Eichen, Debra Jacobson, Maria Kefallinou, Rick Laferriere, Michael LaMonica, Kambiz Maali, Rafael Mares, Brian Murray, Alice Murillo, Karen Sampson-Johnson, Sandra Smith, Steven Sullivan, Sue Walsh, Melissa Weldon

**Absent:** Valerie Sutton (Chair), Allen Boyer, Colleen Moran, Colin Smith

**MNWB Staff:** Chris Albrizio-Lee, Cyndy Chapin, Richard Dalton, Heather Derby, Maisa Ferreira, Carlos Fuentes, Tom Hanna, Penny Hasseli, Dwayne Hull, Lauren McCann, Lorraine Rivera, Melora Rush, Stephanie Sakelarakis, Dani Smejkal, Trey Walsh, Li Xu

**Guests:** Lee-Ann Johnson, MassHire Metro North Career Center; Ron Marlow, ABCD; Karl Allen, Department of Housing and Community Development, City of Chelsea; and Tech Leng, Office of Strategic Planning and Economic Development, City of Revere; Community Action Partners: Kevin Breunig, Anna Abate Anna Abate and Kevin Breunig, Edo Eilam, Matt Marsh, Virginia Garvis, Duncan McCallum, Martin November; Stephanie Shull, CONNECT

## MINUTES

Agenda Topics	Major Discussion Points	Next Steps (Who, what, by when)
	<ul style="list-style-type: none"> <li>Carson Burrington, Vice Chair, called the meeting to order at 8:30am.</li> </ul>	
<b>Welcome</b>	<ul style="list-style-type: none"> <li>The Vice Chair welcomed Members and guests to the MassHire Metro North Workforce Board's Quarterly meeting. The meeting was held via Zoom due to the Covid-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Agenda Topics	Major Discussion Points	Next Steps (Who, what, by when)
<b>Review and Approval of December 2020 Meeting Minutes</b>	<ul style="list-style-type: none"> <li>• The Vice Chair stated that the minutes from the December 9, 2020 MassHire Metro North Workforce Board (MNWB) meeting were sent out earlier in the week in the meeting packet. The Vice Chair asked for any questions or comments regarding the minutes. <ul style="list-style-type: none"> <li>○ There being no questions or comments, the Vice Chair requested a motion to approve the minutes. Reed made the motion to approve the minutes and Steve Sullivan seconded the motion.</li> <li>○ Upon motion duly made and seconded, the minutes of the December 9, 2020 MNWB Annual Meeting were approved as presented by roll call vote of all Members present at the time of the vote: <ul style="list-style-type: none"> <li>▪ <b>Yes:</b> Rosemary Alexander, Reed Brockman, Carson Burrington, Nancy Conti, Michael Cosgrove, James Donovan, Josh Eichen, Debra Jacobson, Maria Kefallinou, Rick Laferriere, Kambiz Maali, Rafael Mares, Brian Murray, Alice Murillo, Steven Sullivan, Sue Walsh, Melissa Weldon</li> <li>▪ <b>No:</b> ---</li> <li>▪ <b>Abstain:</b> --</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Program and Career Center Updates</b>	<ul style="list-style-type: none"> <li>• Chris Albrizio-Lee updated the Board on the following: <ul style="list-style-type: none"> <li>○ The Work to THRIVE initiative received a new grant from Enel Green Power going towards Digital Divide work in Chelsea.</li> <li>○ Work to THRIVE wrapped up its work on the digital divide grant from the City of Cambridge where we provided over 20 students at the Community Learning Center in Cambridge with Chromebooks and mobile hotspots for internet access.</li> </ul> </li> <li>• Lee-Ann Johnson and Ron Marlow: Career Center Updates <ul style="list-style-type: none"> <li>▪ Normal activity continues with a lot of recruiting and enrollment for industry-based grants.</li> </ul> </li> </ul>	
<b>Workforce Development Discussion with the Cities of Chelsea and Revere</b>	<ul style="list-style-type: none"> <li>• Chris introduced Karl Allen from the Department of Housing and Community Development, City of Chelsea, and Tech Leng from the Office of Strategic Planning and Economic Development, City of Revere <ul style="list-style-type: none"> <li>○ Chris noted that MNWB has a lot of programs and partners in these communities, ie Gaming, Hospitality, Youth programs and that both Revere and Chelsea have recently completed workforce development plans for their communities.</li> <li>○ Karl Allen from Chelsea introduced the workforce and economic development landscape partnerships with surrounding communities including the Good Jobs Coalition, a Technology lending library, a Small Business Economic Development study and Job Navigation work through Urban Agenda Grant</li> <li>○ Tech Leng shared that, in past, workforce development in Revere focused on ESOL with small grants. Currently, there is work to get structure to connect community to jobs.</li> </ul> </li> </ul>	

Agenda Topics	Major Discussion Points	Next Steps (Who, what, by when)
	<ul style="list-style-type: none"> <li>▪ Urban Agenda Grant Funds for community capacity building and hospitality training with IINE. Challenges exist with space, language needs and communication of programs</li> <li>▪ Revere Works is a new coalition of service providers and the City of Revere.</li> <li>▪ Next Stop Revere is a master planning effort with MAPC. Looking at Amazon distribution sites, Wonderland, and the Suffolk Downs site.</li> <li>○ Similar barriers and community needs exist in Revere and Chelsea <ul style="list-style-type: none"> <li>▪ Community Health Improvement Plan work was invaluable in aligning thinking and planning.</li> <li>▪ For the first time, a staff person in Chelsea is devoted to thinking about upstream needs</li> </ul> </li> <li>○ Karl presented demographics related to Chelsea and Revere Unemployment Insurance claims. Although improved, there are still huge numbers of households that are struggling to find work. Large numbers of residents do not show up in official metrics.</li> <li>○ Chelsea and Revere among the hardest hit by Covid in terms of both job loss and disease – mainstreets decimated in growing hospitality centers. Revere had been emphasizing hospitality careers with multiple new hotels. Covid hit this sector very hard. MassPort furloughed most of its blue-collar workers.</li> <li>○ Karl described task ahead: Acquisition of Basic Skills to gain economic stability; advancement of skills and employer engagement <ul style="list-style-type: none"> <li>▪ In Revere, the Hospitality sector is an important pipeline.</li> <li>▪ Trades – Revere has a project labor agreement with Boston will help with access to pre-apprenticeship programs. Suffolk Downs is a 15-20 year development project.</li> </ul> </li> <li>○ Tech shared Revere Workforce Development Timeline and Goals: <ul style="list-style-type: none"> <li>▪ Skill Building and Career Development with a focus on building trades, IT/Technology, manufacturing and health care industries. She addressed strategic partnerships (need to formalize relationship with Revere HS and City YouthWorks program, establish partnership with local Community Colleges/Higher Ed) and work to facilitate development of a Private/Non-Profit Economic Development Entity) and physical space development</li> <li>▪ Josh Eichen spoke to regional labor market and the need to think outside of city borders. <ul style="list-style-type: none"> <li>• How to cultivate and facilitate the leadership of the private sector.</li> </ul> </li> </ul> </li> <li>○ Looking at this as a regional issue</li> <li>○ Threats and challenges: <ul style="list-style-type: none"> <li>▪ Organizational capacity.</li> </ul> </li> </ul>	

Agenda Topics	Major Discussion Points	Next Steps (Who, what, by when)
	<ul style="list-style-type: none"> <li>▪ Direct service providers.</li> <li>▪ Regionalization of efforts.</li> <li>▪ Lack of surround supports for communities. <ul style="list-style-type: none"> <li>• Stable housing</li> <li>• Reliable transit</li> <li>• Vulnerability of populations, especially those populations that do not show up in data</li> </ul> </li> <li>○ Chris asked how can MassHire help? <ul style="list-style-type: none"> <li>▪ deliver services in a more accessible way. Hard to get to Cambridge Career Center and Woburn is inaccessible without a car.</li> <li>▪ Local data is needed to tell the story – need to understand how MassHire is helping in the communities.</li> <li>▪ MassHire can be a crucial convener, need for sustained pressure and policy advocacy on housing, transportation and public health.</li> <li>▪ More “high-touch” services needed – handholding is crucial.</li> <li>▪ More services are needed where we do not need to ask about someone’s immigration status.</li> </ul> </li> <li>○ Reed asked about the MBTA and City of Boston looking at increasing diversity. Job lists of minority businesses is very short. Reed’s company is willing to help and he believes that other companies will do so as well. <ul style="list-style-type: none"> <li>▪ Tech referred to the Enterprise Center at Bunker Hill CC. Karl says that there is not a pipeline of professional service firms. They do not exist. Working on how to create an eco-system to encourage the establishment of these businesses. This is a long-term solution.</li> </ul> </li> <li>○ YouthWorks program – how to engage with employers to get students into paid internship opportunities.</li> <li>○ Revere and Chelsea do not have a technical high school – it is done in Wakefield and is inaccessible without a car. This makes these cities ineligible for a lot of state funding for youth training.</li> <li>○ Location of Career Centers and Training Programs is a huge issue. Need for transportation stipends and reliable transportation for all training programs and for employment retention.</li> <li>○ Sue referenced that Chelsea has dual enrollment with Bunker Hill. Also potential labor connections.</li> </ul>	

<p><b>MNWB Strategic Planning Discussion</b></p>	<ul style="list-style-type: none"> <li>• Chris introduced MNWB’s strategic planning efforts. <ul style="list-style-type: none"> <li>• Last year, we applied to Community Action Partners and we were selected in December for their pro-bono consulting services and we have been engaged with CAP to begin our strategic planning process.</li> </ul> </li> <li>• Chris introduced Anna Abate, Kevin Breunig, Edo Eilam, Matt Marsh, Virginia Garvis, Martin November and Duncan McCallum from Community Action Partners: <ul style="list-style-type: none"> <li>○ Anna Abate introduced the work/mission of CAP</li> <li>○ CAP’s goal for MNWB is to come up with a framework and process to implement our next strategic plan.</li> <li>○ Anna asked for thoughts from the Board on the strategic planning efforts: <ul style="list-style-type: none"> <li>▪ Rosemary Alexander –keep DEI as focus</li> <li>▪ Carson Burrington – look at tectonic shifts in how we work</li> <li>▪ Nancy Conti – manufacturing training initiatives to have resources to find candidates for growth and replacement of retiring baby boomers.</li> <li>▪ Mike Cosgrove – setting measurable goals. Training around property management.</li> <li>▪ Jimmy Donovan – consider who is essential – renewed emphasis on training of essential workers.</li> <li>▪ Karen Sampson-Johnson –development efforts to generate dollars coming into MNWB. Still need other sustainable contributions. Focus on digital equity is on target.</li> <li>▪ Maria Kefallinou – effort to keep most vulnerable populations in focus – those with limited English, those with limited digital and literacy skills and ABE needs.</li> <li>▪ Rick Laferriere – learning from pandemic to be flexible/nimble, changes in the nature of work, job driven programming – ahead of the game both virtually and in-person. How to keep someone employed – give the support that is needed to retain employees – childcare, transportation.</li> <li>▪ Michael LaMonica – saw how pandemic hit hospitality – wants increased engagement with that sector. Lack of safety nets for these employees. How to open new doors with training and education.</li> <li>▪ Kam Maali – how can we reach more people in need? How to be nimble as an agency when economic slowdowns hit.</li> <li>▪ Rafael Mares – pandemic’s impact – think programmatically and focus on communities hardest hit in pandemic with overlay of equity.</li> <li>▪ Alice Murillo – emphasize that training is looked at as a continuum and expanded pathways. Commit to folks . How to incorporate technology to maximize opportunities. DEI is critical.</li> <li>▪ Brian Murray – help create a structure to help turn ideas into viable programs.</li> </ul> </li> </ul> </li> </ul>	<p>Send CAP questions to Board Members for further input.</p> <p>Share list of stakeholders to Board Members so that additions can be made.</p>
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	<ul style="list-style-type: none"> <li>▪ Sandra Smith – prioritize resources to try to change the generational economic trends – focused on youth and focus on communities in need. Fundraising as government resources are less reliable.</li> <li>▪ Steve Sullivan – pre-apprenticeship training priority. Connectivity issues – internet. DEI in construction. Need opportunities for experienced immigrants from other countries.</li> <li>▪ Melissa Weldon – structure for manufacturing industry to tap into talent pipeline.</li> <li>○ Kevin Breunig from the CAP team introduced findings from the CAP discovery process: <ul style="list-style-type: none"> <li>▪ Current strategic plan is more of an action plan</li> <li>▪ Need for tools for strategic decision making.</li> <li>▪ Need for visibility and clear identity in community.</li> <li>▪ Unique position as a non-profit.</li> <li>▪ Goal setting and prioritization.</li> <li>▪ Track outcomes not output; better way to measure our work.</li> </ul> </li> <li>○ Areas of focus and process to get there: <ul style="list-style-type: none"> <li>▪ Mission, Vision and Identity clarification <ul style="list-style-type: none"> <li>• How to set key priorities</li> </ul> </li> <li>▪ Strategic Goal Setting – big 5-year goals, with an annual work plan <ul style="list-style-type: none"> <li>• Mapping out preconditions/roles – Theory of Change</li> <li>• Strategic Goal Development</li> <li>• Program Evaluation Framework</li> </ul> </li> <li>▪ Data, Performance Metrics and Outcomes <ul style="list-style-type: none"> <li>• Balance Scorecard concept was described.</li> </ul> </li> </ul> </li> <li>○ Suggestion to include Board Members as part of working groups that come out of strategic plan.</li> <li>○ The full board will be surveyed by CAP in coming weeks.</li> </ul>	
<b>Upcoming Meetings</b>	<ul style="list-style-type: none"> <li>• Wednesday, June 9, 2021</li> </ul>	
<b>Other business as may come before the Annual MNWB Meeting</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>Adjourn</b>	<ul style="list-style-type: none"> <li>• The meeting was adjourned at 10:35a.m.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Documents used at the September 9, 2020 MNWB Annual Meeting: <ul style="list-style-type: none"> <li>• Agenda and FY21 MNWB Meeting Dates</li> <li>• Draft December 2020 Meeting Minutes</li> <li>• MNWB Updates</li> <li>• Committee Reports</li> <li>• Career Center Performance Metrics</li> <li>• Chelsea Presentation Slides</li> <li>• Revere Presentation Slides</li> <li>• CAP Powerpoint Presentation</li> </ul> </li> </ul>	
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**The Remaining Quarterly and Annual meetings for FY2021 are as follows:**  
Wednesday, June 9, 2021