



**MASSHIRE**  
**METRO NORTH**  
**WORKFORCE BOARD**

**FY22-FY26**  
**STRATEGIC**  
**FRAMEWORK**





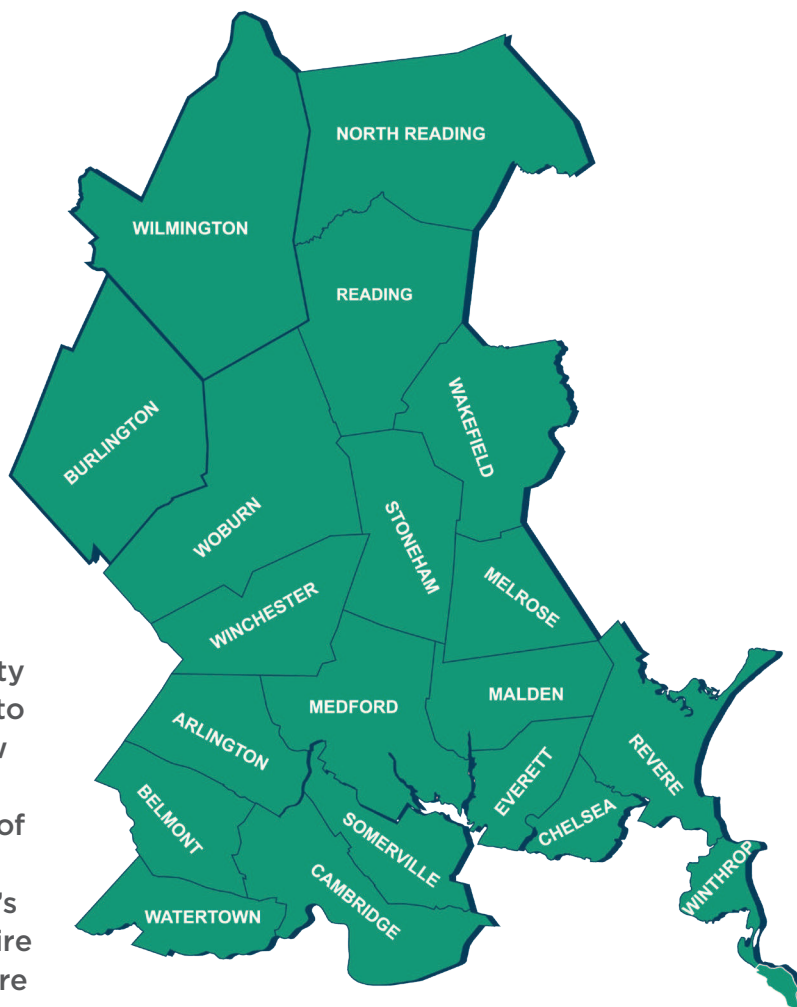




## **MASSHIRE METRO NORTH WORKFORCE BOARD**

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

# WHO WE ARE



The Metro North region consists of the following twenty cities and towns north of Boston: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham, Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn.

## **MISSION**

MassHire Metro North Workforce Board's mission is to develop partnerships, generate resources, and advocate for workforce solutions that result in a skilled workforce, prospering businesses, and equitable access to meaningful career pathways and quality employment for residents.

## **VISION**

MassHire Metro North Workforce Board's vision is a thriving, inclusive, and resilient regional economy where businesses and residents have equitable access to workforce development resources and to quality employment opportunities.



# MASSHIRE VALUES

As an integral member of the MassHire system, MassHire Metro North Workforce Board strives to operate in accordance with the statewide MassHire values:



## Collaboration

MassHire believes in the power of partnership and streamlined integration of services to achieve effective and timely results for those we serve.



## Respect

MassHire is committed to understanding and valuing the diverse, unique requirements and professional goals of the businesses and people we serve.



## Reliability

MassHire creates trust and reliability by consistently delivering high-quality professional services at each location and in every interaction.



## Ingenuity

MassHire leverages flexibility, expertise, and knowledge to successfully meet our mission, regardless of new challenges and circumstances.



# PLAN FOR IMPACT

Consistent with its vision, the MassHire Metro North Workforce Board (MNWB) Plan for Impact is its roadmap for addressing joblessness and creating quality career pathways in the Metro North region of greater Boston over the next five years.

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

Due to the range of services individuals need to be successful in achieving high-quality employment, MNWB will partner with the MassHire Metro North Career Center (MNCC), community organizations, vocational schools, community colleges, and businesses to deliver the right combination of support, training,

and job placement. Where successful programs exist, MNWB will serve as a funder and source of information. In other cases, MNWB will convene and support coalitions of organizations in the workforce ecosystem. In all cases, MNWB will serve as a regional advocate, standing with its partners for policies and funding that support effective workforce solutions.

Recognizing the challenge of income inequality and the high cost of living in greater Boston, MNWB will increasingly focus on partnering with employers to identify long-term career pathways that provide a living wage, are unlikely to be lost to automation, and offer opportunities for growth.

As a steward of federal, state, and philanthropic resources, MNWB's Plan for Impact includes a commitment to improving data collection and tracking metrics to ensure programs achieve their desired outcomes. Feedback from ongoing measurement will guide program improvements and prioritization of future investments.

Mural by David Fichter on 5th and Broadway in Chelsea photographed by Adam Shulman @shulmanrealestate







Commuter Rail over the Mystic River photographed by Tim Doherty

# STRATEGIC GOALS

MNWB will use its Plan for Impact to achieve the following six strategic goals necessary for its vision of a thriving, inclusive, and resilient regional economy where businesses and residents have equitable access to workforce development resources and to quality employment opportunities:

- 1 Equitable access to MNWB resources
- 2 Sufficient resources and funding are available
- 3 Businesses can meet their hiring needs
- 4 Residents can attain their employment objectives
- 5 Strong partnerships exist to provide comprehensive workforce solutions
- 6 Equitable workforce solutions are successfully advocated



## EQUITABLE ACCESS TO MNWB RESOURCES

An equitable, inclusive, and resilient regional economy requires equitable access to resources. The twenty communities that comprise the Metro North region are highly diverse across racial, ethnic, language, and immigrant status demographics, with wide disparities in income, poverty, unemployment, and access to services such as transportation, child care, and technology. These disparities affect people's ability to access the resources they need to meet their employment objectives or to build businesses that result in a truly equitable and inclusive regional economy. It is MNWB's goal to work with its partners to ensure the resources available to us get to the people, communities, and businesses most in need.

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### OUR KEY OBJECTIVES FOR THIS STRATEGIC GOAL AREA ARE:

- ▶ Defining “equitable access”
- ▶ Equity in transportation
- ▶ Equity in language access
- ▶ Equity in childcare
- ▶ Equity in technology
- ▶ Gaining a deep understanding of community needs

Over the next five years, key performance indicators of success will be to increase the number of residents served from high-priority communities and increase the amount of funds directed toward these high-priority communities.





## SUFFICIENT RESOURCES AND FUNDING ARE AVAILABLE

An equitable, inclusive, and resilient regional economy requires sufficient funding to support the array of programs and services MassHire provides. Funding streams need to be diversified across public and private sources. Public sources of funding need to be allocated at levels that fully support all the necessary services required for residents and businesses alike to succeed. Not only is more funding needed, but the funding that we do secure must be allocated in a way that addresses our strategic goals and sets our partners up for success.

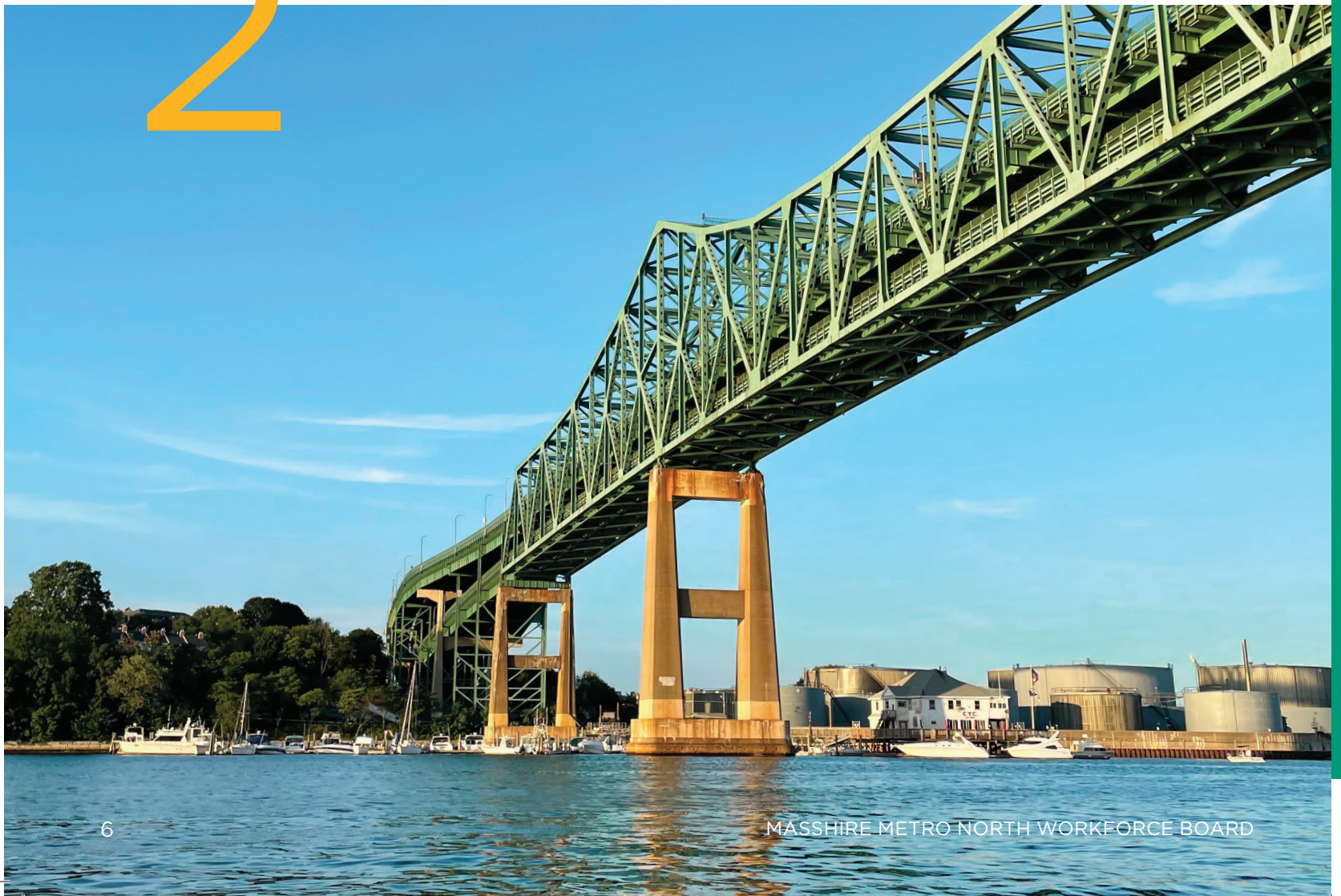
### OUR KEY OBJECTIVES FOR THIS STRATEGIC GOAL AREA ARE:

- ▶ Ensuring staffing levels match the needs of projects and services
- ▶ Sufficient infrastructure funding
- ▶ Sufficient funding to support programs
- ▶ Increased funding, presence, and impact of Work to Thrive initiative

Over the next five years, key performance indicators of success will be to increase the amount of non-government formula funds supporting our organization and the Metro North MassHire system and increase the amount of funding for the Work to Thrive initiative.

# 2

Tobin Memorial Bridge photographed by Lais Almeida @laisflaviaa





Inman Square photographed  
by Kyle Klein



## OUR KEY OBJECTIVES FOR THIS STRATEGIC GOAL AREA ARE:

- ▶ Increased resources directed at our region's in-demand industries
- ▶ Businesses offer high-quality, living-wage jobs
- ▶ Workforce system is adequately staffed and funded to work with businesses
- ▶ Businesses are aware of the myriad talent sources from which to recruit workers
- ▶ Increase the number of businesses engaging with MassHire
- ▶ Workers can live near or get transport to where the jobs are

Over the next five years, key performance indicators of success will be to increase the number of businesses served and increase the placement wages of customers.

## BUSINESSES CAN MEET THEIR HIRING NEEDS

An equitable, inclusive, and resilient regional economy requires that businesses meet their current and future hiring needs. Businesses need to have access to the myriad sources of talent from which to recruit employees, including MassHire Career Centers, high schools, community colleges, training programs, apprenticeship programs, and community-based organizations. MNWB will also need to work in partnership with the business community to address issues that present barriers for employers looking to hire, such as job quality and shortage of workers with the necessary skills.



## OUR KEY OBJECTIVES FOR THIS STRATEGIC GOAL AREA ARE:

- ▶ Residents have the skills and support resources to meet their employment goals
- ▶ Residents have the information and knowledge to make informed career decisions
- ▶ Residents have access to connections with businesses that are hiring for high-quality employment

Over the next five years, key performance indicators of success will be to increase the number of residents who enroll in skills training programs and increase the number who are placed in employment after completing skills training programs.

## RESIDENTS CAN ATTAIN THEIR EMPLOYMENT OBJECTIVES

An equitable, inclusive, and resilient regional economy requires residents with the skills needed to fill employers' jobs and meet their personal employment objectives. This requires equitable access to job training and career services, more information on and awareness of high-growth, high-quality career pathways, more opportunities for the region's residents to participate in skills training programs, and direct connections with employers who are hiring, particularly in in-demand industries.

# 4







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## STRONG PARTNERSHIPS EXIST TO PROVIDE COMPREHENSIVE WORKFORCE SOLUTIONS

An equitable, inclusive, and resilient regional economy requires strong partnerships between MNWB and its wide range of local, regional, and statewide partners. MNWB's programs and services are delivered through partnerships. These partnerships must leverage the unique strengths of each partner, with clear roles, responsibilities, and understanding of the partnership's goals. MNWB needs to have a clear understanding of the region's ecosystem of workforce and support services and where MNWB fits within that ecosystem.

### OUR KEY OBJECTIVES FOR THIS STRATEGIC GOAL AREA ARE:

- ▶ Strong partnerships through which awareness can reach residents and businesses
- ▶ Programs and services are located where job seekers and businesses can find them
- ▶ Partnership roles are clear and stakeholders know how and where to access services
- ▶ Awareness of Metro North ecosystem and where MNWB fits in
- ▶ Partners have clear understanding of partnership goals and individual roles

Over the next five years, key performance indicators of success will be to increase the overall number of residents served and increase the number of formal partnership agreements executed.



# 6

## EQUITABLE WORKFORCE SOLUTIONS ARE SUCCESSFULLY ADVOCATED

An equitable, inclusive, and resilient regional economy requires MNWB to leverage its experience, expertise, and role as the steward of the region's public workforce development system to advocate, alongside its partners, for equitable workforce solutions. Local legislators and municipal leaders need to know who and what MassHire is and the impact MNWB/MNCC has in the Metro North region. MNWB will work with the statewide Massachusetts Workforce Association to advocate for prioritized public policy issues and advocate for those issues at the local level.

### OUR KEY OBJECTIVES FOR THIS STRATEGIC GOAL AREA ARE:

- ▶ Develop a list of prioritized public policy issues
- ▶ Local legislators and municipal leaders are aware of and educated on MassHire system and impact
- ▶ Strong partnership with Massachusetts Workforce Association on public policy issues
- ▶ Public allocations methodologies are understood and areas for improvement identified

Over the next five years, key performance indicator of success will be to increase the number of meetings held with local legislators/municipal leaders.



MASSHIRE METRO NORTH WORKFORCE BOARD



Cambridge City Hall  
photographed by Kyle Klein





## ACKNOWLEDGMENTS

This document outlines MassHire Metro North Workforce Board's strategic framework for the next five years, a plan that would not have been possible to develop without the invaluable time and dedication put forth by so many of our staff, Board, and partners.

First, we want to thank Anna Abate, Kevin Breunig, Virginia Gavis, Ido Eilam, Duncan McCallum, Matt Marsh, and Marty November from [Community Action Partners](#), who provided countless hours of pro bono consulting services to facilitate and guide our strategic planning process. This plan would not have been possible without you.

Thank you to all of MassHire Metro North Workforce Board's staff and Board members, with special thanks to those who participated on the Strategic Planning Task Force. Your guidance and leadership throughout this process were critical to completing this plan.

Finally, we sincerely thank the representatives from dozens of organizations who provided invaluable feedback via survey responses and interviews that were necessary to develop a truly community-informed plan:

Action for Boston Community Development	Commonwealth Corporation	MassHire State Workforce Board
AECOM	CVS Health	Medford Vocational Technical High School
Akamai Technologies	Encore Boston Harbor	Metropolitan Area Planning Council
Associated Builders and Contractors of Massachusetts	FogPharma	Middlesex Community College
Biogen	Harvard Graduate School of Education	Millennium Training Institute
Boston Private Industry Council	International Institute of New England	Operation ABLE
Boyd Corporation	Jewish Vocational Service	Revere Public Schools
Bunker Hill Community College	Job Corps	San Diego Workforce Partnership
Burlington Area Chamber of Commerce	JP Fuji Group	SkillWorks
Cambridge Community Learning Center	Just-A-Start Corporation	Somerville Community Corporation
Chelsea Public Schools - Intergenerational Literacy Program	La Colaborativa	Somerville High School
City of Burlington	Malden High School	Teamsters Local 25
City of Cambridge	Mass General Brigham	The Neighborhood Developers
City of Chelsea	Mass General Hospital Revere	WalMart Foundation
City of Everett	Massachusetts Workforce Association	YMCA of Greater Boston - International Learning Center Woburn
City of Malden	MassHire Department of Career Services	YWCA Malden
City of Revere	MassHire Hampden County Workforce Board	
	MassHire Metro North Career Center	





Thank you for hosting the zoom meeting I liked learning about Scientists from Sierra

Thank you for inviting us to your STEM events. We learned a lot from enthusiastic scientists and authors.

♥ Sincerely,  
Ms. [Redacted]  
3rd grade class

Thank you for bringing in scientists to learn from







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