

Mass Hire South Shore Workforce Board

WIOA Local 4-year Plan

FY26 – FY29

A. Strategic Planning elements, including:

1. A regional (local) analysis of:

- I. Economic Conditions including existing and emerging in-demand industry sectors and occupations; and**
- II. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.**
- III. As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economic. To meet the requirements of paragraphs (A) 1(i) and (ii) of this section.**

Reginal plan information may be used as applicable to the local area. However, local analysis that yields information that is not in the regional plan should be included in this response (Please see 21d).

The MassHire South Shore Workforce Board (MHSSWB) works in partnership with the MassHire South Shore Career Center to ensure that the region has a strong, market-driven workforce system. Its role is to convene partners, align strategy, and oversee workforce programs that meet the needs of both businesses and job seekers. The MHSSWB's vision is an economically vibrant region strengthened by equitable access to a diverse workforce and sustainable career opportunities for people of all ages, abilities, and skill levels. Its mission is to convene workforce partners to provide Four Year policy guidance and oversight, ensuring a demand-driven, accessible workforce development system for the South Shore.

The Four Year Plan identifies several key areas of focus. Strengthening internal administration and governance is central, with goals to expand staffing, improve onboarding and professional development, and broaden the Board's membership to better reflect the region's industries and communities. Financial accountability and compliance with federal and state requirements are emphasized as essential to sustaining a stable organization. Policies, planning, and oversight are another area of concentration. The Board will keep policies aligned with WIOA standards, implement monitoring and certification systems for the Career Center, and continuously refine practices to adapt to changing workforce needs. Employers across healthcare, manufacturing, and professional/technical services emphasize difficulty finding workers with the right technical skills and credentials, a lack of basic work readiness among many job seekers, and barriers to providing effective

training—particularly for smaller businesses constrained by time, resources, and knowledge of available supports.

Healthcare, one of the region’s fastest-growing sectors, faces the most acute shortages. Employers report high vacancy and turnover rates, especially for Licensed Practical Nurses and Nursing Assistants, compounded by an aging workforce. Training pipeline capacity is insufficient to meet demand, with limited program slots for critical roles such as radiologic technologists and registered nurses. Structural barriers—including high childcare and housing costs, transportation challenges, and limited grant funding for long-term skill development—further restrict workforce growth.

In professional and technical services, particularly IT, employers struggle to find candidates with highly specialized skills and face high turnover rates. Rising wage pressures in a competitive labor market disproportionately impact small firms’ ability to attract and retain talent. Beyond these three sectors, industries such as financial services and construction report additional challenges, including the need for cross-trained “universal bankers,” lack of awareness of trade opportunities, insufficient training capacity, and persistent barriers related to language, soft skills, and transportation.

Across all industries, issues of transportation, housing, and childcare remain consistent barriers to workforce participation. Employers are willing to collaborate with workforce and education partners on creative solutions, with the proposed expansion of commuter rail seen as a promising opportunity to broaden access to education, training, and employment in the region.

The construction industry offers accessible career pathways without requiring a college degree, supported by apprenticeships and strong partnerships with vocational-technical schools. Regional economic development projects, such as major transportation initiatives and the growth of offshore wind, are driving increased hiring. Construction also provides competitive wages and draws candidates from Career Centers.

Financial services is another key sector, with \$36 billion in economic output statewide, it plays a vital role across all industries. Emerging industries, particularly the “Blue Economy” and offshore wind, are expected to create new opportunities in construction, manufacturing, and technology. These sectors will require close alignment with workforce, education, and economic development partners to meet future talent needs.

Workforce Development Challenges and Strategies in the South Shore Region

Workforce development challenges across the South Shore’s priority industries reveal consistent themes alongside sector-specific concerns. Employers across healthcare, manufacturing, construction, and financial services emphasize difficulty finding workers with the right technical skills and credentials, a lack of basic work readiness among many job

seekers, and barriers to providing effective training—particularly for smaller businesses constrained by time, resources, and knowledge of available supports.

Healthcare, one of the region’s fastest-growing sectors, faces the most acute shortages. Employers report high vacancy and turnover rates, especially for Licensed Practical Nurses and Nursing Assistants, compounded by an aging workforce. Training pipeline capacity is insufficient to meet demand, with limited program slots for critical roles such as radiologic technologists and registered nurses. Structural barriers—including high childcare and housing costs, transportation challenges, and limited grant funding for long-term skill development—further restrict workforce growth.

Manufacturing is a cornerstone of the regional economy, adding nearly 4,750 jobs over the past three years. Yet the industry faces a looming workforce cliff, with one-third of its labor pool over age 55 and expected large-scale retirements in the next decade. Training expansion has not fully addressed pipeline gaps, particularly for advanced roles requiring long-term preparation. At the same time, manufacturing provides strong opportunities for workers without a bachelor’s degree, with 70% of the workforce in this category. Accessible pathways such as CNC machining and welding offer strong entry wages through short-term training programs, though the sector still struggles with youth perceptions of limited career potential.

The construction industry offers similarly accessible career pathways, supported by apprenticeships and strong partnerships with vocational-technical schools. Regional development projects—including major transportation initiatives and the offshore wind industry—are fueling demand, while wages remain strong compared to the regional average. Construction also benefits from a large pool of potential candidates identified through Career Centers, but must continue to address barriers such as awareness, soft skills, and training access.

Financial services remains a critical sector. With \$36 billion in statewide economic output, the sector underpins all industries through capital and finance. Its workforce needs are shifting toward “universal banker” roles requiring cross-training, strong customer service, and financial literacy skills. Challenges include attracting younger, diverse, and bilingual workers, while also developing clearer career ladders to retain talent.

Labor market information and data collection will provide the evidence base for decision-making. The Board is committed to developing systems to ensure reliable collection, analysis, and sharing of labor market data in collaboration with state, local, and federal partners. These data will guide workforce strategy and inform public policy makers, employers, and partners. Education and training are also highlighted as vital to the regional workforce system. The MHSSWB will strengthen connections with K–12 schools, higher education institutions, and training providers to promote career pathways and apprenticeships in key industries. Programs

will support stackable credentials that lead to both employment and advancement.

Business engagement and sector strategies form another pillar of the plan. Building on the successful Manufacturing Strategy, the Board will expand this model to health care, finance and insurance, professional services, construction, and other emerging industries. Aligning training and services with business demand will ensure that employers' workforce needs are met while providing job seekers with sustainable career opportunities. Youth workforce development is a priority. The Board will strengthen career awareness, exploration, and immersion programs, enhance the quality of youth programming through Connecting Activities, YouthWorks, and WIOA-funded programs, and build capacity to serve youth with disabilities through stronger partnerships with agencies such as the Mass Rehabilitation Commission. Expanded access to youth services will be pursued through co-locations and mobile services.

The South Shore Career Center is central to workforce service delivery, and the Four Year Plan commits to ensuring its operations meet or exceed established standards. Evaluation and monitoring will be used to strengthen performance, align business services with employer needs, and ensure equitable access to resources for job seekers, particularly individuals facing barriers to employment. Branding, marketing, and communication will also remain a focus, with ongoing reinforcement of the MassHire brand, expanded social media presence, and consistent, professional communications.

The plan is grounded in the 2024 Southeastern Massachusetts Labor Market Blueprint, which identifies priority industries such as health care and social assistance, professional and technical services, and finance and insurance, along with critical and emerging industries including manufacturing, construction, and the Blue Economy. These sectors represent both challenges and opportunities, and the Board's initiatives are designed to prepare the workforce for these areas of growth. The plan emphasizes collaboration with regional and local partners, including schools, higher education, community organizations, and economic development entities, as essential to success.

Performance accountability is embedded in the plan through the WIOA's required performance measures, including employment rates, median earnings, credential attainment, and measurable skill gains. These outcomes will guide the Board in measuring success and ensuring transparency.

Overall, the MHSSWB Four Year Plan sets a comprehensive agenda to ensure that the South Shore region has a skilled, adaptable workforce that meets the needs of businesses while supporting individuals in achieving sustainable careers. Through data-driven strategy, targeted sector initiatives, expanded youth programming, and inclusive service delivery, the plan aims to strengthen both the region's economy and its workforce system for the long term.

A regional analysis of the economic conditions including priority, critical and emerging industry sectors and occupations, as well as their respective employment needs is located in **Attachment A**.

The identified Priority and Critical Industry Sectors Identified in order of number of jobs provided in the region include:

Health Care and Social Assistance
Finance & Insurance
Professional, Scientific and Technical Services
Construction
Accommodations and Food Related
Retail Trade
Manufacturing

The MHSSWB Service Delivery Area was also included in a larger Southeastern Mass Regional Labor Market Blueprint report completed in 2024. A full copy of the report is available on the MHSSWB website: www.MassHireSS.com.

The Southeastern MA Regional Labor Market Blueprint identified the following:

Priority industries:

- Health Care & Social Assistance
- Professional, Scientific & Technical Services
- Finance & Insurance

Critical and Emerging industries:

- Manufacturing
- Construction
- Blue Economy

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.

A regional analysis of the economic conditions including priority, critical and emerging industry sectors and occupations, as well as their respective employment needs is located in the MHSSWB Strategic Plan, Section IV, page 90.

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 South Shore faces common workforce challenges across industries: shortages of skilled and credentialed workers, limited work readiness, and barriers for small businesses to access training resources. Transportation, housing, and childcare remain cross-cutting obstacles to workforce participation.

Healthcare faces severe shortages in nursing and allied health roles, driven by high turnover, an aging workforce, and limited training program capacity. **Manufacturing** is growing but threatened by retirements, pipeline gaps, and youth perceptions of decline, despite offering strong wages and accessible training pathways. **Construction** is expanding due to major projects and offshore wind, with strong wages and apprenticeships but ongoing barriers around awareness and soft skills. **Financial services** contributes significantly to regional wages and is shifting to “universal banker” roles requiring cross-training and customer service skills, but struggles to attract diverse, younger talent. **Emerging industries** such as offshore wind and the Blue Economy offer future opportunities across construction, manufacturing, and technology.

Regional strategies include: creating a universal work readiness credential; forming business outreach teams to connect employers to resources and gather feedback; expanding career awareness through industry career ladders; establishing a resource development committee to pursue grants; and growing training capacity in healthcare and IT. Employers remain engaged in seeking solutions, with commuter rail expansion offering a promising way to improve access to jobs and training.

A regional analysis of the workforce, including labor force employment and unemployment data, education and skill levels and labor market trends is located in the MHSSWB Strategic Plan, Section IV, page 90.

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.**
- B) Address the capacity to provide the workforce development activities around:**
 - I. Education and skill needs of the workforce.**
 - II. Individuals with barriers to employment.**
 - III. Employment needs of businesses**

The South Shore Service Delivery Area (SDA) for the MHSSWB consists of the following 22 cities and towns: Braintree, Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Holbrook, Hull, Kingston, Marshfield, Middleborough, Milton, Norwell, Pembroke,

Plymouth, Plympton, Quincy, Randolph, Rockland, Scituate and Weymouth. The Region is home to a variety of industry clusters with a higher concentration in education, healthcare, financial services, professional, entertainment/food services, construction and retail, in addition to a dynamic and diverse manufacturing sector. This region is anchored by Quincy to the north and Plymouth to the south, stretching towards Cape Cod. It includes a mix of communities, from coastal towns to rural areas and urban centers. The MassHire South Shore Workforce Board is responsible for creating and sustaining powerful connections between businesses and job seekers through a statewide network of employment professionals, and has oversight of the MassHire South Shore Career Center (MHSSCC) that provides a variety of services for job seekers.

The SDA encompasses two distinct regions within the larger South Shore geographic area. Cities and towns from Hanover north have a higher population density; higher concentration of industries; and a stronger economic and employment link with the Greater Boston Metropolitan Area. Cities and towns south of Hanover are more rural in character and have a higher concentration of agriculturally based industries.

The workforce and economic growth of the northern communities within the SDA are impacted by the Greater Boston Metropolitan Area through accessible public transportation connections including commuter boat, train, commuter rail and bus services. The Greater Boston Metropolitan Area provides numerous employment opportunities for residents of the South Shore SDA, benefiting not only area job-seekers but businesses within the Greater Boston region as well. The MHSSWB and its partners must remain cognizant of the economic resources and opportunities in Greater Boston, and foster opportunities to work collaboratively with businesses and workforce entities in both regions for the benefit of all in need of workforce development services.

A) Strengths and Weaknesses

Strengths of the MHSSWB workforce system:

- A new and expanded Board of Directors represents priority industries in the region.
- The region is economically strong with a diverse and dynamic representation of priority and critical industries.
- The ongoing Manufacturing Sector Strategy initiative will serve as a quality template to undertake a similar initiative in support of other priority and critical industries.
- Re-organized and downsized career center operations should provide more efficient delivery of services in a more economic manner.
- Strong and active network of community based organizations provide quality services and resources in the region.
- Active and diversified ABE providers in the region.

- Ongoing manufacturing sector strategy initiatives have created new connections within local school districts throughout the region.
- The expansion of Youth Connecting Activities to additional school districts in the region.
- Strong collaboration with fellow Mass Hire Workforce Boards in Southeastern MA in support of regional planning and sector strategies initiatives.

Weaknesses of the MHSSWB workforce system:

- Limited sector strategies in priority and critical industries, with the exception of Manufacturing and Health Care.
- Limited sector-based strategies in the dissemination of ITA dollars to support the workforce needs of priority and critical industries.
- Inefficient data sharing systems and strategies limits the effectiveness of MOU partners in addressing the needs of Shared Customers.
- Limited connections with local training vendors in the region to support the ITA requests and the workforce needs of priority and critical industries.
- Outdated strategic planning initiatives in recent years has limited the impact of the organization in the region, and general community awareness of the organization resources and services.

B) Address the capacity to provide the workforce development activities around:

I. Education and skill needs of the workforce.

MHSSWB has developed a comprehensive process to ensure that job seekers are properly matched to successful and reputable training programs. The MHSS ultimate goal is to have qualified and vetted job seekers complete their respective training programs AND find related employment. MHSS uses LMI data to evaluate the individual training programs with respect to in-demand occupations, career pathways, and industry sectors as a key element in the ITA approval process. MHSSWB works closely with MHSSCC to make certain that the job seeker's backgrounds (work history, education level) are appropriate for the requested training program.

The MHSSWB in collaboration with the MHSSCC can enhance the training and educational opportunities to support the workforce by providing more exposure to the Workforce Training Fund through information sessions and enhanced marketing.

II. Individuals with barriers to employment.

The organization is positioned well to work effectively with community partners in the expansion of services and resources to address the needs of customers with barriers to employment. The Local MOU agreement emphasizes a collaborative workforce system in the region to support individuals with barriers to employment through a holistic approach in the delivery of resources and services to all individuals, including shared customers.

Joint discussions and initiatives among all Partners will continue to ensure all individuals have access to the many core programs and services available.

III. Employment needs of businesses.

The successful Manufacturing Sector Strategy initiative has created a comprehensive program of work designed to support the workforce needs of this critical industry. This sector strategy will be used as a template in the development of new sector strategies for other priority and critical industries in the region such as Health Care and Social Assistance, Finance and Insurance, and Professional, Scientific and Technical Services.

5. Please describe your Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals and 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 Section 677.155(a) (1).

The primary indicators of performance include:

- a) The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;**
- b) The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;**
- c) Median earnings of participants who are in unsubsidized employment during the second quarter of exit from the program;**
- d) The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent during participation in or within 1 year after exit from the program.**

The MHSSWB Regions Performance Goals and Objectives are outlined in **Attachment B**.

The MHSSWB has completed a top-to-bottom restructuring and preliminary strategic planning process which included staff re-alignments, restructuring and expansion of the Board of Directors; new organization policies, operating procedures and bylaws; evaluation of all programs and services; creation of new data collection systems and resources; an analysis of relationships between the MHSSWDB and MHSSCC staff; and an overall re-branding, messaging and marketing of both organizations.

Shared Goals among the MHSSWB, MHSSCC and Partners remain the following:

- The South Shore Workforce Development System will be business-driven to meet the needs of area businesses.
- All eligible shared customers will have equal access to literacy development, career advising, workforce training and education, job placement services and vocational counseling and receive support from all partners in navigating these options.
- Utilization of a shared customer tracking system to gather data and measure outcomes.
- Responsible for performance measurements and data reporting.
- Establish a comprehensive and effective LMI data collection and reporting system to ensure programs, services and resources are addressing the needs of the region.
- Contribute appropriate services, and maintain open communication and collaboration in the delivery of services to shared customers.
- Share information about specialized programs/services and contribute to a ***Master Resource Guide*** that will be utilized as a resource tool by each agency to effectively provide services to shared customers.
- Cross-training will be provided on an as needed basis to ensure all staff and management remain familiar with the specialized programs, services and resources of each respective organization and provide culturally competent services that meet the needs of our diverse customer base.

The MHSSWB will work in partnership with the MHSSCC and all Partners to ensure businesses, job seekers and youth can efficiently access and utilize career development services and resources across the region through comprehensive and affiliate facilities, enhanced communication and collaboration among all entities.

A Holistic Approach:

The MHSSWB, MHSSCC and Partners are committed to aligning workforce development, education and other associated human and community services into a seamless, customer-focused network of providers to enhance local customer access. One of the primary goals is to improve long-term employment outcomes for individuals receiving assistance through a holistic service delivery system that continually strives to address the needs of all individuals, regardless of their barriers and/or constraints. This will be

accomplished through open communication channels; an effective referral process; innovative technology delivery systems; using consistent and current data and information on the available services of all Partners; and expanding the employment and training needs of area businesses.

Vision

An economically vibrant region strengthened by equitable access to a diverse workforce, and an economy that provides sustainable career opportunities for all ages, abilities and skill levels.

Mission

Convene workforce partners to provide strategic policy development and oversight guidance in the establishment of a comprehensive, demand-driven, accessible workforce development system in the South Shore.

Core Goals and Objectives:

- **Foster connections and collaborations** among businesses, educational institutions, community organizations and local, state and federal public sector entities in the development of a comprehensive, high-quality workforce development system in the local service delivery area and larger planning region.
- **Identify priority, critical and emerging industry sectors** in the region and align programs, services and resources to effectively and efficiently address their current and future workforce needs.
- **Align and promote strategic, market driven workforce development objectives,** economic investments and career pathway initiatives throughout the region.
- Ensure that all job seekers, businesses and partners have **equitable and comprehensive access** to workforce development services, resources, programs and initiatives provided by the MHSSWB and the MHSSCC.
- Maintain a workforce system that values all Partners, and supports **consistent collaboration and communication** to sustain a high-quality delivery of services for businesses, job seekers and youth throughout the South Shore region.
- Work collaboratively with state and federal agencies in the **efficient deployment of financial and programmatic resources and services** to support the workforce

needs of the regions business community, as well as the self-sufficient employment needs of all individuals regardless of their barriers in the region.

- Provide job seekers and incumbent workers equitable access to **high-quality career training and supportive services** to ensure they obtain and maintain a quality and sustainable job and career path.
- Provide current Labor Market Information (LMI) to employers, job seekers, and partners. This invaluable data allows for identification of in-demand occupations, career pathways, and associated industries for job seekers who can utilize *Job Quest* to find employment openings from local employers. This information is posted on the MHSSCC website, and is shared with MHSSWB Directors, MOU Partners, Advisory Groups, and community organizations.
- Achieve positive results for businesses and job seekers of all abilities and barriers to employment through a **comprehensive and efficient job matching and referral system**.
- **Ensure businesses find skilled employees** and have access to education and training resources for their incumbent workers to meet their current and future workforce needs.
- **Foster and Strengthen career pathways**, work-based learning, apprenticeship programs, sector strategies and business engagement in the region.
- Ensure **Veteran's and Migrant Seasonal Farm Workers obtain the priority services** and resources mandated by WIOA.
- Assist in the achievement of the Commonwealth of MA strategic and operational vision and goals outlined in the **Combined State Plan**.
- Actively Support the greater **Southeastern MA Regional Planning** initiatives in collaboration with the Bristol, Brockton Area and Greater New Bedford Workforce regions.
- Collaborate with fellow Workforce Boards and Partners through the **Massachusetts Workforce Association** to advocate for state and federal systems and policies that support the workforce development needs of the region and the Commonwealth as a whole.
- Ensure all individuals, regardless of their barriers, have equitable access to quality workforce development services, resources and initiatives provided by the MHSSWB and MHSSCC.

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.

Shared Goals among the MHSSWB, MHSSCC and Partners consist of the following:

- The South Shore Workforce Development System will be business-driven to meet the needs of area businesses.
- All eligible shared customers will have equal access to literacy development, career advising, workforce training and education, job placement services and vocational counseling and receive support from all partners in navigating these options.
- Utilization of a shared customer tracking system to gather data and measure outcomes.
- Responsible for performance measurements and data reporting.
- Expand comprehensive and effective LMI data collection and reporting system to ensure programs, services and resources are addressing the needs of the region.
- Contribute appropriate services, and maintain open communication and collaboration in the delivery of services to shared customers.
- Share information about specialized programs/services and contribute to a ***Master Resource Guide*** that will be utilized as a resource tool by each agency to effectively provide services to shared customers.
- Cross-training will be provided on an as needed basis to ensure all staff and management remain familiar with the specialized programs, services and resources of each respective organization and provide culturally competent services that meet the needs of our diverse customer base.

Work Plan

As stated by WIOA, core Partners are to align, connect and integrate services by sharing resources and jointly designing services in ways that improve outcomes for shared customers (youth, job seekers, businesses) and prioritize serving individuals with barriers to employment. In order to maintain and sustain an effective workforce delivery system and process, each Partner agrees to the following:

- Participate in regular meetings as convened by the MHSSWB to effectively and continually monitor the process, system and role of each organization.
- Continuous planning to respond to local, state and federal requirements.
- Ensure effective responsiveness to economic conditions and the needs of businesses.
- Participate in data collection and reporting needs.
- Ensure accessibility for all applicable programs and services.
- Effectively refer customers to the broader network of services as necessary to maintain a high level of commitment to customers and businesses.
- Participate in Partner informational sessions as applicable to shared customers, such as in the Career Center Seminars held by the MHSSCC multiple times each week.

The MHSSWDB, MHSSCC and Partners will continue its effort to build a business-driven system in conjunction with providing a holistic approach to meet the needs of job seekers of all ages and abilities. As stated in the MOU Agreement dated July, 2024 , this will be accomplished through the following:

- The development of an integrated system of services.
- Ensure that all facilities, services and equipment are accessible to all.
- Create an effective and sustainable partner referral process.
- Develop clear and comprehensive informational materials that define the resources and services provided by all Partners, which will be available to all shared customers.
- Provide an open process to collect customer information and data that can be effectively shared among all Partners.
- Provide an open process to collect business and economic information and data that can be effectively shared among all Partners.
- Identify areas of expertise or strength among partners to ensure customers can get the most services efficiently.
- Recognize the specific needs of youth in terms of space and technology.

B. Under WIOA, the plan must include a description of the following requirements (WIOA secs. 108 (b) (2) – (21)):

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

A. Programs that are included in your local workforce system (please list programs).

In accordance with WIOA Section 121(c), the Local Memorandum of Understanding was developed and executed in agreement with the Chief Elected Official of the South Shore Workforce Development Area, the MHSSWDB, and WIOA OSCC Required Partners as defined in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the MHSSCC.

In addition to the WIOA Required Partners, the MHSSWB and MHSSCC will work collaboratively with numerous high-quality community partners throughout the region. Although these agencies are not designated as “Required Partners” by WIOA, they are none-the-less just as critical, and are valued members of the implementation of a holistic workforce development eco-system across the region.

Below is a listing of our “Required” and “Community” Partners, which will be referred to as an aggregate throughout the remainder of this MOU Agreement as “Partners”.

WIOA Mandated Programs	WIOA Required Partners
WIOA Title 1 Adult WIOA Title 1 Dislocated Worker WIOA Title 1 Youth	South Shore Career Centers Department of Career Services
WIOA Title III Wagner-Peyser Veterans’ WIOA Program Unemployment Insurance Compensation Trade Adjustment Assistance Act	South Shore Career Centers Department of Unemployment Assistance Department of Career Services
WIOA Title II Adult Education and Literacy	Plymouth Public Library Rockland Public Schools Randolph Community Partnership, Inc. Quincy Community Action Programs, Inc. Training Resources of America, Inc.
Title IV Vocational Rehabilitation	Massachusetts Rehabilitation Commission Massachusetts Commission for the Blind
Title V Older Americans Act	Coastline Elderly Services, Inc. Operation A.B.L.E. of Greater Boston, Inc. Greater Boston Chinese Golden Age Center
Community Service Block Grant	Quincy Community Action Programs, Inc.
Temporary Assistance for Needy Families	Department of Transitional Assistance
Migrant Seasonal Farm Workers (Section 167)	South Shore Career Centers
Youth Build	Training Resources of America, Inc. Job Corps

In addition to these WIO Mandated Programs the organization undertakes a variety Sector Strategy Initiatives which includes training, counseling, advising for individuals of all ages and barriers through the support and involvement of the following additional Partners:

Community Partners:

Boston Chinatown Neighborhood Center – Quincy Office
Father Bill's & Main Spring, Inc.
Norfolk County Correctional Facility
Massasoit Community College
Plymouth Boys and Girls Club
Quincy Asian Resources, Inc.
Quincy Housing Authority
Quincy College
Quincy Public Schools
South Shore Community Action Council, Inc.
South Shore Collaborative on Employment
South Shore Vocational Technical High School
Wellspring Multi-Service Center

Additional Programs Include:

Rapid Response
Unemployment Insurance Walk-in Service
Youth Works – Summer and Year-round
Connecting Activities
Apprenticeship and Co-op Programs
Sector Strategies

b. 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 Carl D. Perkins Center and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment;

- The MHSSWB is committed to fulfilling the numerous goals, objectives and strategies identified in the Local MOU Agreement. The organization continues to convene MOU Partners on a consistent basis to enhance collaboration and the ability of all to meet the needs of shared partners.
- The MHSSWB will continue to address its overall goals and objectives.

- The implementation of Sector Strategy Initiatives will be a primary focus of the organization through this 4 Year Work Plan. The organization will utilize its successful Advanced Manufacturing Industry Sector Strategy as a template initiative of other priority industries in the region such as Health Care, Professional and Technical Services, Finance and Insurance and Construction.
- The organization will continue to work with the regions Adult Basic Education providers to ensure they have the tools, resources and labor market information to help their clients attain sustainable employment in priority occupations identified in the region.
- The MHSSWB will utilize its Manufacturing Career Pathway Guide as a template to create similar career pathway guides and strategies for other priority industries such as Health Care, Professional and Technical Services, Finance and Insurance and Construction.
- The coordination and integration of youth programs through WIOA, Connecting Activities, Youth Works and Perkins-authorized programs will continue. The various Sector Strategy Initiatives and Career Pathway developments previously referenced will incorporate youth activities, and presentations will continue at area schools through the region on a regular basis.

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

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

The MHSSWB will continue to actively engage with Local MOU partners in the effective dissemination of programs and services to support the education, training and supportive service needs of shared customers and eligible individuals with barriers to employment. The Individual Training Account and Supportive Services Policy that was established will continue to ensure that there is strategic alignment between the needs of priority industries and the education and training resources to provide jobseekers with the skill sets required to obtain sustainable employment.

Joint discussions and initiatives between all Partners will continue to ensure that all individuals have access to the many core programs and services available.

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

The MHSSWB continues to promote the Career Pathway Guide for the manufacturing industry as part of the new manufacturing sector strategy initiative. The Career Pathway Guide was developed by the South Shore Manufacturing Advisory Group, which consist of representatives from local manufacturers, educational institutions and industry trade associations. The Career Pathway Guide will be widely utilized by MHSSCC Career Counselors and ABE Providers when advising jobseekers of employment opportunities in the region. The Guide will also be distributed throughout area high schools to promote this industry sector to students across the region. This Career Pathway Guide will serve as a template to be duplicated for the many other priority and critical industries in the region as previously mentioned.

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

The MHSSWB will strengthen efforts to improve access to industry-recognized certificate and credential programs. New strategies will be implemented to more effectively connect the ITAs approved with the workforce needs and employment opportunities in priority and critical industries, as well as lead to college credits.

Through our Sector Strategy Initiatives the organization will expand apprenticeship and pre-apprenticeship opportunities in priority and critical industries in the region. Industry recognized training will continue at South Shore Technical High School.

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

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

The MHSSWB established the South Shore Manufacturing Advisory Group, which consists of representatives from area manufacturers, educational institutions and industry associations. This successful Manufacturing Sector Strategy Initiative will be utilized as a model structure in the creation of similar Sector Strategy efforts in support of the Health Care, Professional & Technical Services, Finance and Insurance, and Construction Priority industries in the region.

The MHSSCC Business Services Team (BST) will continue to implement their Strategic Plan and Standard Operating Procedures. They provide a series of goals and objectives to align the work of the BST with the priority industries in the region. New service tracking systems are being implemented to monitor the

work load of the small BST to ensure they are effectively servicing priority and critical industries in the region. Workforce Boards, with majority private-sector representation, engage employers as key partners to identify regional workforce needs and challenges. Outreach includes workshops, focus groups, surveys, and input from grant-related activities (e.g., HUB Healthcare, Advanced Manufacturing, Career Technical Initiative). MassHire South Shore leads advisory groups in manufacturing and healthcare to address issues like hiring, retention, training, and grants. Additional engagement with employers across healthcare, manufacturing, technology, finance, and emerging industries informs career pathways, training alignment, and responses to regulatory changes, shaping regional workforce development strategies.

The MHSSWB is working with the MHSSCC BST to continue regular Industry Briefings at the Career Center at which private sector businesses within priority industries participate in an information workshop hi-lighting the career pathway opportunities within a particular industry. At the conclusion of the workshop local companies with employment opportunities will be available to talk with interested workshop participants (mini-recruitment).

The MHSSWB will also continue to work with its Regional Planning Partners in the implementation of goals and objectives identified in the Southeastern MA Labor Market Blueprint. The Priority and Critical Industries established in this Blueprint are similar to the Priority and Critical Industries identified in the MHSSWB Strategic Plan and as such initiatives undertake in the larger region will also address the needs of industries in the South Shore region.

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

The more rural southern portion of the MHSSWB region economy consists of a several agriculturally based industries, with the Cranberry Industry having a prominent presence in the region. Massachusetts produces approximately 28% of the United States Cranberry production. There are approximately 13,500 acres of land in Massachusetts used for the production of cranberries, and 8,700 of these acres are located in the South Shore region.

One of the largest growers in our region is represented on the MHSSWB Board of Directors and the organizations South Shore Manufacturing Advisory Group. This involvement has increased the awareness of the needs of this industry, and the organization will continue to ensure that this industry has efficient access to the workforce development resources and services, as well as the needs of migrant seasonal farmer workers through the MHSSCC.

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

The implementation of Sector Strategy Initiatives identify in 3.i above and the MHSSWB Strategic Plan (Section II, page 35) identifies how the organization will meet the needs of businesses in our area.

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

The MHSSWB will also continue to work with its Regional Planning Partners in the implementation of goals and objectives identified in the Southeastern MA Labor Market Blueprint. The Priority and Critical Industries established in this Blueprint are similar to the Priority and Critical Industries identified in the MHSSWB Strategic Plan and as such initiatives undertake in the larger region will also address the needs of industries in the South Shore region.

The MHSSWB has a strong working relationship with many public and private sector economic and business development entities across the region. The organization will continue its involvement in the South Shore Chamber 2030 Plan for the region, and will provide workforce assistance as needed in support of the Quincy Center Redevelopment, Redevelopment of the former Weymouth Naval Air Base, and the Cordage Park revitalization efforts in Plymouth to name a few.

e. To strengthen linkages between the Career Center delivery system and unemployment insurance programs.

The MHSSCC looks forward to hosting unemployment insurance staff to be co-located in the Quincy location ensuring linkages between the Career Center delivery system and unemployment insurance programs. The region is one of the busiest career center operations in the Commonwealth and a strong RESEA program will continue throughout this 4 Year Plan period.

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

The MHSSCC has a Rapid Response coordinator stationed at the Quincy location, which enhances the working relationship with all MHSCC staff and specifically the Business Services Team. The Rapid Response coordinator regularly informs the MHSSWB of business closings and other situations that may result in the need of other programs such as a National Dislocated Worker Grant.

g. Please describe procedures to offer Mass Hire Career Center Business Services and Mass BizWorks programs to local businesses.

The MHSSWB and MHSSCC Teams currently work closely with the Mass BizzWorks programs and will continue to do so during this 4 Year Local Plan period. New Business Services branding and marketing materials introduced in the Fall of 2018, and the implementation of new Sector Strategy Initiatives will ensure that businesses throughout the region are aware of the Career Center Business Services.

The MHSSCC has a Rapid Response coordinator stationed at the Quincy location, which enhances the working relationship with all MHSCC staff and specifically the Business Services Team. The Rapid Response coordinator regularly informs the MHSSWB of business closings and other situations that may result in the need of other programs such as a National Dislocated Worker Grant.

- h. Describe implementation of any initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional businesses. These initiatives must support the strategy described in paragraph (b) (3) of this section.**

The MHSSWB and its partners will continue to collaborate with the business community to expand our Sector Strategies Initiatives to ensure the organization effectively address the needs of Priority and Critical industries in the region. As outlined in previous responses and the organization Strategic Plan will continue to evaluate its programs and provide the most effective services and resources that are feasibly possible for the organization to fulfill.

The South Shore region benefits from many strong business organizations including the South Shore Chamber, Plymouth Area Chamber and Quincy Chamber of Commerce. Each of these organizations Presidents are on the Board of Directors of the MHSSWB, and we continuously work collectively on a variety of programs and initiatives throughout the year, which will continue throughout this 4 Year Local Plan period.

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

- a. Coordinate local workforce investment activities with regional economic development activities that are carried out in the local area.**

The MHSSWB will continue its work with area economic development partners.

- b. Promote entrepreneurial skills training and microenterprise services.**

The MHSSWB will continue its work with area economic development partners including regional planning councils, chambers of commerce and non-profit/government business growth entities.

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

- a. 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.**

The MHSSWB and MHSSCC worked collectively in the drafting of a new Individual Training Account (ITA) policy for vendors and customers. The new policy emphasizes local preference in reference to the workforce needs of priority and critical industries in the region in order to more strategically provide training through local vendors to meet the workforce needs of local businesses. Vendors will be reviewed and approved based on the state identified criteria, as well as their ability to provide training in support of the skill set needs of priority industries.

- b. 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 MHSSCC network includes a Comprehensive facility in the City of Quincy. The organization also established relationships with MOU Partners which enables MHSSCC staff to provide better access to the services by conducting office hours once a month at different locations in the region.

- c. How entities within the Career Center system, including Career Center operators and partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials of individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.**

The MHSSCC is fully compliant with ADA regulations and the Quincy facility is equipped with equipment and other tool to accommodate individuals with disabilities. The organization has agreed to work with the area MassAbility office to undertake an assessment of the facility's and accommodations to determine if

additional resources, services and equipment is needed to support the needs of individuals with disabilities that utilize the facilities.

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

The Local MOU Agreement outlines the various roles and responsibilities of our partners throughout the 4 Year Local Plan period. The MHSSWB organizes regular meetings among MOU Partner representatives and MHSSCC staff to discuss ways in which improve the collaboration and addressing the needs of shared customers. The MOU Partners have established a regular meeting schedule (every 8-12 weeks) in which different topic of needs can be addressed, and select partners are provided an opportunity to present the various programs and services they offer to entire MOU Partner Group.

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 MHSSCC has recently implemented a customer centered approach to the individual assessments in order to help determine the best way the Career Center can assist the customer. The organization has established a “Job Ready Team” that specifically helps individuals that are in position to actively seek a sustainable employment opportunity. The second team established is a “Skills Development Team” which provides more direct and individualized services to help the customer get into a position where they are ready to seek sustainable employment.

MHSSCC staff effectively utilize a variety of workforce development tools such as TORQ, Career Ready 101, O*Net and TABE.

The MHSSCC provides a variety of WIOA funded programs and services for adult and dislocated workers, which can be segmented into the following types of career services:

- **Basic Services**

- Outreach, intake and orientation
- Initial Assessment
- Labor Exchange Services
- Job Search and Referral Services
- Access to Labor Market Information
- Information on eligible training providers
- Referrals to other programs and Partner Resources as applicable

- **Individualized Services**
 - Comprehensive and Specialized Assessments of skill levels
 - Development of an Individual Career Plan
 - Individualized Career Counseling and Planning
 - Identification of Plans to address barriers to employment
 - Referral to training if eligible and applicable
 - Workforce development preparation
- **Training Services**
 - Training that leads to economic self-sufficiency
 - ABE and ESOL training offered in conjunction with occup. skills training
 - On-the-Job Training (limited)
- **Follow-up Services**
 - 12 months of follow-up services are provided as required

7. Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

Our WIOA Youth programs include a variety of models designed to engage those most in need of services. We contract with vendors that have relationships with local communities to deliver these programs since they handle recruitment effectively. Our current programming includes two in-school programs, one which supports youth in an evening high school credit recovery diploma setting, and one which focuses on supporting EL students with diploma attainment. Both models include access to the 14 elements and a built in career readiness component. We also provide two out of school programs focusing in one case on diploma attainment and HiSET/GED and the other on HiSET/GED attainment. Again, all participants have access to the 14 elements and these programs have in place additional staff to assist with the work component. One program provides in house transportation to participants and on -site child care as well. All programs provide follow up services and are capable of and frequently serve youth with disabilities.

Our Youth Works program typically includes participants with disabilities and we include local school special education departments and Mass Rehab contacts as part of our recruitment strategy. In the past we included a cohort of transitioning Quincy Public Schools students who were identified to us as youth with disabilities. These youth were able to participate in our Signal Success training and then have work-based learning placements with the support of an aid and provided transportation and

accommodations were made to encourage participant success. We plan to continue with these efforts.

One of our region's youth vendor partners, Wellspring, was approved as the first and only special accommodations testing center in the entire state of Massachusetts. Wellspring has seen an increase in the number of students with disabilities requiring accommodations for testing so we knew that becoming such a site would help many people take that important step in earning their credentials.

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

A representative from MassAbility (formally MRC) has served as a participant on the committee that reviews submissions for our WIOA Youth services RFP as well. One of the vendor programs noted above is located in the same building as our local DTA office, so referrals are made quite easily. In addition, we participate in collaborative DTA resource fairs. While we have had some interaction with MCB in the past and have included referred youth in some of our programming, this relationship that could be strengthened.

8. Please explain how the Board coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

The MHSSWB has a strong connection with the regions secondary and postsecondary education providers, and works to coordinate strategies and enhanced services to avoid duplication. The development of our Manufacturing Sector Strategy incorporated a unified approach among secondary and postsecondary education providers in the development of manufacturing training curriculum that provides industry recognized certification and access to college credits. Manufacturing is a critical industry for the region. The sector faces a major challenge from an aging workforce—about one-third are over age 55—creating significant attrition risks over the next decade. Training capacity has expanded but remains insufficient to meet future demand. Manufacturing also offers strong opportunities for job seekers, with most positions not requiring a bachelor's degree. Accessible entry points such as CNC machining and welding can be reached through short-term training and provide competitive entry-level wages.

As a member of the Sector Strategy Committee these efforts will be duplicated in other priority and critical industries which will include further collaboration and coordination in the development of relevant programs to meet the needs of priority industries.

The development of the Career Pathway Guides for priority industries in the region provides coordinated information education programs and resources available to support the specific training required to meet the needs of the industry.

Education providers in the region attend the regular Local MOU Partner meetings to further strengthen the connection among all industry partners and avoid the duplication of services through open communication and collaboration.

The Regional Planning process for Southeastern MA identified a variety of priority occupations and the education and training required to access these in demand occupations. Secondary and Postsecondary programs were at the table in the Regional Planning process and remain so during the various implementation phases to ensure programming on a local level addresses the needs on a macro level.

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

The MHSSWB has developed a Supportive Services Policy. The policy will be designed to set aside funds for the provision of support services including transportation to eligible WIOA Title 1 customers. In addition the MHSSWB and MHSSCC staff will coordinate with local organizations, including Local MOU Partners, to leverage additional resources that may be available throughout the region.

10. What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the Career Center delivery system?

The MHSSCC is responsible for the implementation of Wagner-Peyser services and other WIOA activities. As a result the MHSSCC is able to maximize the coordination of services to avoid duplication. The MHSSWB Fiscal Director and staff continuously monitor the utilization of services to ensure they are delivered in compliance with state and federal regulations.

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

Migrant Seasonal Farm Workers (MSFW) are provided all of the same career and training service information as all customers are provided during the Career Center Seminar and individual counseling sessions. Every new customer that comes into the Career Center is asked if they are a MSFW, and signs are posted to note the priority of service that these workers are provided.

12. Please describe how 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) and (B) (1) and WIOA sec. 232.

Each eligible provider desiring a grant or contract from an eligible agency shall submit an application to the eligible agency containing such information and assurances as the eligible agency may require, including a description of:

- I. of how funds awarded under this title will be spent consistent with the requirements of this title.**
- II. any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities.**
- III. how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate.**
- IV. how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators.**
- V. how the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate.**
- VI. how the eligible provider will provide services in a manner that meets the needs of eligible individuals.**
- VII. information that addresses the considerations described under section 231€, as applicable.**

The MHSSWB will work in collaboration with 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 Language (ESOL) providers. As part of this process the MHSSWB will ensure that the procurement process considers the needs of the local region as identified in the Local Plan.

The MHSSWB will participate with ACLS in the continuous monitoring and evaluation processes to ensure that the adult education and literacy activities are meeting the goals and objectives outlined in their contract and the needs of eligible participants.

The new Sector Strategies Initiatives previous outlined will incorporate the regions ABE providers to ensure that their participants are aware of the Career Pathway opportunities in the region, and that the teachers are adequately preparing the students for these and other opportunities in the region. The MHSSWB will visit the regions providers on a regular basis to provide presentations and information sessions on the priority sectors and occupations in the region.

ABE and ESOL Providers are incorporated in all Local MOU Meetings and Programs, and as such they are involved and connected to the regional needs, and the collective planning initiatives underway to address the identified needs.

13. Provide the name and contact information of your Fiscal Agent.

Celeste Natale, CPA
South Coastal Career Development Administration
15 Cottage Avenue
Quincy, MA 02169

14. Please detail the competitive process that will be used to award the sub grants and contracts for WIOA Title I Activities.

WIOA Title 1 Activities will be awarded to subrecipients in a competitive procurement process under the direction of the City of Quincy Chief Procurement Officer (CPO) in compliance with 2 CFR 200 Uniform Guidance, M.G.L. Chapter 30B and Department of Career Services policies and procedures, whichever is most restrictive.

The One-Stop procurement process is administered by the City of Quincy CPO, and follows all of the guidelines and procedures identified in WIOA as administered by the Mass Hire Department of Career Services.

The MHSSWB runs an open and competitive procurement process for WIOA Title 1 Youth funds, under the direction of the City of Quincy CPO and in collaboration with the MHSSWB Youth Council.

15. Please provide the local levels of performance negotiated with the Governor and Chief Elected Official consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the Career Center system in the local area.

Please see **Attachment B** for Performance Numbers issued for the current fiscal year.

Performance Standards for the distribution of Individual Training Accounts (ITA) adhere to the Standards identified in the MDCS Issuance 100 DCS 14.100.3.

16. What are the actions and activities that support the Mass Hire Board's continued status as a high-performance workforce board?

a. What trainings are applicable to Board members?

MHSSWB Board Members are welcome to attend and participate in any staff trainings offered at the MHSSWB or MHSSCC.

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

As Stated in the Organization Bylaws the purpose of the Board of Directors shall be to:

“Provide policy guidance and regional coordination for the workforce development system of the MassHire South Shore Workforce Board Service Delivery Area (SDA). The Board shall provide oversight and planning in reference to the components of the workforce development system to effectuate the development and alignment of strategic planning initiatives, program development and performance review that employ quality improvement methodologies in accordance with the Workforce Innovation and Opportunity Act (WIOA) of 2014.”

In an effort to effectively undertake these objectives a Board Member is asked to:

- Attend a minimum of four quarterly meetings held throughout the year (July, September, January and April). Additional meetings may be scheduled as necessary.
- Participate on one Sub-committee of interest designed to address specific aspects of the workforce delivery system and/or the overall organization.
- Actively provide guidance, perspective and direction on a variety of programmatic, fiscal, administrative and policy matters to ensure the organization and staff operate to their fullest potential.

- Participate in special events, meetings, programs and initiatives of the organization.
- Pro-actively assist the organization in making public, private and non-profit connections to enhance the organizations network and active involvement in the region.
- Actively provide guidance, perspective and direction on a variety of programmatic, fiscal, administrative and policy matters to ensure the organization is meeting the needs of businesses and job seekers through the local One-Stop Operator.
- Promote the services and resources of the MHSSWB and MHSSCC to industry, professional and community contacts as opportunities arise and avail themselves to ensure the organization is recognized, effective and influential.
- Sustain a level of active engagement with the organization, fellow Board of Directors, staff and volunteers to remain cognizant of the challenges, opportunities, initiatives, events and programs of the MHSSWB and MHSSCC.

c. How does your Board support the business services in the Career Centers?

Board members utilize the services of the MHSSCC Business Services Team when they seek to fill vacancies within their organization. Board members also refer Career Center services to their peers and customers as applicable. Board members also provide guidance and assistance to the BST, and helped to review the new BST Strategic Plan and Standard Operating Procedures.

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

Many of the Board members are involved in the Sector Strategies Initiative. Board members are invited to attend programs and events as appropriate, as well as MOU Partner meetings that occur on a regular basis. This consistent interaction enhances the awareness and understanding of Career Center programs and services, which improves the Boards ability to provide guidance and feedback in improving the services and resources provided to job-seeker and business customers.

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

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

The MHSSWB has implemented an ITA policy for vendors and customers. This policy will preserve WIOA standards for customer choice, however it will also place a high value on locally focused training dollar utilization. It is important for the Career Center staff to have the tools and resources required to ensure the customer is aware of the local industry priorities available in the region. The new ITA policy also establishes an ITA Review Committee appointed by the MHSSWB Local Board. The ITA Committee which will undertake the following roles and responsibilities in all eligible applicant and vendor request to obtain WIOA authorized ITA dollars:

- Review all applications seeking ITA funding as submitted by the MHSSCC Career Counselors and Youth Career Counselors.
- Review all training vendor requests seeking approval to provide training services within the MHSSWB Service Delivery Area.
- Annually review the policies and procedures associated with the successful implementation of an ITA program of work.
- Ensure that the ITAs utilized meet and/or exceed the ITA MHSSWB Local Implementation Intentions identified in this policy.
- Ensure that the ITA program meets all policies and procedure requirements establish by WIOA and the State.
- Address all complaints submitted to the MHSSWB or MHSSCC associated with the ITA process, policies and procedures.

The following members shall constitute the MHSSWB ITA Committee:

- MHSSWB Executive Director or his/her designee
- MHSSCC Executive Director or his/her designee
- MHSSWB Youth Director or his/her designee

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

The MHSS ITA process starts with a job seeker registering through the MHSSCC (Job Quests, etc.), completing a CCS, then vetting re: ITA qualifications. If the JS meets the ITA standards, then they will be directed to research the MDCS approved training organizations (Training Pro) for an 'appropriate program' based on their education credentials, work history, and LMI data. The Career Counselor works with the JS to 'guide them' based on in-demand occupations. Career Counselors will contact the MHSSWB in advance of the final formal ITA Voucher approval request to ensure that there is a proper fit between the JS and training program. There is an MHSSCC ITA Committee to evaluate the JS qualifications and the requested training program, then the ITA Voucher is sent to MHSSWB for approval. MHSSWB assesses the request and (if approved) forwards to Fiscal for processing that takes up to two weeks.

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

The MHSSWB will publicize the local plan on its website for 30 days as required prior to final submission to the Governor. The plan will also be distributed to Local MOU Partners, Board Members and Committee Members for review and input during the public comment period. All comments provided within the 30 day posting period will be compiled and included in the submission of the Local Plan.

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

Local MOU Partners have established a sub-committee to address the Shared Customer process and the collection and reporting of data through the use of technology. At the present time the Career Centers are utilizing MOSES to track and report on Shared Customers and their respective case management services. The committee have determined that a more industry-wide data collection and reporting system needs to be established by the State to provide a consistent data support system that can be implemented across the various platforms of MOU Partners.

The MHSSWB established three MOU Sub-committees to further define the needs and opportunities within certain aspects of the delivery of services: Customer Flow and

Referral Process Committee, Data Collection and Training Committee and a Career Pathway Committee.

Each of these committees hold ongoing meetings to discuss and establish a comprehensive approach to the customer flow and referral process; collection and sharing of data (workforce system and region); and establishment of quality career pathways, training programs and apprenticeship opportunities.

The Customer Flow and Referral Committee developed a Referral Form for all shared customers, and help develop a comprehensive Customer Flow process with the staff at the MHSSCC.

The Data and Training Committee is working on policies and procedures in which to more effectively collect and share data, as well as create the appropriate training and career pathway opportunities for target populations in our region.

The Career Pathway Committee is designed to identify and develop demand-driven career pathways in the local region. The Committee will utilize the Career Pathways Toolkit created by the Department of Labor to guide the design and development of career pathways in our region. The first Industry Sector in which the Committee is focused on was Manufacturing, and in January 2019 finalized a comprehensive Manufacturing Career Pathway Guide. As previously noted additional Career Pathway Guides will be created for other priority and critical industries in the region.

MOU Partners are provided office space within the Quincy Career Center in order to more effectively provide resources and services to Shared Customers and others that utilize the facility.

Local MOU Partners are represented on the MHSSWB Board of Directors, and participate in other working committees such as the South Shore Manufacturing Advisory Group.

21. 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.

- **Veterans and eligible spouses**
- **Recipients of public assistance**

- Other low-income individuals
- Individuals who are basic skills deficient

The local Board may establish a process that also gives priority to other individuals eligible to receive such series outside the groups given priority under WIOA, provided that it is consistent with the priority of service for Veterans. Please note that the local policy and process must be consistent with WIOA sec 134 (c)(3) (E) and S 680-600.

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

The MHSSWB follows all state guidance in regards to Priority of Service for Veterans and eligible spouses, recipients of public assistance, low-income individuals and individuals who are basic skills deficient.

The MHSSWB does have a residency requirement on the utilization of training funds – individuals must be a resident of the region and/or be employed by a company in the region to access training funds.

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

The MassHire South Shore Workforce Board (MHSSWB) is committed to a performance-driven culture that uses data to drive decision-making, improve service delivery, and ensure compliance with WIOA requirements. MHSSWB continuously improve outcomes for jobseekers and employers. MHSSWB, provides current Labor Market Information (LMI) to employers, job seekers, and partners. This invaluable data allows for identification of in-demand occupations, career pathways, and associated industries for job seekers. LMI sources used includes; Lightcast, the Federal Reserve Bank of Boston, and the Bureau of Labor Statistics (BLS). This information is posted on the MHSSCC website, and is shared with MHSSWB Directors, MOU Partners, Advisory Groups, and community organizations.

MHSSWB has developed a comprehensive process to ensure that job seekers are properly matched to successful and reputable training programs. The MHSS ultimate goal is to have qualified and vetted job seekers complete their respective training programs AND find related employment. MHSS uses LMI data to evaluate the individual

training programs with respect to in-demand occupations, career pathways, and industry sectors as a key element in the ITA approval process. MHSSWB works closely with MHSSCC to make certain that the job seeker's backgrounds (work history, education level) are appropriate for the requested training program. The top three priority sectors in the South Shore SDA are as follows: (1) Professional/Scientific, (2) Healthcare/Social Service, and (3) Construction/Trades. MHSSCC has an ITA Review Committee that reviews potential candidates in terms of WIOA requirements, job seeker qualifications, and Training Pro approved programs. Unlike some of the Region 6 MassHire WBs, the South Shore has expensive housing costs along with a highly educated population that are seeking highly competitive jobs requiring post-secondary credentials in IT, Nursing, Management, Accounting, Sales, and Project Management. Training organizations and programs are gauged based on performance, LMI, cost, program reputation, and history with MHSS.

MHSSWB and MHSSCC has partnered with South Shore Technical High School (SST) to implement the Career Technical Initiative (CTI) grant since 2022. CTI provides career and technical skills based training programs for qualified adult learners who are unemployed, underemployed, and/or are from underrepresented groups. As a Chapter 74 school, SST is the Lead applicant providing the instructors, training programs, and the facility, while MHSS provides recruiting and case management services for trainees. Selected trade oriented training programs are all based on LMI. This highly successful collaboration has resulted in an overall CTI trainee completion rate of 86% (505 of 588), with all graduates having job offers. The cohort based entry-level programs are as follows (completion rates): automotive (80%), carpentry (90%), culinary (86%), horticulture (82%), HVAC (97%), advanced manufacturing (71%), and welding (87%). Due to the outstanding achievements of the program, the SST/MHSS Partnership has received the two largest CTI funding awards in the state from the Healey/Driscoll Administration through the Executive Office of Labor and Workforce Development (EOLWD). CTI Round 10 programs will add 'Electrician' as the eighth optional CTI program.

Please provide any feedback to Executive Director Ron Iacobucci at riacobucci@masshires.com