

REVERE

WORKFORCE

DEVELOPMENT PLAN



2021

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AND FOR SUPPORTING THIS PROJECT:**

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Aerial of Revere via Google Earth: TerraMetrics Data SIO, NOAA, U.S. Navy, NGA, GEBCO

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EXECUTIVE SUMMARY

In 2020, Revere completed its first master plan in a generation. Along with priorities related to increasing affordable housing, addressing traffic congestion, and activating key development sites, the City identified a clear need for increased investment in local workforce development opportunities. Through a District Local Technical Assistance grant, the City of Revere engaged the Metropolitan Area Planning Council to produce the first ever Revere Workforce Development Plan. As the planning process took shape, the COVID 19 pandemic hit, with global economic chaos

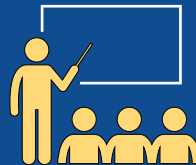
ensuing. Revere quickly became a hotspot for both infection and induced unemployment due to the catastrophic economic impacts on the regional food service, retail, accommodations, and hospitality industries – three of the largest industry employers of Revere residents. As the long term unemployment trends caused by the pandemic came into focus, it was clear that Revere’s youth (particularly youth of color), immigrant, and women populations – demographic cohorts that already faced challenges in the labor market – were the hardest hit. Revere has since sustained one of

the highest unemployment rates in the region further emphasizing the urgent need to invest in workforce development programs locally. However, the City is not the only actor that will need to work to address the issues surrounding workforce development. A broad range of partner organizations and stakeholders will need to collaborate to put into place the systems, partnerships, and infrastructure needed in Revere to achieve four goals developed by this plans Core Committee of advisors:

REVERE WORKFORCE DEVELOPMENT PLAN GOALS



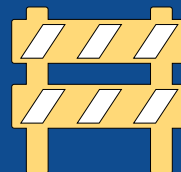
Develop a stronger and more collaborative ecosystem among public, non-profit, and private institutions



Foster a social environment that promotes and makes accessible continued opportunities for education and skill building



Increase connectivity between workforce development service providers and target populations



Prioritize and address upstream barriers to workforce development

EXECUTIVE SUMMARY

Achieving these goals will require the effective coordination and deployment of resources around a set of strategic action areas and objectives. Listed below, these strategic action areas and objectives create the backbone framework for the workforce development plan.

SKILL BUILDING AND CAREER DEVELOPMENT

Objective I: Connect Revere residents to jobs in the building trades

Objective II: Establish clear workforce pipeline programs to IT/technology for city residents

Objective III: Build awareness of, and connections to, manufacturing careers within the region for Revere residents

Objective IV: Establish clear workforce pipeline programs to the health care industry for Revere residents

STRATEGIC PARTNERSHIPS

Objective I: Formalize stronger employer relationships with Revere HS and City YouthWorks program.

Objective II: Establish partnerships with local Community Colleges / Higher Education Institutes

Objective III: Facilitate the development of a Private/Non-Profit Economic Development Entity

PHYSICAL SPACE DEVELOPMENT

Objective I: Implement facilities to support career and technical education “Innovation Pathways” at the new Revere High School

Objective II: Develop a Community Workforce and Social Service Hub

Objective III: Position the Suffolk Downs innovation Center as a Community Centered Training and Entrepreneurship Facility

In addition to the framework outlined above, there is a critical need to address systemic or institutional barriers to an individual’s ability to access workforce development programming. Childcare, transportation, digital access, housing stability, mental health – these are all factors that will impact the accessibility of any future workforce development programming. These factors amount to what are considered social determinants of health, or the conditions in which people are born, grow, live, work, and age and the fundamental drivers of and individual’s health and well-being.

To address these social determinants, MAPC recommends that the City advance policies to address three critical issues that are intertwined with workforce development access:

ACCESS TO CHILDCARE

Access to childcare has become one of the most pressing challenges to individuals interested in seeking skill or educational training. This need also presents a workforce opportunity for many women who are mothers that could also provide childcare for working families. The City of Revere can take several discrete policy actions to incentivize the development of more local childcare facilities:

1. Revise zoning bylaws of childcare use group to be in line with state regulations related to child to adult ratio, parking requirements, and square footage.
2. Establish a CDBG Fund to support women who want to start childcare home businesses.

DIGITAL ACCESS AND EQUITY

The City of Revere should take steps to ensure that all residents have fast, reliable, and affordable internet access along with a device that can support educational, health, or business-related work (not a smartphone or tablet). Creating a Digital Equity and Access Plan would be a first step to evaluating the unique digital divide issues in Revere and setting a course to guide investment in digital infrastructure and capacity.

WORKFORCE AND EDUCATION STIPENDS

Unemployed or underemployed individuals often have to make a hard choice between investing in themselves to increase their job prospects or do what they can to ensure household and food security. The City should identify funding sources to create a Workforce Stipend Trust Fund that could be used to provide stipends to Revere residents engaging in job training or educational activities.

These policy areas are also elaborated on in the Upstream Determinants of Economic Stability and Action Plan sections of this report.

While this plan comes at a time of great economic uncertainty for many Revere residents and families, there is much to be hopeful for. The City is poised to see upwards of 10,000 construction jobs activated at the Suffolk Downs development site, and through a signed project labor agreement with the developer will benefit from dedicated pre-apprenticeship trainings available to residents. A new high school is slated for development in Revere, introducing a rare opportunity to re-imagine community and workforce education in the city. The City coordinates with three active community coalitions working towards goals of economic mobility and recently hired for the newly-created municipal position of Workforce Stability Officer – all of which create the capacity to focus on issues around workforce development in a way that has not previously been possible.

It is also critical to recognize that workforce development is just one component of Revere's overall economic development strategy. Supporting the growth of local small businesses in the City's commercial corridors, encouraging immigrant entrepreneurship, and attracting mature businesses in growth sectors round out the economic development goals outlined in the City's master plan.

Utilizing this plan and the many relationships with workforce entities, community based organizations, and educational institutions developed through this planning process, Revere is poised to build a community environment that ensures all residents have the skills and support needed to achieve economic security and mobility.

ACTION PLAN

AREA OF FOCUS I: SKILL BUILDING AND CAREER DEVELOPMENT



BUILDING TRADES

Connect Revere residents to jobs in the building trades.

SHORT TERM MILESTONES

Revere and local community organizations partner with the Building Pathways pre-Apprenticeship program and Metro North Building Trades program.



MID TERM MILESTONES

Suffolk Downs and other major development sites commit to on-site hiring stations to help residents apply; oversight committee tracks local hiring by gender, race.



LONG TERM MILESTONES

Suffolk Downs hires proportionally-even Boston and Revere residents, women, and people of color.



IT AND TECHNOLOGY

Clear workforce pipeline programs to IT/Technology occupations are established for Revere residents.



SHORT TERM MILESTONES

Evaluate outcomes and barriers in Revere's nascent IT/technology programs, with the goal of replication, scaling, and demonstrating impact.



MID TERM MILESTONES

Referral partnerships are established between Revere's youth and adult-serving IT/technology training programs and local employers.



LONG TERM MILESTONES

Revere has a city-based tech apprenticeship program.



MANUFACTURING

Build awareness of, and connections to, manufacturing careers within the region for Revere residents.



SHORT TERM MILESTONES

Revere K-12 partners with MassMEP to establish an All Made Possible program.

NAMC expands Revere recruitment with MassUp and Revere Works Coalition.



MID TERM MILESTONES

Revere attracts a manufacturing training program at the new high school, Community Job Hub, or Suffolk Downs Innovation Center.



LONG TERM MILESTONES

Revere K-12 and a community college establish a manufacturing career curriculum pathway.



HEALTH CARE

Establish clear workforce pipeline programs to health care industry for city residents



SHORT TERM MILESTONES

Training programs for community health workers and medical interpretation are established in Revere.



MID TERM MILESTONES

NSCC/BHCC established a partnership with a Revere health care provider to offer specific clinical occupational training.



LONG TERM MILESTONES

A health care pathway between Revere High School, a local community college, and a regional four-year college is established.

ACTION PLAN

AREA OF FOCUS II: STRATEGIC PARTNERSHIPS



YOUTH EMPLOYMENT

Formalize stronger employer relationships with Revere High School and City YouthWorks program.



SHORT TERM MILESTONES

MassHire has a full time staff member embedded at Revere High School.

Capacity of YouthWorks summer and school year programs are increased.



MID TERM MILESTONES

The City of Revere and Revere School Department have developed a curriculum to produce meaningful internships for students and employers.



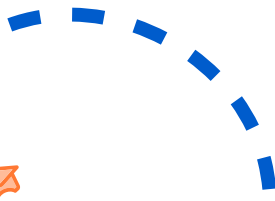
LONG TERM MILESTONES

Three to five regional employers provide ongoing internship opportunities for students through YouthWorks program.



HIGHER ED PARTNERSHIPS

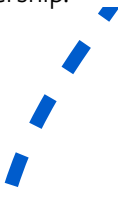
Establish partnerships with local community colleges and higher education institutes.



SHORT TERM MILESTONES

Community colleges allow cross-crediting with adult education, ESOL classes.

Revere K-12 has early college partnership.



MID TERM MILESTONS

The city, local education institute, and a private employer have created a business-specific curriculum for Revere residents.



LONG TERM MILESTONES

Higher education has a physical presence in Revere, providing in-person training for industry-specific skills



PRIVATE SECTOR PARTNERSHIPS

Facilitate the development of a private/non-profit economic development entity.



SHORT TERM MILESTONES

Private-sector entities buy into concept of a private/non-profit economic development entity.

A partnership organization with private-sector has been launched to address shared interests.



MID TERM MILESTONES

The partnership organization has fostered industry-led, sector-based partnerships in key sectors like health care, construction, and manufacturing.



LONG TERM MILESTONES

The partnership organization has developed pipeline pathways to sustainable employment opportunities and facilitated public/private partnerships to address housing, health, and transportation challenges.

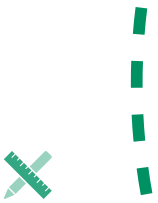
ACTION PLAN

AREA OF FOCUS III: PHYSICAL SPACE DEVELOPMENT



DEVELOP FACILITIES

Implement facilities to support career and technical education “Innovation Pathways” at Revere High School.



SHORT TERM MILESTONES

Revere High School is designated an Innovation Pathway High School.

Plans for new high school account for physical space needed for focus industry training programs.



MID TERM MILESTONES

Businesses in key sectors support Innovation Pathway program through financial and equipment donations or curriculum development.



LONG TERM MILESTONES

The new Revere High School places cohorts of students in identified opportunity fields.



COMMUNITY WORKFORCE HUB

Develop a Community Workforce and Social Service Hub.



SHORT TERM MILESTONES

A site to host the Community Workforce Hub is identified and procured.

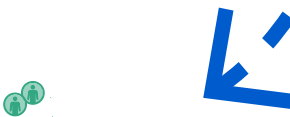
An RFP for a space operator is released.



MID TERM MILESTONES

A Community Hub opens with space for small business development, shared equipment, & support services.

MassHire MetroNorth or MassHire North Shore opens a Community Hub satellite office.



LONG TERM MILESTONES

The Community Hub has successfully incubated small businesses and serves residents seeking social assistance.



SUFFOLK DOWNS INNOVATION CENTER

Position the Suffolk Downs Innovation Center as a community-centered training and entrepreneurship facility.



SHORT TERM MILESTONES

An Innovation Advisory Board is convened to establish a vision and mission for the future innovation center.



MID TERM MILESTONES

A pilot site tests the operating structure and programs envisioned by the Advisory Board before the Innovation Center opens.



LONG TERM MILESTONES

The Innovation Center opens and is managed and operated by a third party organization whose mission is in alignment with community vision and needs.

INTRODUCTION

PROJECT CONTEXT

Revere is situated in between Lynn and Boston on what were the historic Rumney Marshes. Not quite part of the commercial economy of Boston, and not quite part of the industrial legacy of the North Shore, Revere has always held a border town identity, quietly hosting a diverse community of workers that supported industries in both regions. This intermediary position has, in many ways, limited the resources available to Revere as compared to other communities that have been able to more clearly define themselves as separate from the Boston suburbs and the City itself.

However, the need for resources in Revere is clear. While times change, and economic activity within the region has shifted and become more diffuse, Revere has lost much of its incumbent employment base due in large part to the closure of Suffolk Downs, Wonderland Racetrack, and the NECCO Manufacturing facility. Revere's unemployment rate has consistently tracked slightly higher than the state average, and there has been much documentation of Revere residents struggle to access the benefits of a growing regional economy. Acknowledging these issues in the Revere Master Plan, the City recognized the unique opportunity to pursue a workforce development plan that will grow the resources available to Revere and its residents and build the capacity with public, non-profit, and private sector actors to take on innovative and responsive programming initiatives.

The COVID-19 pandemic and the dual impacts of the public health crisis and resulting shutdown of non-essential businesses has led to significant public health and economic challenges in Revere. Revere has been one of the communities hardest hit by the pandemic with high rates of infection, and the highest consistent unemployment rate in the MetroNorth Workforce Investment Board region. The pandemic has highlighted the dividing lines in the regional

economy between those who have enjoyed the prosperity of the last decade of growth, and those who were always on the margins.

At the same time, Revere has several significant activities that present an opportunity to create long term investments in local workforce development infrastructure. The City is in the process of siting a new High School which could offer a range of community-centered learning workforce development opportunities. The Suffolk Downs development project has been permitted and is planned to include a large scale "Innovation Center" that could be positioned as a workforce programming hub. Additionally, HYM (the developer of Suffolk Downs) has entered into a project labor agreement with the Building Trade Unions and will be contracting with Building Pathways to provide pre-apprenticeship training programs for Boston and Revere residents. Further, the City has three active community coalitions working towards goals of economic mobility and has recently created a new position of Workforce Coordinator – all of which create the capacity to focus on issues around workforce development in a way that has not previously been possible within the City.

Leveraging this moment to address both the historic and emergency need for workforce development planning, this plan is focused on rebuilding and strengthening the workforce in Revere, both through preparing residents to access future job growth in the city as well as outside of the city as the region begins to recover.

GENESIS OF WORKFORCE

DEVELOPMENT ACTIVITIES IN REVERE

The Revere Workforce Development Plan sits within a broader context of events and activities within the City of Revere related to employment and job activity. Since 2008 the City has seen the closure of the three largest employers (Wonderland Racetrack, NECCO, and Suffolk Downs), a series of events leading to the casino license award to the Encore Casino in Everett and subsequent redevelopment plans for Suffolk Downs, the opening of a major Amazon distribution center (with a second planned to open in 2021), and the organizing of three significant community coalitions

focused on good jobs and economic mobility (Revere Works Coalition, MassUP Coalition, and the North Suffolk Community Health Improvement Plan working group). Within that context, this plan aims to weave together the outcomes of these activities and events, along with supporting data and documentation, into a cohesive framework that will guide multiple actors towards achieving the community goals and vision for workforce development.

REVERE WORKFORCE DEVELOPMENT TIMELINE



CORE COMMITTEE WORKING GROUP

Advising MAPC in the development of the Revere Workforce Development plan was a Core Committee of organizations that participated in four coordinated meetings. The Core Committee members included representatives from Workforce Investment Boards, Revere City Hall, Community Based Organizations, and Educational Providers.

CITY DEPARTMENTS

Office of Planning and Development
Department of Healthy Community Initiatives/Revere on the Move

WORKFORCE INVESTMENT BOARDS

MassHire MetroNorth
MassHire North Shore

EDUCATIONAL PROVIDERS

Revere K-12 School District
Revere Community School (a program housed within Revere Parks and Recreation)
North Shore Community College

COMMUNITY-BASED ORGANIZATIONS

Women Encouraging Empowerment
The Neighborhood Developers/CONNECT
Revere CARES
North Suffolk CHIP
Revere Chamber of Commerce

City of Revere Planning staff led the Workforce Development planning process in consultation with MAPC and the Core Committee Working Group members.

GUIDING PRINCIPLES

The Revere Workforce Development Plan (WFD) has been scaled to fit the capacity of municipal staff while leveraging a strong resource network of local and regional actors.

Revere's workforce development plan is built upon three components:

1. BALANCING BUSINESS AND POPULATION NEEDS

Revere's planning process considered the needs of employers and those populations in need of workforce training. The project advisory board includes representatives from both and facilitated the creation of a plan which is responsive to residents' AND local businesses' needs, assets, and skills.

2. UPSTREAM DETERMINANTS OF ECONOMIC STABILITY & MOBILITY

Social, historic, and physical factors are fundamental to economic stability and mobility and these often break down along racial, ethnic, and educational lines. Since these factors are driven by policies, institutions, and systems beyond an individual's control, not all residents have the same opportunities to secure stable employment or attend training programs. Revere's WFD plan confronts these inequities, centers the voices of populations disproportionately impacted by them, and proposes strategies that address upstream barriers to accessing training or employment opportunities.

3. CAPACITY TO IMPLEMENT NETWORKED SYSTEMS OF RESPONSE

The WFD Plan leverages existing efforts within the state and region to assemble workforce stakeholders, programs, and resources. The plan responds to the existing state and regional workforce initiatives while bridging the gap between the vertical structures of government programs and needed outside stakeholders.

This plan identifies challenges and opportunities for workforce development in Revere identified through an analysis of existing data and resource documentation, conversations with local stakeholders and industry leaders, and feedback from residents representative of priority populations. Collectively, this data provided context for goals and informed strategy development.

TIMELINE

The planning process followed a three-phase sequence organized around the guiding principles outlined above. Each phase built upon the work from the previous, and all integrated elements of qualitative and quantitative analysis.

REVERE WORKFORCE DEVELOPMENT PLAN PROCESS

PHASE I

Background Research and Project Ramp-up

- Expert WFD interviews
- Review of relevant regional and state plans
- Identification of additional stakeholders

June 28: Core Committee Meeting

Target Population Analysis

- Informational interviews with Core Committee members and recommended stakeholders
- Pre/post COVID demographic and trend analysis
- Assets and barriers assessment

August 3: Core Committee Meeting

PHASE 2

Supply Side Strategy Development

- Direct community engagement with target population
- Additional convening with local educational and job training entities
- Asset and barrier vetting and additional info gathering

September 16: Core Committee Meeting

Demand Side Strategy Development

- Assessment of key regional and local labor demand drivers
- Additional convening with local educational and job training entities
- Key business research and engagement

PHASE 3

Networked Response and Plan Development

- Facilitated Revere workforce development summit with Core Committee and expanded stakeholder group

Core Committee Meeting

Synthesis and Plan Development

- Integrate sum of work into cohesive document

WORKFORCE DEVELOPMENT ASSESSMENT

The Revere Workforce Development plan is grounded in an assessment of the existing conditions in Revere and the regional labor markets of Greater Boston and Northeast Massachusetts. This assessment will review the impacts of COVID 19 on Revere residents as relevant to workforce development, Revere's geographic position within the region and associated implications, relevant data to economic stability, objectives for workforce development initiatives, and upstream barriers impacting

Revere residents ability to access workforce programming. As described in the introduction to this plan, MAPC took a research approach that balanced the lived experiences, needs, and assets of the individuals in Revere most in need of workforce development programming with the very real economic realities of labor demand and private sector needs in the region. This is reflected in the following sections that relate to the target populations and industry drivers that are affecting Revere residents' workforce opportunities.

THE COVID-19 PANDEMIC

KEY TAKEAWAYS:

Revere has been disproportionately impacted by COVID 19 as compared to other communities.

Revere has consistently had the highest unemployment rate in the MetroNorth Workforce Region.

At least 1,000 residents have dropped out of the Revere Labor Force in the last year, likely due to the impacts of COVID 19.

Creating the Revere Workforce Development plan amid a global pandemic presented many challenges, and has yielded a plan that in many ways represents a snapshot of time during a fast-moving and constantly changing economic context. Many workers have floated in and out of employment through the course of the COVID 19 pandemic as the first surge in coronavirus cases made way for a relatively stable summer, only to be followed by an even stronger and more deadly second wave beginning in the late Fall of 2020. While the data presented in this plan is representative of a very specific set of economic conditions, it does set the framework and backdrop for the recommendations in this plan.

Revere is among the cities with the most COVID-19 cases per capita in the Commonwealth. While the factors contributing to Revere's high case rate are complex and touch on housing, access to health care, and trust of institutions, the city's high percentage of essential and frontline workers is likely a significant contributor.

Induced unemployment is an additional impact of the COVID-19 pandemic. Here, too, Revere residents have been hard hit; since the beginning of the pandemic, Revere has consistently had one of the highest unemployment rates in the state, peaking in June at 27.5%,¹ largely due to the high proportion of the workforce employed in the restaurant and hospitality industry.

As of the writing of this plan (December 2020), Revere's unemployment rate has dropped to approximately 9.5%. However, this figure is somewhat misleading as it does not capture the many individuals who have dropped out of the labor market and are no longer seeking a job because they are either discouraged about their job prospects or have taken on additional family care responsibilities, leaving no time for work. As of this writing, there are approximately 1,000 fewer individuals in the Revere labor force than there were in January of 2020.² The specific impacts of the pandemic induced unemployment are discussed in further detail in the Unemployment and Economic Instability section of this plan's Workforce Development Assessment section.

It is unclear what the long-term economic damage from the COVID 19 pandemic will be and whether the many restaurants, hospitality, and service jobs will return to their previous levels, or return at all. However, it is clear that in the short- to medium-term, Revere residents are in critical need of accessing alternative work environments to sustain their homes and families.

1 Mass DOL Public Tableau: <https://public.tableau.com/profile/maeconomicresearch#!/vizhome/WorkforceDevelopmentAreaWDAPProfile/WDAPProfile>

2 Jan 2020 Revere Labor was 29,805, November 2020 Revere Labor Force is 28,316. Mass Department of Unemployment Assistance.

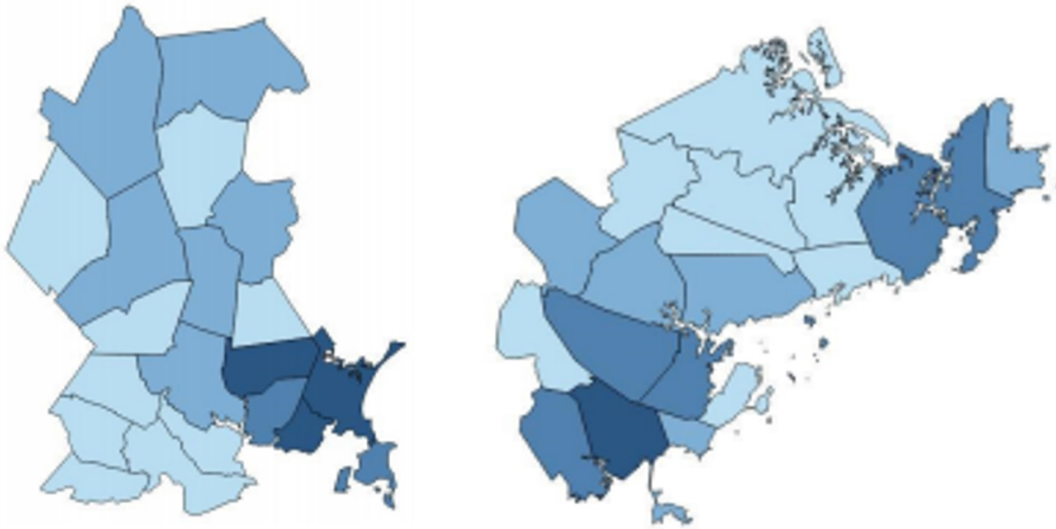


Figure 1: MetroNorth and North Shore Workforce Investment Board communities. Revere Unemployment Rate - 25%, Lynn Unemployment Rate 23%. June 2020- See Appendix A for map of Massachusetts Workforce Investment Board regions.

GEOGRAPHY

KEY TAKEAWAYS:

Revere is situated at the border of three Workforce Board Regions and two Regional Labor Markets.³

Limited capacity and conflicting sources of funding with the Northeast MetroTech Vocational School District limits access to vocational training for Revere residents.

Revere is proximate to MassHire Career Centers and Community Colleges but has no formal workforce development provider within the City itself.

³ See Appendix A

Revere has long struggled as a community caught between the gravity of Boston and its MetroNorth and North Shore neighbors. The City itself is physically at the edge of several institutional boundaries that has had long term implications regarding the availability of workforce resources within the community.

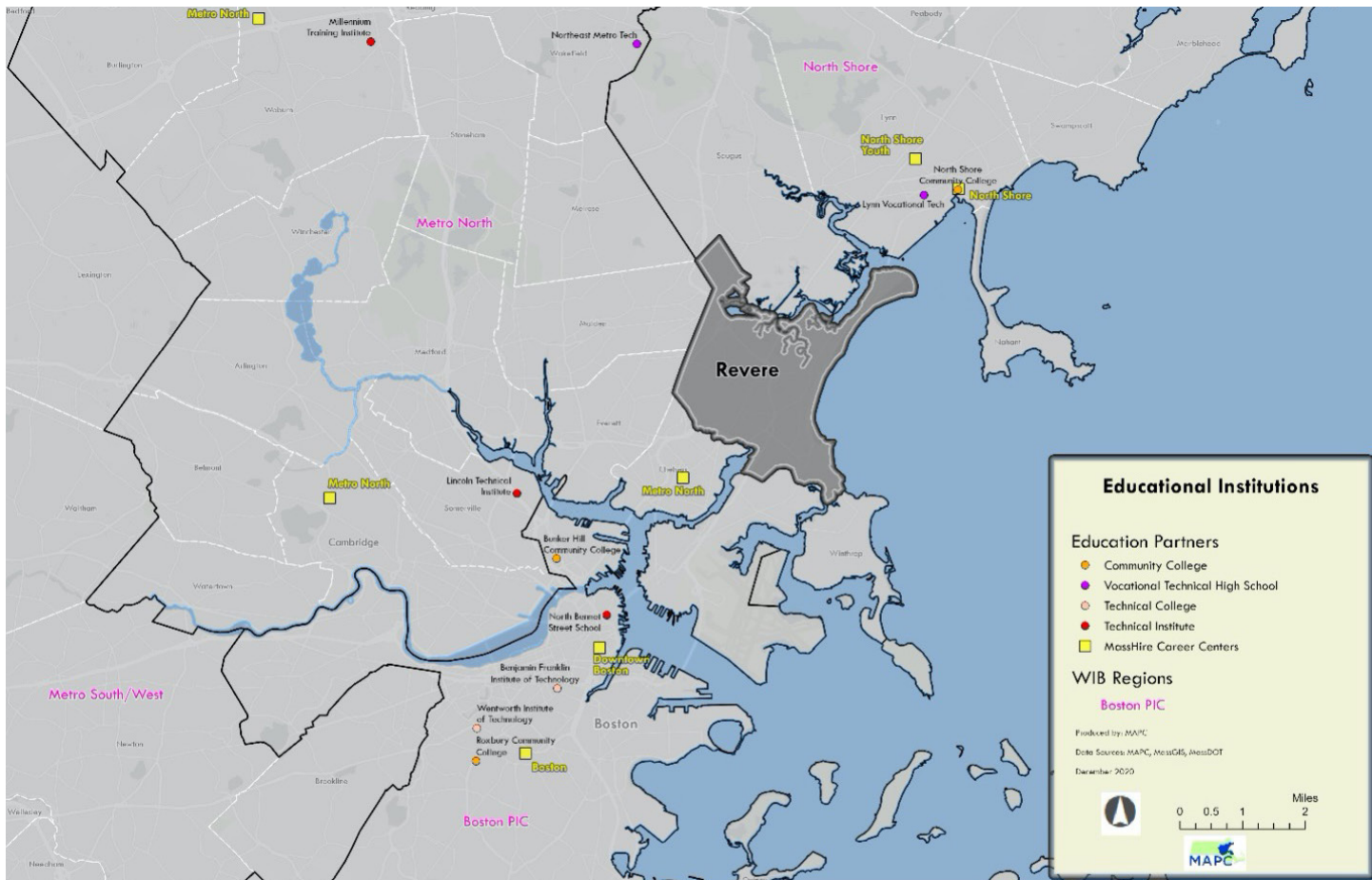
MassHire Workforce Investment Boards (WIBs):

While Revere is technically within the MassHire MetroNorth service area, it also directly borders the North Shore and Boston Private Industry Council (PIC) MassHire service areas. While there are several career centers within proximity to Revere, there are none directly located within Revere itself. A note of importance is that the Boston PIC and the MetroNorth WIBs are both parts of the MetroBoston Regional Labor Market as defined by the Executive Office of Labor and Workforce Development Regional Workforce Skills Planning Initiative⁴, while the North Shore WIB is part of the Northeast Regional Labor Market. This will be described in further detail in the Regional Labor Market Analysis section within the Workforce Objectives chapter.

Social Service Providers:

Revere also neighbors the communities of East Boston and Chelsea which have an abundance of social service providers and non-profits. These organizations are open to serving Revere residents, but also absorb a lot of the energy and funding available in the region, limiting the growth of organizations designed to serve Revere residents, specifically.

⁴ See Appendix A



Community Colleges:

Similarly, while Revere is in proximity to satellite campuses for both Bunker Hill Community College (Chelsea) and the North Shore Community College (Lynn) it lacks the presence of any higher educational institutions.

Vocational Technical High Schools:

Finally, Revere is located within the larger service area of the Northeast MetroTech Regional HS in Wakefield. Northeast MetroTech serves the communities of Chelsea, Malden, Melrose, North Reading, Reading, Revere, Saugus, Stoneham, Wakefield, Winchester, Winthrop, and Woburn. When combined, these communities have an approximate total of 15,000 high school-aged students⁵. Northeast MetroTech has a current enrollment of only 1,249 – which allows only a fraction of students from each community to attend, including Revere. Additionally, the Revere School district is unable to access traditional state Chapter 74

funds for Career and Vocational Technical Training because it is part of an existing vocational school district, thus limiting the vocational training resources available to Revere residents.

Two other institutional issues that have limited access to resources in Revere are the exclusion of Revere as an eligible impacted community for Mass Gaming Commission Casino Mitigation Grants and MassPort’s Impacted Communities Program, which has focused more on supporting communities in East Boston, Chelsea, and Winthrop than Revere. There is no question that Revere experiences the public health and traffic related burdens of both of these otherwise regional assets.

These institutional challenges have created an environment where Revere is often perceived as being well served by workforce development and other kinds of service providers, without having immediate resources in the community.

5 Mass Department of Elementary and Secondary Education School and District Profiles. <https://profiles.doe.mass.edu/statereport/enrollmentbygrade.aspx>

TARGET

POPULATION

KEY TAKEAWAYS:

Women, young people, and immigrants have all been impacted by outsized unemployment since the pandemic began.

Lack of formal education or transferable credentialing is a challenge facing many Revere residents.

Revere should emphasize efforts to provide workforce training for its Emerging Workforce and Transitional Workers.

To ensure that the goals and strategies developed in Revere’s workforce development plan are responsive to the unique conditions and communities within Revere, the Workforce Development Assessment starts with an evaluation of who in Revere is most in need of workforce training – or a Target Population. The importance of an identified Target Population can be summarized in four points:

- 1. Strategies are designed to be responsive and in alignment with target populations’ personal goals**
- 2. Resources are made available in language and formats that are accessible to target populations**
- 3. Specific barriers to accessing Workforce Development opportunities are assessed and mitigated**
- 4. Individuals’ intrinsic assets and experiences are leveraged**

To hone in on a set of Target Populations that would be the focus of this plan MAPC evaluated data related to city demographics, employment/unemployment rates, job availability, and wage levels. This data analysis was augmented by a series of stakeholder interviews with relevant individuals and organizations.

RACIAL COMPOSITION OF REVERE

Revere is a racially and ethnically diverse city, but Revere youth are even more diverse than the city as a whole, with a large percentage of the school district identifying as Latinx.

The diversity of the City’s population, and particularly, its youth, was cited as a strong asset among many stakeholders. Incumbent language skills, built empathy from the immigration experience, and a desire to learn and build a better life are intrinsic assets of the community at large. Interviewees and Working Group members looked at Revere’s multilingualism as a strength to be capitalized upon when considering workforce development opportunities. This is particularly relevant given the Boston region’s position as an international hub for medical and biotechnology industry.

“Empathy and trying to communicate with people regardless of language ability is key.”

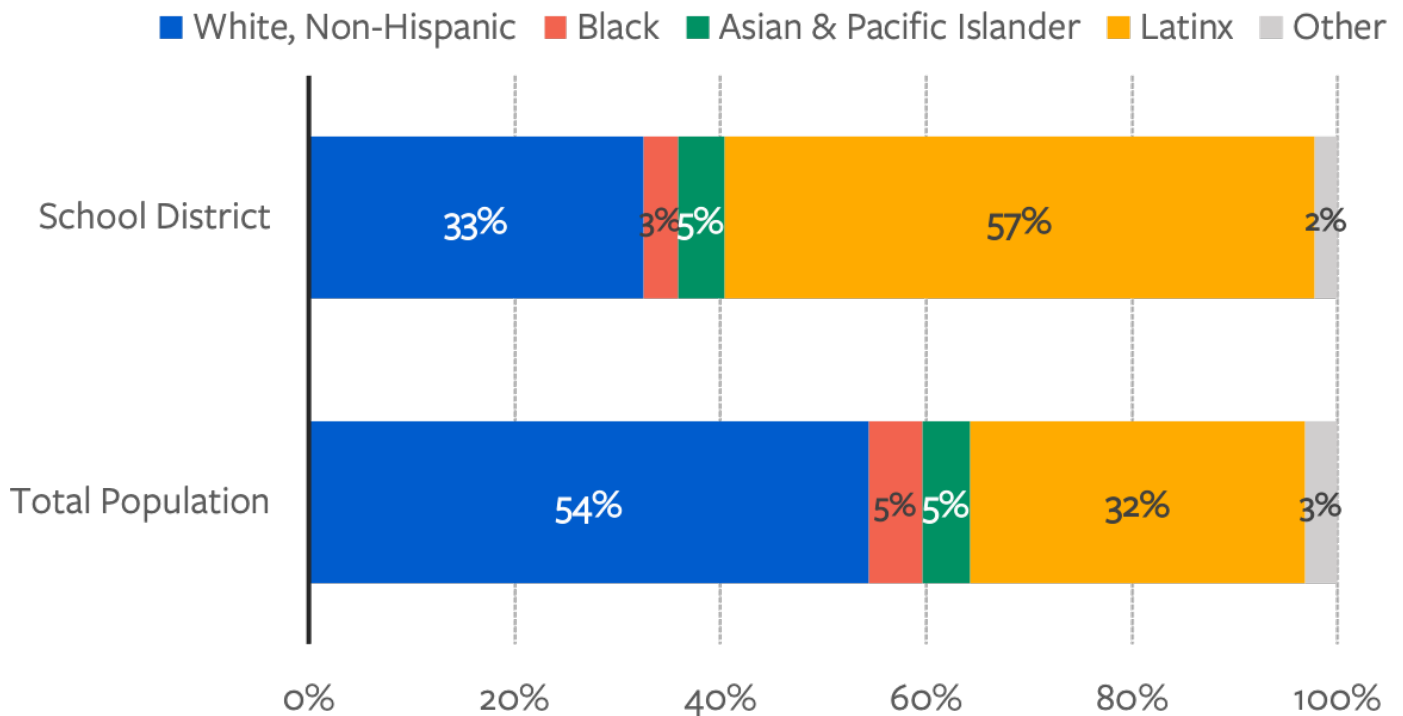
Ana Valentin, Revere Resident and Employee of Encore Boston Harbor

Revere is a racially and ethnically diverse city

Revere youth are even more diverse than the city as a whole

These youth represent the emerging workforce

REVERE POPULATION BY RACE/ETHNICITY



Source: Revere School District Profile, DESE, and ACS 2017

EDUCATIONAL ATTAINMENT AND TRAINING

Data analysis revealed that educational attainment varies significantly across race and ethnicity, as well as by foreign-born versus born in the United States. Strikingly, a much lower proportion of Revere’s Latinx and foreign-born residents are going on to college. This is a major barrier for accessing some of the region’s higher-paying positions which typically require formal educational or skill credentials.

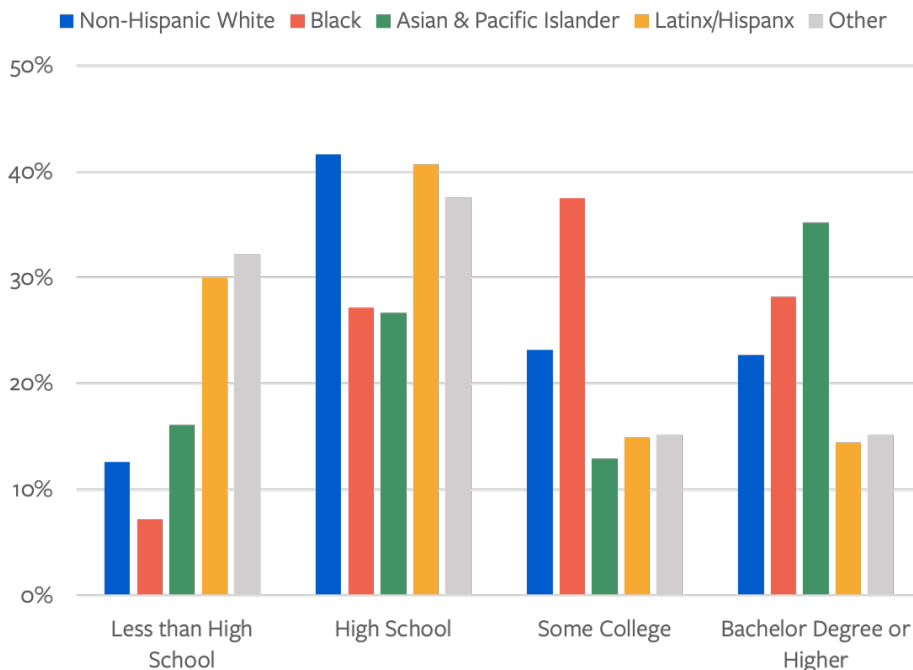
Many of these residents are unable to access higher education due to immediate needs to support and sustain themselves or their families. Fatou Drammeh, Coordinator of Revere Community School (RCS), noted that for many of her adult students, most of whom are newly arriving immigrants, “the urgency of bills and rent take a training program off the table for many... many prefer to get a job that pays now versus training for one that might pay more later.” Immediate financial need was also cited by Dianne Kelly, Superintendent of Revere Public Schools, as a challenge for the emerging workforce, “We need paid internships, we don’t want kids to turn down an unpaid internship at a law firm that could change the trajectory

of their life because they need to work at [a fast-food restaurant] to support their families.” Support is needed to get more Revere residents on a path to higher education credentials while also partnering with regional employers to evaluate alternative entry points to jobs that would negate the need for higher education.

Equally critical is reducing barriers to transferring accreditations from other countries. Olga Tacure, the Executive Director of Women Encouraging Empowerment (WEE), spoke to this need, “So many of [WEE’s clients] have a profession but come to the USA and end up in totally different professions... some of them are lawyers or teachers in their countries but can’t practice in the USA.”

Although accreditation transfer is an important part of securing these workers additional opportunities, both Tacure and Drammeh spoke to the critical role English language ability plays in job opportunities. Tacure noted that “lack of the language is the main reason [new immigrants with professions] end up working in a restaurant or the hotel industries.” Accordingly, English as a Second Language courses were frequently mentioned as a highly sought-after workforce development program.

REVERE EDUCATION BY RACE/ETHNICITY



64% of foreign-born residents have a high school diploma or less

Educational attainment varies across race and ethnicity, as well as US- or non-US-born residents

Supporting those with limited formal education and training was a recurring theme

UNEMPLOYMENT AND ECONOMIC INSTABILITY

In line with statewide and national trends, the hardest-hit occupations in Revere have been food preparation and hospitality, office and admin support, transportation, sales, and construction. Peering into the demographic compositions of these occupations yields further information regarding the individuals who have been most impacted by COVID induced unemployment.

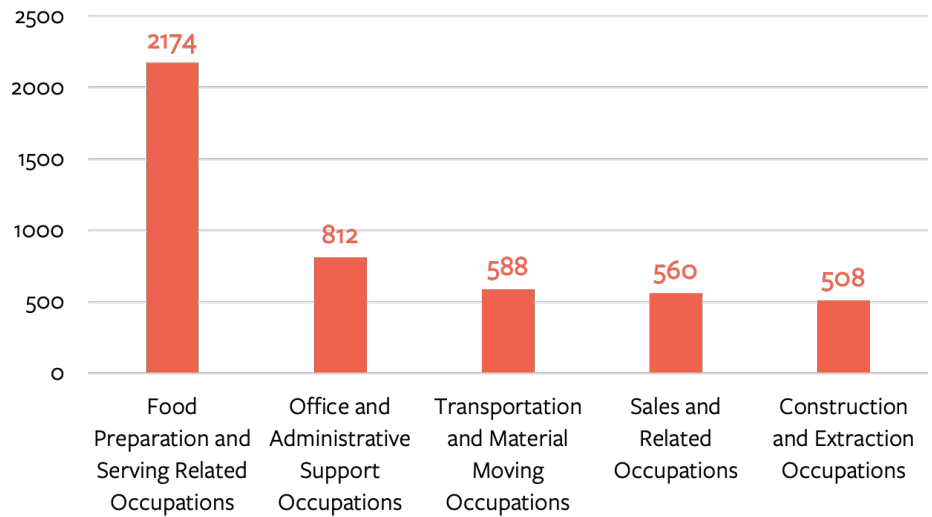
Racial Disparities in Impacted Sectors

Since the pandemic, the citywide unemployment rate has skyrocketed and differences in economic stability have been accentuated. Unemployment data released in May and June of 2020, showed that immigrants, women, and residents of color are disproportionately represented in many of the occupations hit hardest by COVID-19 layoff in Revere.

“I think that in the years following COVID there will be a lot of unemployment, like there is now. It will be difficult, especially for immigrants, especially undocumented immigrants. However, at the same time there will be more opportunities to open family businesses, to pursue entrepreneurship. And that is what gives me hope, that we don’t stand still, and we find ways to rise.”

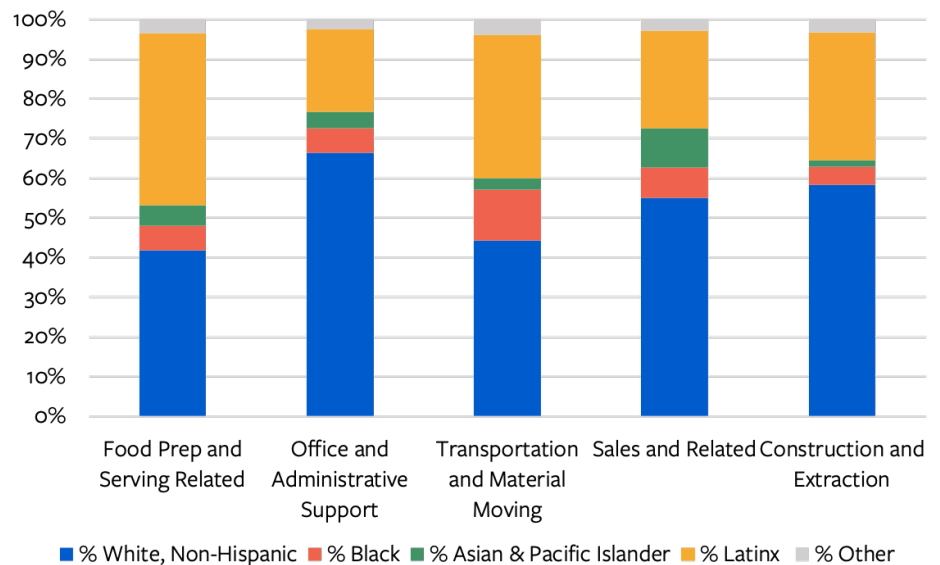
Eneyda de Souza

REVERE WORKERS MOST IMPACTED BY COVID-19 INDUCED LAYOFFS



Source: Mass DUA, May 2020

RACIAL/ETHNIC COMPOSITION OF IMPACTED OCCUPATIONS



Source: US Census ACS PUMS, 2017

Food Preparation and Service jobs have a large percentage of Latinx employees

Sales and Office jobs skew Whiter

Transportation workers have a range of races

Women’s Unemployment and Long Term Implications

Additional disparities exist when we look at post-pandemic unemployment rates by gender. Of particular concern is that continued unemployment claims indicate longer-term impacts of job loss for women. National studies have found that women are four times more likely to have dropped out of the labor force than men, equating to approximately 865,000 individuals as of September 2020⁶.

The major drivers of this disparate impact are twofold.

First, women are concentrated in some of the sectors experiencing the highest rates of unemployment. Specific to Revere, Personal Care / Service, and Office and Administrative Support Occupations skew heavily female.

Second, women have taken an outsized role as caretakers of young children in the absence of school and childcare. This has compounded already high rates of job loss, as caretaking leaves little time to search for a job or additional education/skill-building opportunities.

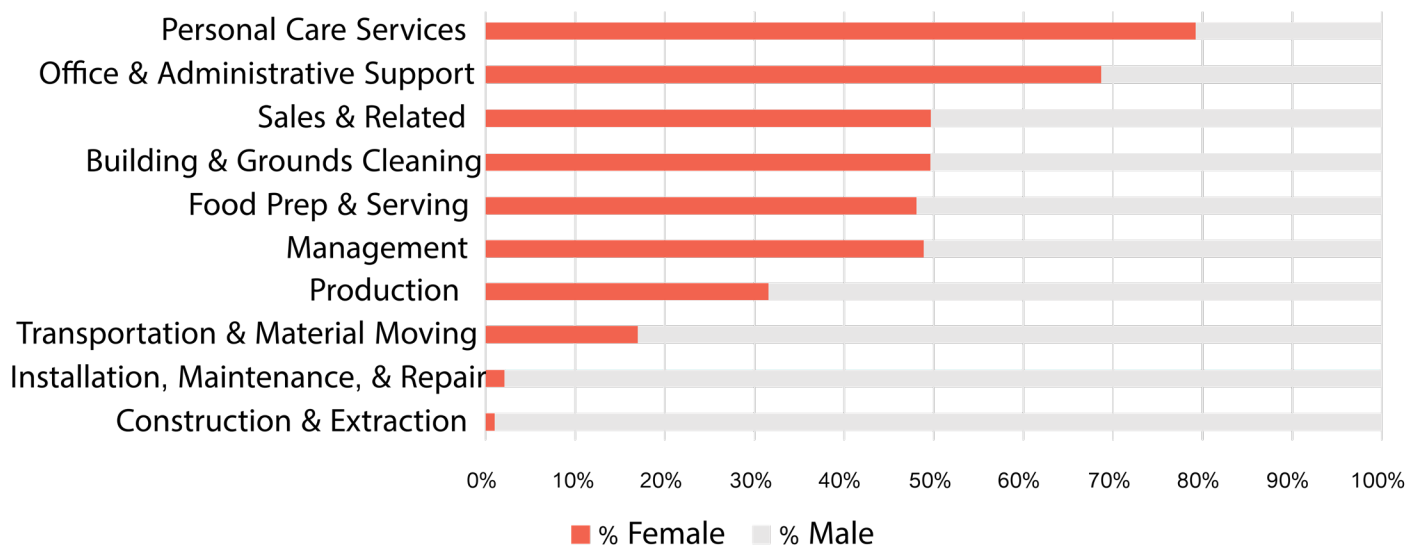
Residents spoke to this balancing act – Silvia, a Revere resident and mother, shared her experience with unemployment during the pandemic:

“My biggest challenge in accessing work is adapting to the new ways of life COVID-19 has forced upon us. I have to take care of my children, who are at home. For example, it is impossible to stay focused or present in a 1 hour zoom meeting because I need to check on my children multiple times.”

Silvia, Revere Resident

6 Julie Kashen, Sarah Jane Glynn, Amanda Novello. “How COVID-19 Sent Women’s Workforce Progress Backward”. Center for American Progress. October 30 2020. Available at: <https://www.americanprogress.org/issues/women/reports/2020/10/30/492582/covid-19-sent-womens-workforce-progress-backward/>

GENDER COMPOSITION OF IMPACTED OCCUPATIONS



Source: US Census ACS PUMS, 2017; Mass DUA, May 2020

Office & Administrative Support jobs are majority female. Transportation and other industrial sectors are primarily male.

The loss of women in the labor force during the COVID 19 pandemic will have economic ripples that will endure beyond the event itself. Many households in the Boston region depend on a two worker income, and lost time in the labor force for one of those workers will have an impact on the financial security of those families. Further, lost time may have even longer-term implications for women’s career and pay equity advancement. Studies have shown that job applicants with relevant experience who were out of work for more than six months were less likely to be called back than those without relevant experience, but more consistent labor force participation⁷.

Impact on Young People

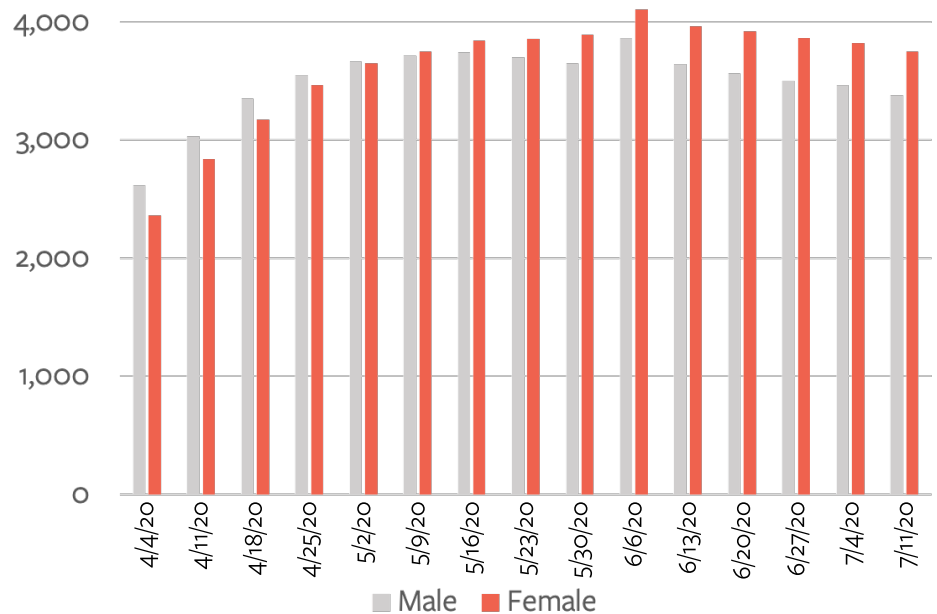
No age group was untouched by layoffs, but unemployment claims spiked among 25 to 34-year-olds, compounding this age group’s pre-pandemic higher than average unemployment rate which, in Suffolk County, was three times the rate (25.9%) of all workers 16 and older during the 2012 – 2016 period⁸. This trend is fueled by high rates of unemployment in food service and sales occupations which both have large percentages of young workers. The loss of young workers, similar to the loss of female workers, is particularly concerning as this is lost time for many workers to begin

7 Matthew O’Brien, “The Terrifying Reality of Long-Term Unemployment,” The Atlantic, April 13, 2013, available at <https://www.theatlantic.com/business/archive/2013/04/the-terrifying-reality-of-long-term-unemployment/274957/>

8 UMASS Donahue Center. Greater Boston Regional Blueprint 2018 Available at <https://www.mass.gov/doc/greater-boston-workforce-planning-blueprint/download>.

Continued unemployment claims indicate longer-term impacts of job loss for women.

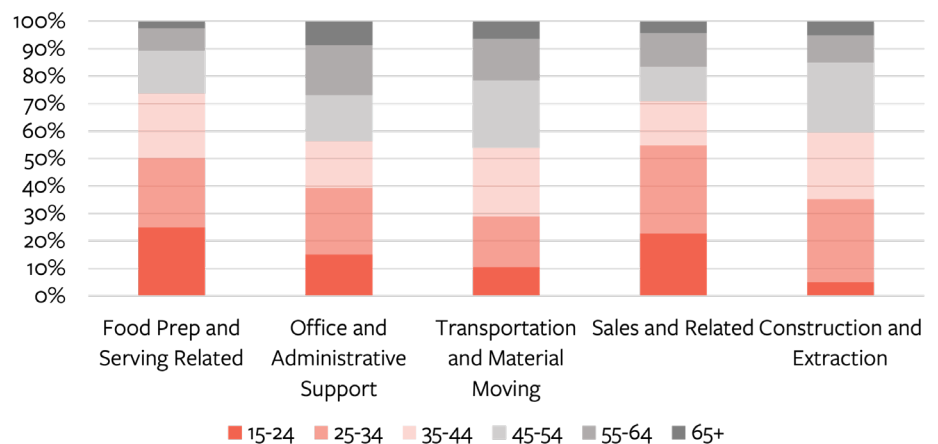
CONTINUED UNEMPLOYMENT CLAIMS IN REVERSE BY GENDER



Source: Mass DUA, July 2020

Hard-hit industries such as food service, sales, and office administration skew towards a younger workforce.

AGE COMPOSITION OF IMPACTED OCCUPATIONS



Source: MA DUA May 2020, ACS PUMS 5 Year 2017

learning valuable skills and making connections that can improve future employment prospects⁹. Further, the long-term implications for the future of both retail and food service are unclear. Without those two industries providing entry-level positions for young people in Revere and the region, a traditional path into the job market may be closing, thus requiring young people to rethink their

⁹ Stephanie Aaronson, Francisca Alba. “Unemployment Among Young Workers During COVID 19”. Brookings Institute. September 2020. Available at <https://www.brookings.edu/research/unemployment-among-young-workers-during-covid-19/>

trajectory into the labor force and future careers.

TARGET POPULATION MATRIX

Based on the preceding analysis, the following target population categorization for the Revere Workforce Development Plan was developed. This categorization framework is based on the Mass Inc Workforce Development in Gateway Cities framework¹⁰ which categorizes workers into three labor market segments:

¹⁰ See Appendix B

- **Incumbent workers: Workers looking to upgrade their skills to earn more money or remain competitive**
- **Transitional workers: Workers who need retraining and employment services to move to new jobs**
- **Emerging workers: In-school and out-of-school at-risk youth age 14 to 21**

Additional demographic attributes were added to this baseline framework to complete a picture of the target populations that this plan aims to create responsive strategies within the action plan.

	Incumbent Workers	Transitional Workers	Emerging Workers
AGE	30-60 (traditional labor force age)	15-60	15-24
GENDER		Both male and female; but need more acute for women	
US/NON-US BORN		Non-US-born (recognize that non-naturalized is greater challenge)	Non-US born or first generation
RACE		Primarily Spanish- and Arabic-speaking (Latinx and Moroccan)	Students of Color (Latinx, Black Asian)
EDUCATION	Limited formal education/training	Limited formal education/ existing accreditation isn't recognized	Ongoing or interrupted educational background
INCOME		Low-Income	

Mass Inc Worker Categorization

Demographic attributes of Revere priority populations

REVERE WORKFORCE

OBJECTIVES

KEY TAKEAWAYS:

Regional Labor Market priority occupations have withstood significant downturns from COVID.

Revere's Priority Industry foci should align with the Regional Labor Market Analysis from the Regional Workforce Blueprint Plans to ensure funding eligibility from state sources.

The MetroBoston and Boston PIC Workforce Board Regions exhibit more job opportunities requiring higher educational attainment and higher wages than the North Shore Region.

Similar to honing in on a Target Population, this plan also aims to hone in on a set of priority industries and occupations as relevant objective areas for future workforce development programming in Revere. These industries and occupations were selected because of their alignment with both of the relevant long term Regional Workforce Blueprints (Northeast and Greater Boston), their resilience to the economic downturn caused by COVID 19, and their particular relevance to ongoing or forthcoming economic activity in Revere and its surrounding communities. Alignment with Regional

Labor Market Blueprint priorities is of particular importance as many state funding sources for educational programming and workforce training are now seeking consistency with these planning documents¹¹.

REGIONAL LABOR MARKET ANALYSIS

In a region such as the Boston Metro Area where there are several anchor industry sectors, there is a need for workforce development practitioners to think both broadly about addressing the various challenge points that impact an individual's ability to access workforce programming and specifically about the industries and occupations where an individual will have the best opportunity to gain sustainable and meaningful employment. To assist in refining the scope of possibilities for the Revere workforce development plan, the State's Regional Workforce Blueprints¹² were used to identify those industries that both showed strong market demand, gaps in talent availability, high wage levels, and career path opportunities.

As described in the Geography section above, Revere is on the border of two regional labor markets, Greater Boston and Northeast. The Regional Workforce Blueprints from both labor markets were used to inform the selection of priority industries for this plan, along with localized data provided by Burning Glass and informational interviews with local and regional workforce development technical service providers.

These plans are incredibly robust and data-rich documents, and to summarize integrate their findings with this plan we have highlighted a few key and relevant takeaways from each report below. The full reports can be found on the Mass.gov Skills Cabinet Website.¹³

¹¹ Mass Dep of Education Innovation Pathways Grants, Workforce Skills Cabinet Capital Grants, Commonwealth Corporation Workforce Competitiveness Trust Fund Grants all ask for alignment with regional priority industries.

¹² <https://www.mass.gov/service-details/view-your-regions-blueprint>

¹³ Because these plans were developed independent of each other and produced by different entities not all the information or data available is the same in both reports. MAPC has worked to produce the most reliable data points for comparison and analysis within this report context.

NAICS Code	Industry	2001	2016	% Change 2001 to 2016
71	Arts, Entertainment, and Recreation	18,911	28,941	53%
62	Health Care and Social Assistance	185,547	271,010	46%
72	Accommodation and Food Services	96,820	132,864	37%
54	Professional and Technical Services	172,831	214,036	24%
61	Educational Services	136,077	160,205	18%
53	Real Estate and Rental and Leasing	24,314	26,034	7%
55	Management of Companies and Enterprises	36,372	38,970	7%
81	Other Services, Ex. Public Admin	49,048	52,562	7%
56	Administrative and Waste Services	90,454	92,260	2%
44-45	Retail Trade	126,632	127,453	1%
23	Construction	61,970	56,890	-8%
92	Public Administration	70,059	64,445	-8%
52	Finance and Insurance	113,972	103,861	-9%

Figure 2: Employment Change in Major Industry Sector, Greater Boston, 2001 - 2016. Sourced from the Greater Boston Workforce Planning Blueprint via Donahue Institute

Greater Boston Workforce Planning Blueprint

PRIORITY INDUSTRIES AND OCCUPATIONS

Health care and Social Assistance:

The largest industry in the region as related to employment, Health care and Social Assistance has exhibited strong market growth with continued increases in job projections. In line with state and national trends, Nursing is the occupation exhibiting the largest employment gap in coming years, along with several other technical occupations that require only a HS Diploma and training as pre-requisites for employment. Most of these positions pay upwards of \$40,000 per year.

Occupation Group/ Title	Educational Requirement	Median Wage 2016
Health Diagnosing and Treating (SOC 29-1000)		
Respiratory Therapists	Associate's degree	\$72,186
Health Technologists and Technicians (SOC: 29-2000)		
Medical and Clinical Laboratory Technicians	Associate's degree	\$38,920
Dental Hygienists	Associate's degree	\$85,307
Cardiovascular Technologists and Technicians	Associate's degree	\$78,211
Diagnostic Medical Sonographers	Associate's degree	\$84,805
Nuclear Medicine Technologists	Associate's degree	\$76,856
Radiologic Technologists	Associate's degree	\$73,065
Magnetic Resonance Imaging Technologists	Associate's degree	\$85,609
Veterinary Technologists and Technicians	Associate's degree	\$46,208
Licensed Practical and Licensed Vocational Nurses	Postsecondary nondegree award	\$55,133
Medical Records and Health Information Technicians	Postsecondary nondegree award	\$46,976
Nursing, Psychiatric, and Home Health Aides (SOC: 31-1000)		
Nursing Assistants*	Postsecondary nondegree award	\$29,960
Other Healthcare Support Occupations (SOC: 31-9000)		
Medical Assistants*	Postsecondary nondegree award	\$37,674

Figure 3: Priority Health care and Social Assistance Occupations, Greater Boston. Sourced from the Greater Boston Workforce Planning Blueprint via Donahue Institute

PROFESSIONAL AND TECHNICAL SERVICES (TECH / IT):

Second to health care in terms of overall employment, the Professional and Technical Services sector was also prioritized by the Greater Boston Blueprint. While this sector is incredibly broad in scope, the Blueprint planning team narrowed down this sector to focus primarily on computer and mathematical related occupations, with the majority paying upwards of \$60,000 per year, but most also require a Bachelor’s Degree, which raises the bar for employment access.

Construction

While not identified as a priority occupation in the Greater Boston Regional Blueprint, the Construction industry was selected as a Critical Industry because of the size of the industry and it’s obvious importance to the continued growth of the region.

CHALLENGES TO THE LABOR MARKET

Job/Talent Misalignment

The Greater Boston Workforce Blueprint describes a discrepancy between the available supply of trained labor and the expectations that employers hold as a broad challenge to workforce programs. Stakeholders in the Blueprint working group identified three main reasons driving this misalignment.

1. Employers are expecting more from workers entering the labor market than in years past.
2. Job postings have education requirements independent of skill requirements, thus limiting applicant pools.

Occupation Group/ Title	Educational Requirement	Median Wage 2016
Computer and Information Analysts (SOC: 15-1120)		
Computer Systems Analysts	Bachelor's degree	\$89,177
Information Security Analysts	Bachelor's degree	\$87,671
Software Developers and Programmers (SOC: 15-1130)		
Computer Programmers	Bachelor's degree	\$96,084
Software Developers, Applications	Bachelor's degree	\$106,444
Software Developers, Systems Software	Bachelor's degree	\$113,992
Web Developers*	Associate's degree	\$79,864
Database Administrators and Network Architects (SOC: 15-1140)		
Database Administrators	Bachelor's degree	\$82,250
Network and Computer Systems Administrators	Bachelor's degree	\$86,693
Computer Network Architects	Bachelor's degree	\$115,694
Computer Support Specialists (SOC: 15-1150)		
Computer User Support Specialists*	Some college, no degree	\$60,892
Computer Network Support Specialists*	Associate's degree	\$78,221

Figure 4: Priority Professional / Technical Occupations, Greater Boston. Sourced from the Greater Boston Workforce Planning Blueprint via Donahue Institute

3. Pre-pandemic, the available pool of labor was not as “job-ready” or equipped with the soft skills employers expected or required.

Foreign Worker Accommodations

Nearly 30% of Greater Boston’s workforce are foreign-born. These workers are often credentialed or trained in their home country but are unable to transfer those skills effectively here. Accommodating those workers to better integrate into the regional economy was identified as a priority need regionally, reflecting similar conversations in Revere.

Transportation and Housing

Access to affordable housing and transportation services was highlighted as a challenge to the incumbent workforce but also workforce attraction. The region’s high housing prices make it incredibly challenging for residents to live near job dense areas, and similarly, there is a lack of reliable transportation options to serve these areas. There are early indications in Revere that unreliable rapid transit and bus service may be creating challenges to employee retention at the some of the City’s larger employers.

COVID 19 UPDATES

Overall, the job losses induced by the COVID 19 pandemic in the two priority sectors were less extreme than others. In the Greater Boston region, Health care and Social Assistance saw a 3% overall decline, and Professional and Technical Services saw an overall 1% decline. The largest job losses in Health care were associated with Nursing and Residential Facilities and Social Assistance, likely due to a retreat of workers with personal safety concerns¹⁴.

14 Greater Boston Regional Workforce Planning December 2020 Update. See Appendix.

Northeast Workforce Planning Blueprint

PRIORITY INDUSTRIES

Advanced Manufacturing

With nearly 54,000 jobs in the Region in 2017, manufacturing is the 3rd largest 2-digit industry sector by a number of jobs and accounts for 11% of all jobs in the region. The sector has significantly higher average earnings per job, \$116,722 in 2017 compared to \$69,056 for all industries. In the long term, manufacturing related occupations continue to decline in overall number, but the need for replacement jobs is significant as older workers continue to retire. All companies express an urgent need for skilled production workers, but they find it difficult to attract them because much of the public does not know how clean, technologically advanced, and competitive our advanced manufacturers have become. In addition, the societal pressures to pursue a four-year college degree immediately after high school have had an impact on the middle-skill manufacturing labor force¹⁵.

The Manufacturing sector is facing an aging workforce that is creating demand for replacement jobs, specifically including Team Assemblers; Carpenters; Electricians; First-Line Supervisors of Production and Operating Workers; Inspectors, Testers, Sorters, Samplers, and Weighers; Machinists; Packaging and Filling Machine Operators and Tenders.

Professional and Technical Services (Tech / IT):

Similar to the Greater Boston Blueprint, the Tech/IT industries were highlighted as a priority. In the Northeast, these occupations show a significant need for new workers because of high replacement demand as the occupations face high levels of retirement as well as high associated wages (average of \$105,000 / year). The Tech/IT sector covers a broad range of industries that provide specialized including legal, accounting, engineering, architectural, advertising, consulting, and computer services.¹⁶

Specific occupations in the Tech/IT field identified in the Blueprint for investment were:

- Computer Related and IT Support occupations were selected due to the demand for IT fluency across all

¹⁵ EMSI 2017 Class of Worker via Northeast Regional Workforce Blueprint

¹⁶ Ibid

sectors. These jobs have high hourly wages (average of around \$47.30) and high replacement demand.¹⁷

- Engineering occupations were selected as a priority based on feedback from the focus groups, a supply gap, and the earnings potential of around \$49.20 an hour
- Engineering Technician occupations were selected due to career ladder opportunities (Associate's degree is typical entry-level education) and high replacement demand.¹⁸

Health Care

The Health Care and Social Assistance industry is facing significant workforce development challenges due to constant openings and a lack of skilled/qualified people to fill the open positions. Technological changes in health care and industry credentialing have raised the entry-level skill expectations and require a constant update of skills in the existing workforce. Companies have openings for long periods of time and struggle to fill them due to a lack of applicants. For entry-level positions like certified nurse assistants and personal care assistants, low pay and traditionally undesirable hours make it difficult to get people to apply for the positions¹⁹.

Specific occupations in the Health Care field identified in the Blueprint for investment were:

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

¹⁷ Ibid

¹⁸ Ibid

¹⁹ EMSI 2017 Class of Worker via Northeast Regional Workforce Blueprint

Construction

While not identified as a priority industry, Construction was identified as a regionally critical industry. Projects in the region create significant and consistent demand pressure for labor that often pressures local systems to fill jobs. This is particularly acute when large local development projects occur – similar to the Suffolk Downs and prospective Wonderland developments.

CHALLENGES TO THE LABOR MARKET

Transportation

Transportation in the Northeast region is a significant barrier to accessing jobs. Existing transit routes via the MBTA and local RTA's are insufficient in terms of service frequency or routing to transport workers to job locations. For those workers with access to personal vehicles, traffic is an often-discouraging factor to connect with jobs. Depending on future traffic pattern changes due to the pandemic, this may or may not continue to be an issue.

Age of workers

The Northeast Region has a lower percentage of young workers than Greater Boston. Many workers in the region are reaching retirement age, particularly in the manufacturing sector. This loss of institutional knowledge, without the ability to pass it on to new workers, will damage the competitiveness of businesses in the region, and may ultimately damage the regional economy.

Lack of awareness about industries and related occupations

There is a lack of knowledge and awareness around available industries and occupations in the region. Building awareness of occupational opportunities is the first step in a career pathway, and without awareness, people cannot access or utilize existing career pathways. Additionally, there is a lack of understanding that in many cases, career pathways may involve multiple industry sectors and numerous occupations. Job seekers are unaware of available opportunities.

COVID 19 UPDATE

Similar to the Greater Boston Blueprint update, Northeast Regional stakeholders found the priority industries less impacted by COVID than others. The Blueprint update found that only 6% of new unemployment claims came

from the Manufacturing and Tech/IT industries and that both of these industries have exhibited consistent hiring through the pandemic. Manufacturing employment has grown by 3% since 2016 – a trend in reversal to statewide and national figures.²⁰

Health care has seen the highest percentage of new unemployment claims since the pandemic set in, with 14% of regional unemployment claims attributed to the sector. However, similar to Manufacturing and Tech/IT, the Health care sector has continued to hire for specialized clinical services, while shedding other jobs.²¹

REVERE'S POSITION WITHIN REGIONAL LABOR MARKETS

To situate Revere's specific position with the Regional Labor Market Blueprint's, and to better understand current and future demand for labor, MAPC conducted additional analysis of job posting data for the communities directly adjacent to Revere using Burning Glass job posting data²². These communities represent the three WIBs²³ and two Regional Labor Markets to which Revere is proximate.

Job Availability and Composition by Workforce Board Region

The composition of available jobs in the Boston PIC, MetroNorth, and North Shore Workforce Board areas are strikingly different²⁴. The North Shore region has more jobs available for individuals without a college degree as compared to Boston and MetroNorth. This is likely due to the higher concentration of Tech/IT, Finance, and Health care industries in these regions compared to the North

²⁰ Northeast Regional Market Blueprint Update, June 2020. Available at <https://www.mass.gov/doc/northeast-regional-final-report/download>

²¹ Ibid

²² Communities in the MetroNorth region include Cambridge, Everett, Chelsea, Malden, Medford, Revere and Somerville. Communities in the North Shore region include Beverly, Danvers, Lynn, Peabody, Salem, and Saugus. Data from Boston was also pulled.

²³ MetroNorth, Boston PIC, North Shore. See Appendix A.

²⁴ Labor markets identified in this report as being coterminous with Workforce Development Board boundaries.

Recruitment for our programs is hard. We would love to have more Revere residents in our programs, but it's often hard to get to those populations.

Brian Norris, Northeast Advanced Manufacturing Consortium

Shore, which is more specialized in industrial activities such as manufacturing, transportation, and warehousing.

Potentially correlated to the educational attainments required in Boston and MetroNorth, these two regions exhibit higher concentrations of better-paying jobs than the North Shore.

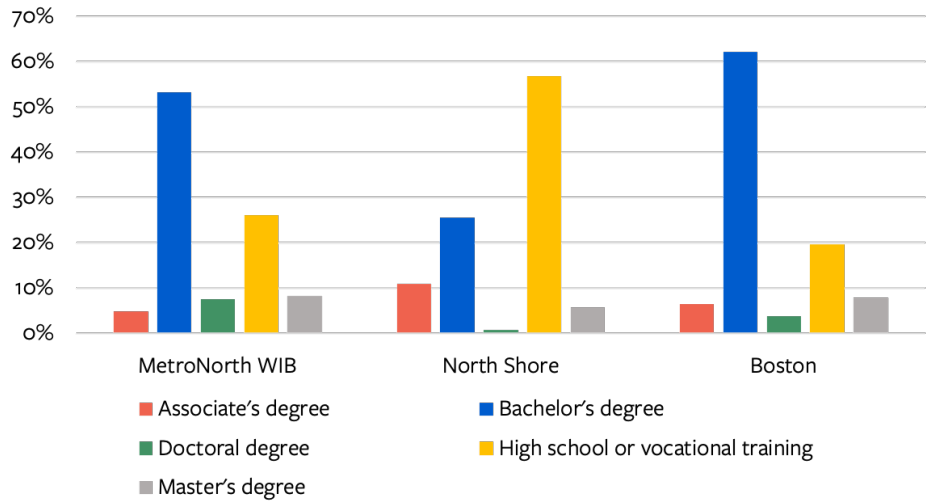
In both markets, industries that are driving demand in the COVID economic environment are in alignment with the Regional Blueprint Plans. The job posting analysis found high percentages of employment in Health care and Tech/IT industries. This analysis does not include construction or manufacturing jobs due to data limitations²⁵. Through informational interviews with industry stakeholders including the Massachusetts Manufacturing Extension Partnership, Northeast Advanced Manufacturing Consortium, Associated Building Trades Development, and Building Pathways it is clear that both manufacturing and

JOB POSTINGS BY STATED EDUCATIONAL REQUIREMENT

Total Metro North Jobs: 12,451

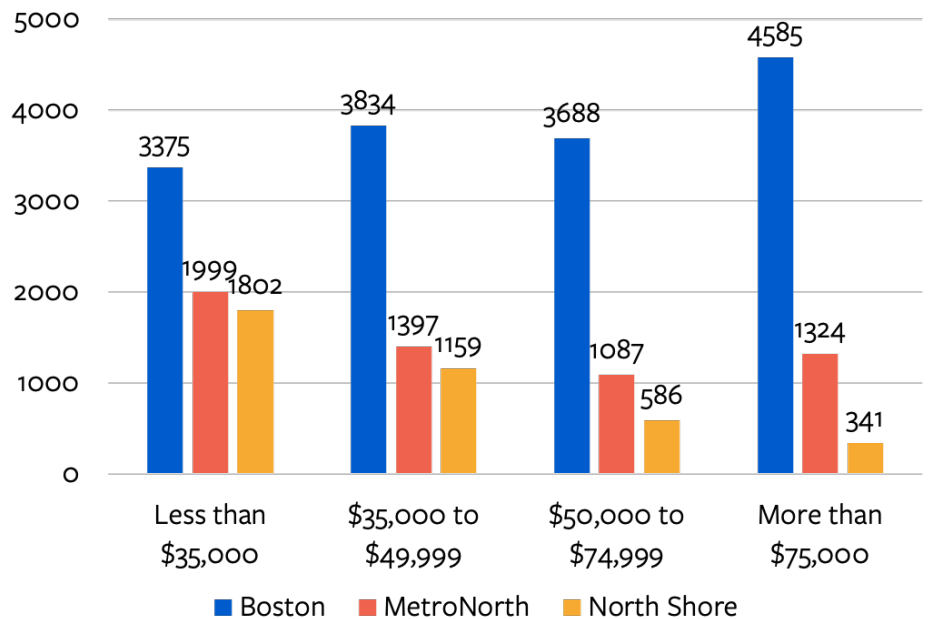
Total Boston Jobs: 35,475

Total North Shore Jobs: 4,736



Source: Burning Glass - job postings pulled 8/25 for previous 90 days

JOB POSTINGS BY SALARY



25 Burning Glass captures job postings through internet websites. Construction and Manufacturing jobs are more typically spread via word of mouth and other network based outreach.

construction jobs are also in demand, a finding in alignment with the Regional Blueprint Updates.

In these conversations, it was clear that there was an appetite to work with Revere residents, but that many organizations don't have a clear entry point into the city's network of community-based organizations.

This analysis implies that while there are many good jobs available within both labor markets, finding jobs that pay well and match the existing skill sets and experiences of Revere's target population is more challenging, requiring both skills training investment and improved outreach and networking with Revere.

Revere Workforce Development Priority Occupations

Based on the Regional Labor Market Analysis and the supporting localized assessment, MAPC has identified four priority occupations for the Revere Workforce partners to focus their efforts on – IT and Technology, Health Care, Manufacturing, and Construction.

IT AND TECHNOLOGY

The Boston region is an international hotspot for the Tech and IT sector. When compared to national averages, the region has a nearly 50% higher concentration of selected occupations in the sector²⁶. Specific occupations in high demand are Application Software Developers, Computer Programmers, and Computer Systems Analysts.

While this sector is critical for the regional economy and presents a strong opportunity for expanded workforce programming, there are several important considerations that should be taken into account while developing a workforce strategy. As described earlier in this section, there is a documented misalignment between the expectations of employers in this sector and the available supply of talent. Employers typically require a college degree as a minimum requirement for positions even though there are many occupations that, through vocational training, individuals can be well prepared for.

²⁶ Information and Communication Technology: Shared Prosperity in the Digital Age. Available via the Boston Private Industry Council at <http://www.skill-works.org/documents/SkillWorksICTReportProofweb.pdf>

HEALTH CARE

Even though COVID 19 has posed serious financial challenges for the health care industry, Hospitals, Emergency and Ambulatory Facilities, and Nursing Facilities all ranked within the top hiring industries in the North Shore, MetroNorth, and Boston geographies. The most in-demand health care occupations listed in the data are Registered Nurses, Personal Care Aides and Medical Health Managers.

Health care was designated as a statewide priority industry before the pandemic and the regional workforce investment boards have received additional funding through EOLWD to develop or expand occupational training in health care. The Northeast Region is developing a HUB model that could be particularly relevant to ongoing efforts in Revere along with the existing Healthcare Jobs Consortium run by the Boston Private Industry Council (PIC).

MANUFACTURING

This sector is not captured in Burning Glass Data, but manufacturing has anecdotally shown to be resilient to COVID impacts, particularly in supporting the medical device and life sciences related production facilities in the North Shore along with other Advanced Manufacturing efforts.

The Northeast Advanced Manufacturing Consortium is active in providing training programs in Lynn and other nearby communities and could be a strong partner towards placing Revere residents in manufacturing facilities in the future.

CONSTRUCTION

The building trades industry has weathered the pandemic stronger than during the 2008 recession, and with Suffolk Downs, Wonderland, and other key development sites on the horizon in Revere itself (not to mention the region) there is a strong need for skilled labor in the building trades.

Through the Suffolk Downs PLA, Building Pathways has been designated and funded to provide pre-apprenticeship training to Boston and Revere residents and is seeking community partners in Revere. Building Pathways has a strong focus on increasing gender equity in the building trades as well, which is in alignment with this plan's identified target populations.

UPSTREAM DETERMINANTS OF ECONOMIC STABILITY & MOBILITY

KEY TAKEAWAYS:

Features of Revere’s physical and social environment can challenge a resident’s ability to achieve economic mobility and stability but also provide opportunities.

Most jobs located in Revere are at the lower end of the pay scale; higher earners commute to Boston, or even more commonly, drive elsewhere for work.

Municipal regulations of at-home day care negatively impact the provision of affordable childcare.

Internet access and digital fluency and access are necessary components of economic mobility.

To better understand the day to day of the workforce experience of Revere residents, MAPC and the City of Revere designed and executed a digital Photovoice project, titled the Workforce Diaries. Over a two-week period, Workforce Diaries participants shared their experiences with job access, workforce training, and other socio-economic situations through pictures, short diary entries, and a weekly call with MAPC²⁷.

The current and future impacts of COVID-19 loomed large in materials submitted to the Workforce Diaries project. Fear of getting sick or infecting family members was a common theme:

“**The fear of leaving for work and putting my family at risk every day is something that I always have on my mind.**”

Silvia

²⁷ See Appendix D

In addition to sharing examples of the pandemic elevating the need for digital skills, technology, a productive and healthy home environment, and childcare, there was deep concern about the long-term impacts of the pandemic.

“ **This is a global problem and something that has changed the world for all of us...It is part of our lives and something we can’t avoid. This changed everything for me – it fundamentally changed my work.**

Carolina Ordoñez , MBTA employee

“ **Nothing is going to be the same again. We collectively need to think about change, we need to make some changes.**

Ana Valantin, Encore Boston Harbor employee

Overall, the barriers to economic mobility and stability participants shared were upstream determinants, or factors of their social, economic, and built environment. Themes included:

- **Transportation**
- **Childcare**
- **Digital access**
- **Support services and spaces**
- **English language ability**
- **Racism**
- **Opportunities to gain entry into an organization, a career, etc.**
- **Education**

The Workforce Diaries also highlighted areas of opportunity, such as entrepreneurship, education and training. Media and quotes that speak to these themes are highlighted on the following pages. Transportation, Childcare, Digital Access and Support Services and Spaces are described further in the following sections.

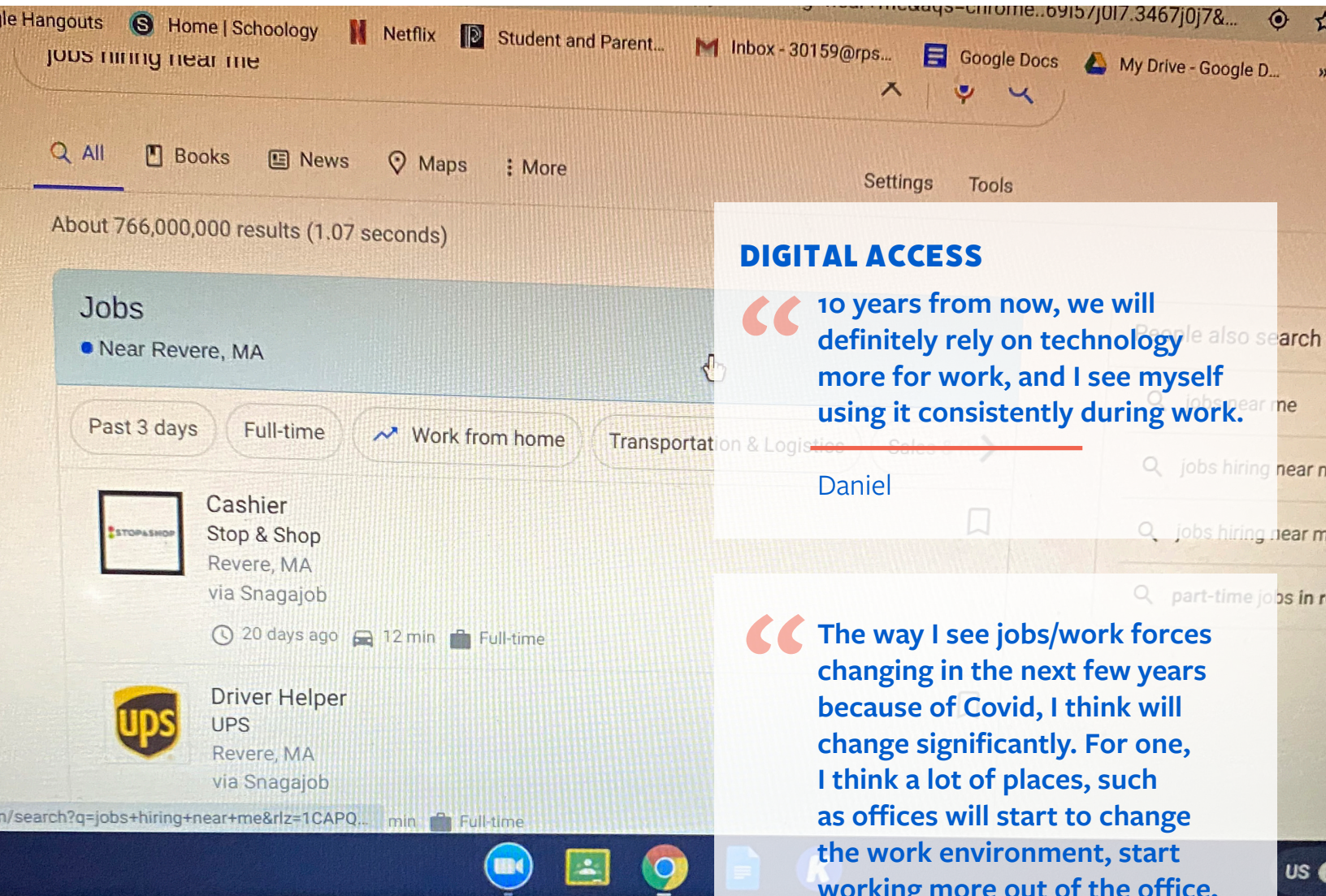
SUPPORT SERVICES AND SPACES

“ Revere doesn't have social gathering places, we don't have many coffee shops, we don't have networking places, no community centers. We need a community center where people in the community can access services, find a job, and connect with each other.

Ana



WORKFORCE DEVELOPMENT ASSESSMENT



DIGITAL ACCESS

“ 10 years from now, we will definitely rely on technology more for work, and I see myself using it consistently during work.”

Daniel

“ The way I see jobs/work forces changing in the next few years because of Covid, I think will change significantly. For one, I think a lot of places, such as offices will start to change the work environment, start working more out of the office, like at home and many super markets might start being more computerized.”

Rana

“ Right now I am unemployed, and my only ‘workspace’ is my computer.”

Valentine Merjan

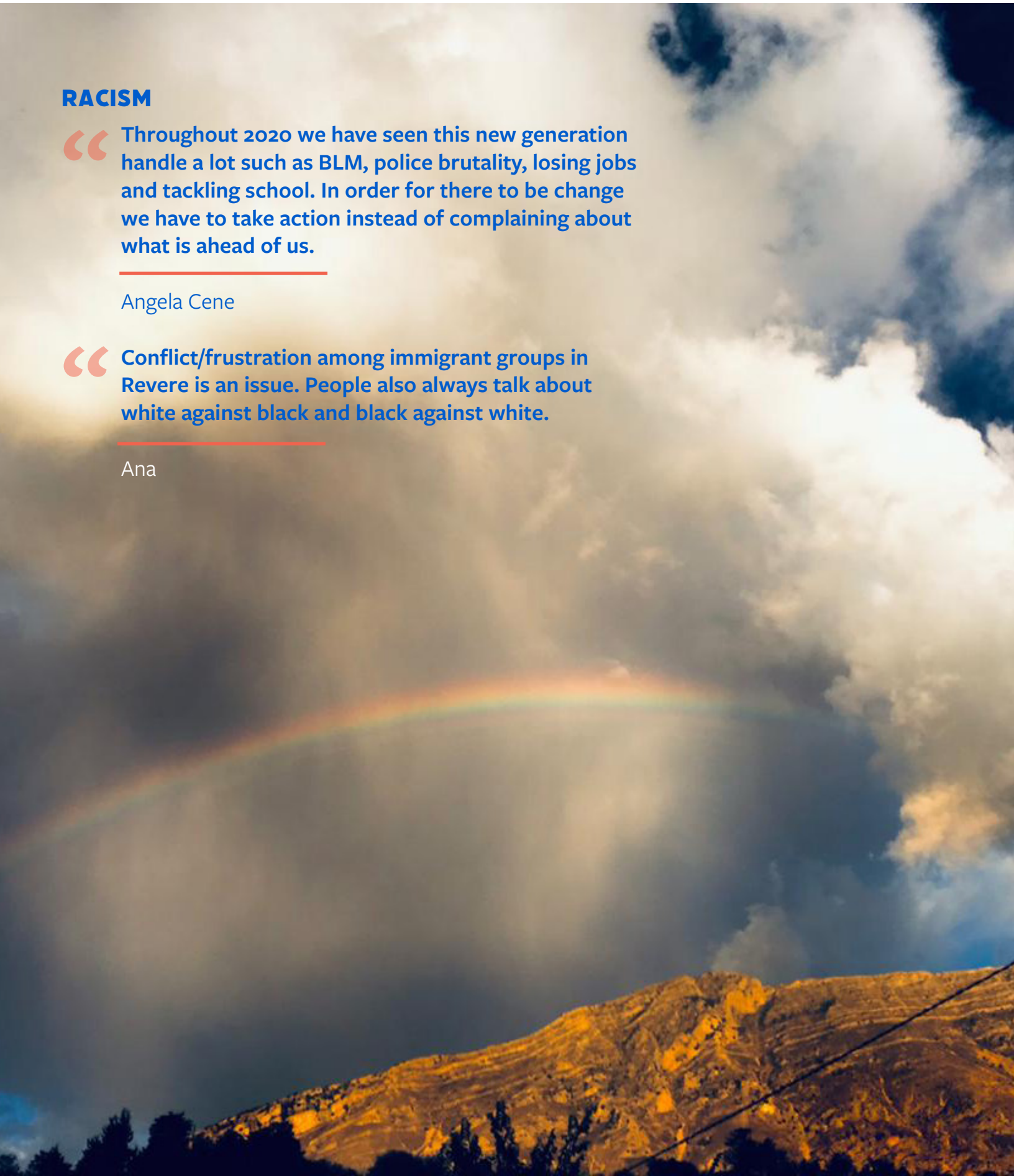
RACISM

“ Throughout 2020 we have seen this new generation handle a lot such as BLM, police brutality, losing jobs and tackling school. In order for there to be change we have to take action instead of complaining about what is ahead of us.

Angela Cene

“ Conflict/frustration among immigrant groups in Revere is an issue. People also always talk about white against black and black against white.

Ana



para
al trabajo?
de reinventarnos
no podemos dejar a
hijos solos en casa

crees que cambiarán los
trabajos en los próximos años
debido a Covid? Sin duda
algunos cambiarán, necesitaremos
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las exigencias que van a haber.

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LANGUAGE

“ I speak Spanish, but I’m not Spanish. I speak Portuguese but many people never ask me. Spanish is default in Revere and it does get frustrating at times with language confusions.

Ana

“ To be successful work you need to be bilingual, in order to be able to communicate with many different people and allow people to feel comfortable in expressing themselves.

Silvia

“ I need to be able to speak English fluently in order to increase my income. More than a dream, I want and need to have my own company that increases my earnings and generates employment. I think this is one of my main goals.

Carolina



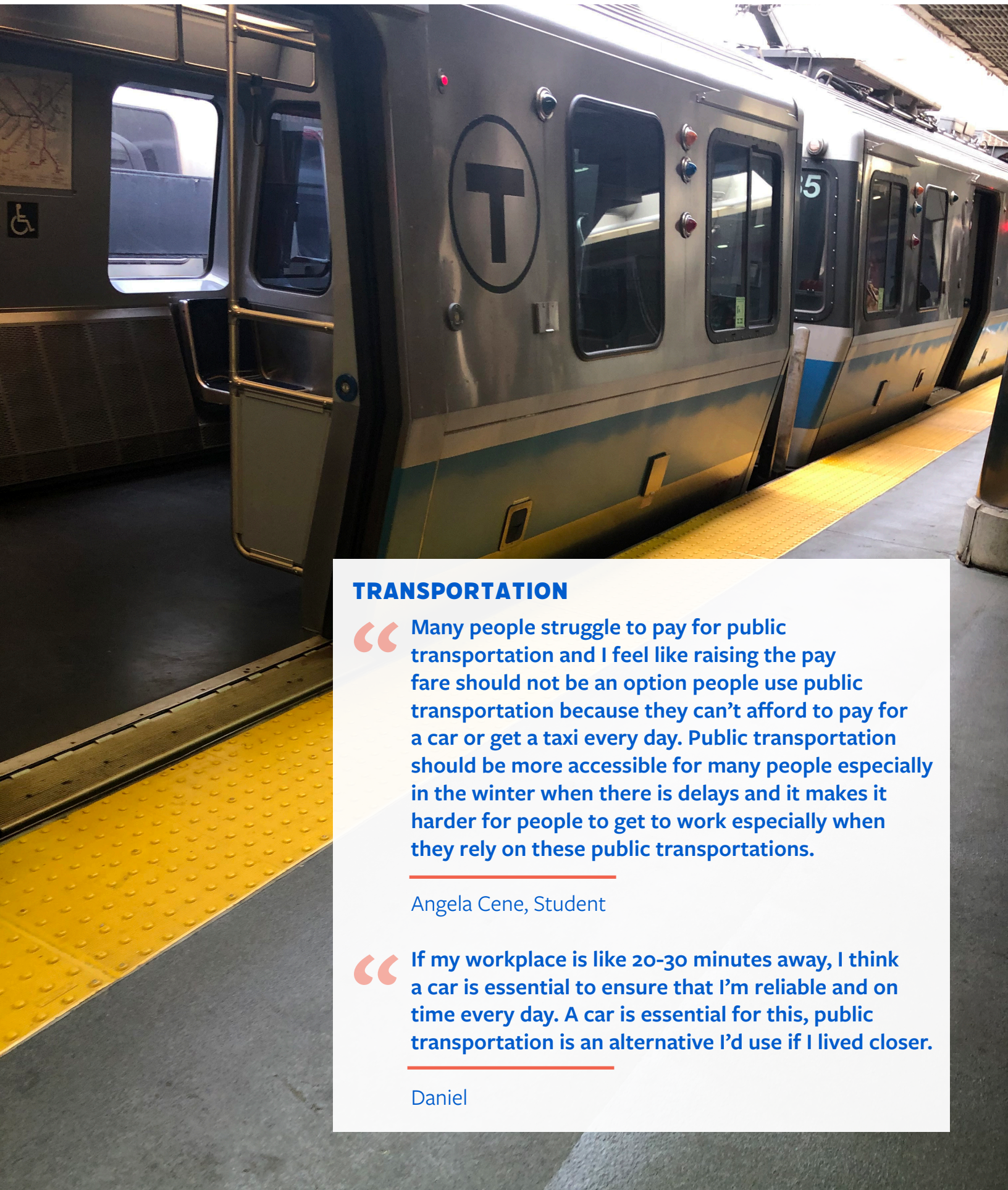
OPPORTUNITIES

“ Young people in Revere cannot find jobs. It is not easy for them to find a job. They have nothing to do.”

Ana

“ To get into a job, I feel that you need connections or else it'll be very difficult to get into a place.”

Daniel



TRANSPORTATION

“ Many people struggle to pay for public transportation and I feel like raising the pay fare should not be an option people use public transportation because they can't afford to pay for a car or get a taxi every day. Public transportation should be more accessible for many people especially in the winter when there is delays and it makes it harder for people to get to work especially when they rely on these public transportations.

Angela Cene, Student

“ If my workplace is like 20-30 minutes away, I think a car is essential to ensure that I'm reliable and on time every day. A car is essential for this, public transportation is an alternative I'd use if I lived closer.

Daniel



CHILDCARE

“ My current workplace [her home] is pleasant, clean and safe. I like it because it allows me to be close to my son.

Luz

“ My biggest challenge in accessing work is adapting to the new ways of life COVID-19 has forced upon us. I have to take care of my children, who are at home. For example, it is impossible to stay focused or present in a 1 hour zoom meeting because I need to check on my children multiple times. My daughter is 6 and going through remote learning – she needs my support and attention most of the time, and in the meantime I need to cook, take care of the baby, clean, keep an eye on the teens who are also in class and have food ready for them for lunch. It is impossible to also find time to look for work.

Silvia

#allinthistogether

**CONGRATULATIONS
CLASS OF 2020!**

EDUCATION/SCHOOL

“ My dream job as of now is nursing, I would like to work in the medical field to assist others, to provide them with what they need and to make sure they are given the proper care they deserve. In order to reach this goal, I have to work my way up, by going to college, taking internships, shadowing workers in the medical field, and making sure I learn how to assist others with different backgrounds as me.

Rana

“ It is definitely easier to achieve your goals and bring your family into a better future when you have an education.

Silvia

“ Education comes at a great value, but I have to juggle it with work. I am the woman of the house – and have to do everything at once.

Carolina

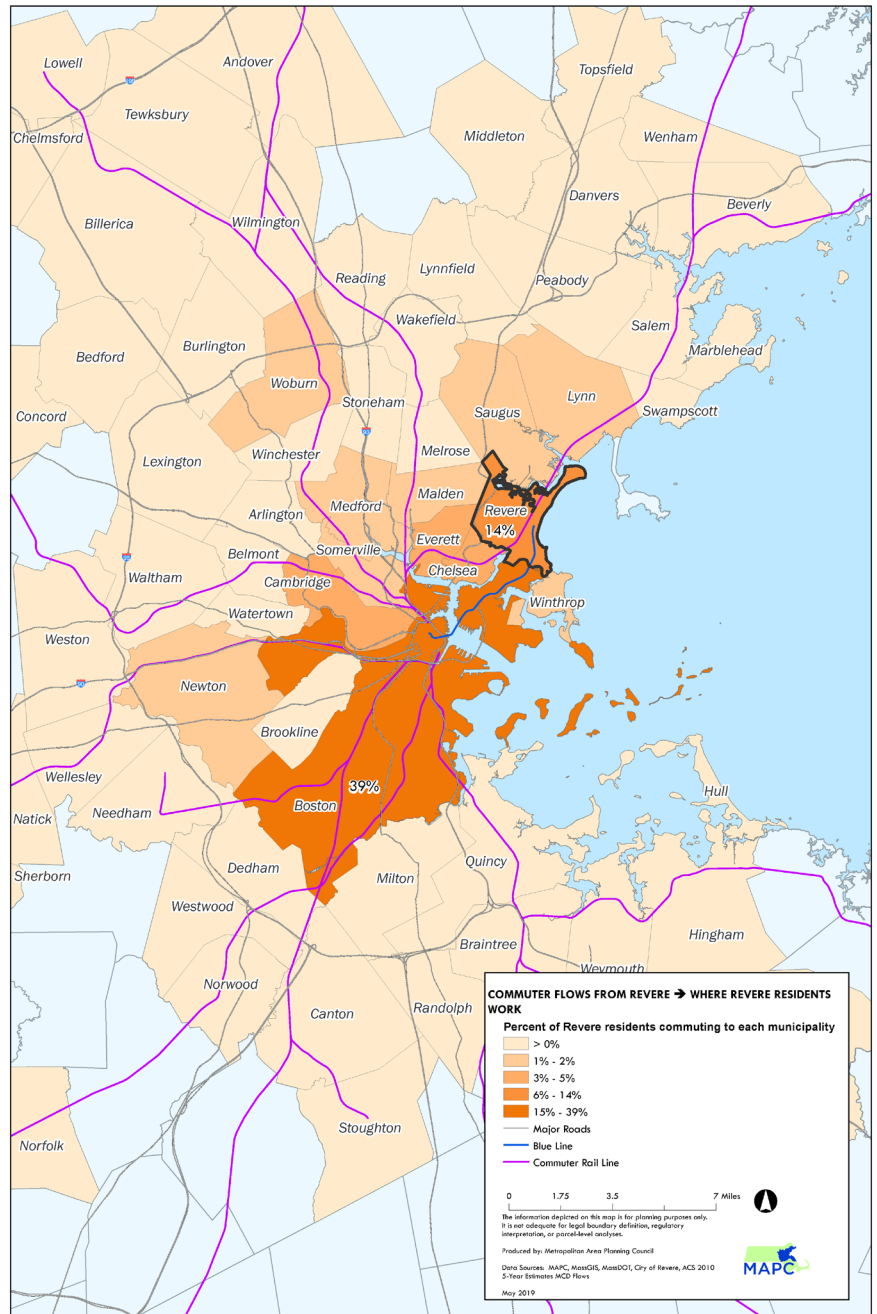
TRANSPORTATION

As described in the Workforce Assessment Geography section, Revere residents often find themselves without access to workforce development resources or other support services within their community. Many must leave the city to access resources and jobs with implications for the transportation system, itself challenged by congestion and levels of transit service.

“While Revere is well served by the Blue Line T system, the city lacks clear and quick access points to regional labor markets. Arterial roadways to the north and south are chronically congested due to commuter traffic from the surrounding region, and it is difficult to find clear east/west routes through the city. The Atlantic Ocean provides a hard eastbound barrier, further limiting labor market access.

Next Stop Revere

As of 2018, 93% of employed residents (21,460) worked outside of Revere, leaving only 7% (1,685) who live and work in the city. In 2018, of the nearly 9,000 jobs in Revere currently, 81% (7,310) were held by people who live elsewhere. Most jobs in Revere are at the lower end of the pay scale; higher earners commute to Boston, or even more commonly, drive elsewhere for work. Workforce Diaries participants spoke to the equity implications of fare increases for the segment of the workforce most dependent on public transportation.



Workforce development service providers and employers described transportation as a challenge to attracting and retaining participants or employees. MassHire MetroNorth, which works with Revere High students to find employment, views the current system as a barrier to career pathways and academic success:

“There’s not a whole lot going on in the Revere community in terms of retailers, employment opportunities, part-time gigs...youth are commuting into Boston. MBTA buses are not entirely built out in an efficient way for the community to connect to trains that allow youth to access jobs in the Boston area. Youth are hopping on the train after school, coming back home at like 11:30 and waking up early.”

MassHire Metro North

Transportation improvements could improve residents’ access to regional job markets and development opportunities. In addition, Working Group members recommended funding for taxi vouchers or transit subsidies built into training programs or employee on-boarding processes. Digital access may be another area of opportunity, providing people facing transportation barriers or childcare constraints with better access to remote training or jobs.

CHILDCARE

When asked how we could remove barriers to help Revere residents’ participation in the workforce, every one of the Working Group break out conversations mentioned childcare. There was a unanimous understanding that childcare provision enables resident participation in the workforce and/or in opportunities to upskill and find a better job. Service providers noted that adult education programs offering childcare are highly sought after.

Workforce Diaries participants frequently mentioned childcare as a difficulty they navigate. Eneyda, an expectant mother, explained how it was impacting her job search:

“My biggest challenge to accessing work is the hours. I am looking for work that is flexible to the needs of my family, so that I don’t neglect my daughter and also don’t expose her to the virus. A lot of the work out there is not flexible and don’t allow workers to change their hours based on their family needs.”

Eneyda

Significant barriers exist in the current childcare infrastructure. Informants to this process cited:

- Limited physical spaces for childcare providers
- Workforce development programs do not have funding or spaces to provide on-site childcare
- Municipal regulation of home-based providers is overly restrictive

Additionally, workers employed outside of the 9-to-5 working hours have limited access to childcare providers by virtue of their hours of operation. This is a particularly important issue given the high concentration of Revere residents that work in the service and retail sectors – two industries that employ many individuals outside typical working hours. Compounding the challenge of non traditional work hours is the frequent lack of set schedule in these sectors. Lacking a reliable weekly schedule compounds the already challenging task of identifying childcare providers.

Revision of the current municipal regulations was of particular interest to Working Group members and seen as a clear opportunity area. Currently, the City licensing requirements for at-home daycare providers go beyond the State regulations, requiring a lower child to provider ratio. Revere’s zoning provides additional challenges with parking requirements that are perceived as overly onerous and a restriction on home businesses within residential districts. Stakeholders observed that a large portion of Revere residents relies on the Massachusetts Department of Early Education and Care’s financial assistance programs to pay for care and that these vouchers do not reimburse at the level of private pay, making the rent on a separate space a financial impossibility for most providers.

Aligning Revere’s requirements to the State’s Child Care Program Licensing requirements and updating residential zoning to be more permissive of home businesses could increase the number of providers able to operate in the city. Establishing certification pathways and providing child care as part of all training programs, or exploring innovative solutions like adult education periods during the school day, were also suggested as best practices.

DIGITAL ACCESS

Digital access has become particularly poignant during the COVID-19 pandemic. As succinctly described by Olga Tacure, the Executive Director of Women Encouraging Empowerment (WEE).

“Everything now requires computer and an understanding of technology.”

Olga Tacure

Technology was a frequent theme in Workforce Diaries submissions with many participants submitting photos of laptops, headphones, and chargers. Daniel, a student, predicts “If this pandemic has taught us anything, technology will always be with us to help us improvise on what we’re missing in real life.”

Working Group members and interviewees reflected on the digital divide and the challenges of our increased dependence upon technology skills and resources. Where some adult participants have had limited exposure to technology beyond smartphones, computer literacy has become a required first step to any other workforce training program. Resources for internet access and laptops were also frequently discussed.

Addressing the digital divide in Revere will require a concerted effort to ensure that individuals have access to a laptop or personal computer, have the literacy and skills to use the device and have reliable and fast internet access at an affordable price. Increasingly, communities must take proactive measures to ensure that internet access is universally available, as private internet service providers may not have the capacity or desire to ensure that service. A first step would be to develop a Digital Equity and Access Plan that would serve as a master plan for the internet in Revere. This document would spell out the specific barriers that Revere residents face, identify partners and service providers to address those barriers, and set a directive for the City to guide investment.

WRAPAROUND SUPPORT AND SPACES

As a strategy for service delivery, wraparound programs respond to an individual’s perspective about what they need to comprehensively provide resources and services.

The term “wraparound” refers to the fact that services are intended to wrap around a person in a way that supports all aspects of their life.²⁸

Many interviewees expressed the need for a wraparound approach to workforce development:

“We need to see people holistically. Job one is to get folks employed. We have access to training vouchers, but how are we showing up in the communities we serve to provide services? We need to bring a willingness to see the forest for the trees and accept the responsibility to work with folks coming through the doors, addressing employment and underlying barriers.”

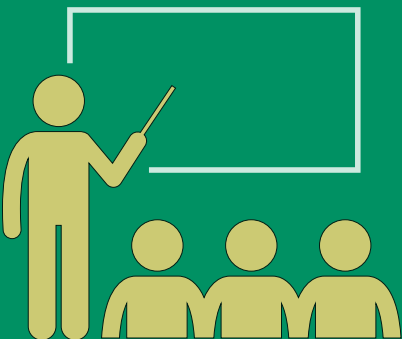
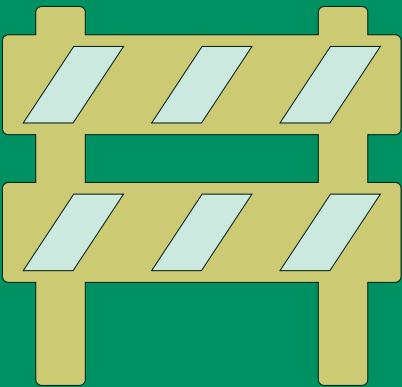
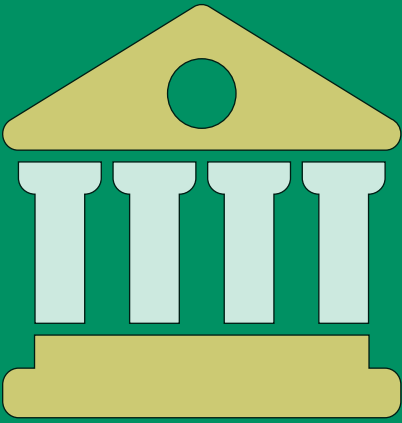
Ron Marlow, Director of Workforce Development and Alternative Education for ABCD

The workforce ecosystem needs to be able and willing to respond to all social and economic needs. This was felt to be particularly dire among youth workers.

Youth workforce program staff at MassHire, Revere Public Schools, and the city noted that a significant portion of the youth they work with are balancing career development with housing and/or food insecurity, limited transportation options, and mental and physical health. An even greater portion need support in navigating the paperwork (and, during the COVID-19 pandemic, technology hurdles) of onboarding processes. They may also need assistance with workplace soft skills, described by stakeholders as “amorphous, complicated, and often racial-coded ideas about making people ‘likable.’”

A wraparound services approach to workforce development will require expanded partnerships and the development of community spaces. Working Group members prioritized the creation of a “one-stop-shop” for resources and services, a community hub that has space for lifelong education courses, the equipment for workforce training, as well as offices for non-profits and health and human service providers. Formalized partnerships between workforce development entities, anti-poverty non-profits, and health and human service providers are likewise essential, especially for youth workforce programs.

²⁸ Learn more about Wraparound and its principles at <https://nwi.pdx.edu/>



GOALS

To guide the Action Plan framework that follows this section, the Core Committee Working Group developed a set of four goals that are the guiding principles of the Workforce Development Plan. Designed to reflect the high-level takeaways from the Workforce Development Assessment and the collective experience and perspectives of the Working Group, these goals represent the system and environmental changes and accomplishments the Action Plan will be building towards over the next 10 years.

DEVELOPMENT OF A STRONGER ECOSYSTEM, AND CONNECTIVITY BETWEEN, PUBLIC, NON-PROFIT, AND PRIVATE INSTITUTIONS

Partnerships between public, non-profit, and private institutions are critical to advancing more meaningful internship opportunities, creating entry points for transitional workers to long term career ladders, and supporting the development of a more diverse business composition within the City.

While interviewees and Working Group members spoke of ongoing partnerships and coalition work positively, they observed that collaboration often relies on individual relationships and therefore tends to pull from a predictable pool of engaged public agency, non-profit organizational, and private sector staff. These stakeholders identified the increased participation of private sector entities in ongoing workforce and economic development activities as a critical need.

As seen in the Workforce Assessment section, large private sector

businesses and institutions such as Mass General are some of the largest employers in the city. Yet Revere's economic development initiatives have primarily focused on supporting small businesses and attracting real estate developers. While this strategy has led to jobs and revenue, the approach has left a vacuum around securing private sector participation in workforce ecosystem activities. This gap is perhaps most acute in coordinating internship placements for Revere's emerging workforce.

YouthWorks, Revere Public Schools, and MassHire staff spoke to the difficulties of running meaningful career pathway programs. Program managers struggle to balance grant requirements with building connections to the business community. Meanwhile, the smaller businesses and City departments who step in to support youth workers find themselves hard-pressed to provide the oversight and management

needed to create an enriching experience. Strategic partnerships with private sector employers and institutions would result in a more robust economic development strategy for workforce activities and would assist in formalizing the relationships needed for meaningful internship opportunities.

Further, as discussed in the upstream barriers section, many emerging and transitional workers may need necessities like food and a stable home before they are able to participate in skill-building or career development opportunities. Developing stronger connectivity between institutions will enable workforce development and health and human services providers to work together on tackling Revere residents' underlying barriers to economic mobility and stability, holistically.

PRIORITIZE AND ADDRESS UPSTREAM BARRIERS TO ECONOMIC MOBILITY AND STABILITY

The physical and social environment - shaped by Revere's policies, institutions, and systems - influence an individual's ability to secure stable employment, enroll in higher education, or attend training programs. An approach to workforce development that responds to upstream factors will be necessary for improving target populations' economic stability and mobility.

Above all, the Working Group believes that the workforce ecosystem should provide all residents with the tools and opportunities needed to secure economic stability and mobility, regardless of their race, ethnicity, education, or other socio-economic factors.

Physical and social, or upstream, factors can become a barrier to Target Population participation in the workforce or educational opportunities. Some commonly held challenges are shown in the pop-up box to the right.

Policy solutions, such as increasing childcare options by making City regulations easier to navigate, or programmatic changes, like offering transportation stipends, facilitate participation in workforce development opportunities.

Modification to systems and the built environment can also have an impact, as described in the other goal areas. The Upstream Barriers section details the areas where need is most acute - transportation, childcare, digital access, and wraparound services.

UPSTREAM BARRIERS TO ECONOMIC MOBILITY AND STABILITY

Upstream barriers to economic mobility and stability frequently mentioned in interviews, Working Group conversations, and Workforce Diary submissions include:

- **Limited funding for paid internships or training stipends**
- **Unmet need for support services and/or community spaces**
- **Language barriers**
- **Racism**
- **Limited digital access**
- **New culture with an unfamiliar bureaucratic system**
- **Lack of authorization to work in the United States**
- **Unmet need for child care**
- **Inaccessible, inadequate and expensive transportation**

INCREASE CONNECTIVITY BETWEEN WORKFORCE DEVELOPMENT SERVICE PROVIDERS AND TARGET POPULATIONS

Centering the perspectives and goals of Revere’s Target Population necessitates a workforce development approach that continues to build programs with and for these individuals. It is thus critical that the City and partners foster stronger connections among service providers, community based organizations serving target populations, and individuals themselves.

As described in the Workforce Assessment section, both physical spaces and communication were identified as barriers to connectivity. Working Group members recommending leveraging institutional connections towards a centralized communications system. Equally important is ensuring materials and resources are available in formats that are usable and designed for target populations.

There are virtually no spaces available to host workforce or skills-based training programs, let alone spaces able to accommodate both these programs and the health and human service providers needed to address upstream factors.

Ana, a Workforce Diaries participant, envisioned a solution to this issue:

We need a community center for people in community can access services, find a job, and connect with each other.

Ana, Workforce Diaries participant

Private and public development, including the new Revere High School, which embraces the partnership of regional employers (such as health care providers, the Logan Airport economic ecosystem, Regional Life Sciences or Financial Firms, or the Northeast Advanced Manufacturing Consortium) could result in spaces, equipment, and facilities able to accommodate good jobs, programming, and wraparound service support to target populations.

FOSTER AN ENVIRONMENT IN REVERE THAT PROMOTES AND MAKES ACCESSIBLE LIFELONG LEARNING OPPORTUNITIES

Promoting skill development throughout the working life and expanding access to educational opportunities are essential to enhancing the economic mobility of Revere’s residents. This goal requires targeted improvements to education programs as well as a public-private agenda to promote lifelong learning.

In alignment with the first WFD goal, the Working Group identified the need to strengthen partnerships with local Community Colleges and Higher Education Institutes. Improving physical and systems connections could facilitate participation in both degree and non-degree higher education programs.

Many Workforce Diary participants appreciated the role education played in achieving career and life goals.

“My dream job as of now is nursing, I would like to work in the medical field to assist others, to provide them with what they need and to make sure they are given the proper care they deserve. In order to reach this goal, I have to work my way up, by going to college, taking internships, shadowing workers in the medical field, and making sure I learn how to assist others with different backgrounds as me.

Rana, Revere High School student

The new Revere High School presents a golden opportunity to build a space which accommodates the equipment and programming of career and technical education pathways and is adaptive to the needs of High School students and lifelong learners alike.

As discussed in the Revere Master Plan, Next Stop Revere, many Revere residents work in low-to-middle wage industries (less than \$40,000 per year), highlighting the importance of a WFD plan that supports workers who are looking to upskill or reskill. The Workforce Development Assessment chapter of this plan identified four priority areas in which to focus these workforce training efforts – Tech/IT, Construction, Manufacturing, and Health care. Building the required skills of Revere residents to access a successful career in each of these sectors will necessitate a unique set of local support organizations and private sector stakeholders.



Figure 6: “Describe your ideal high school” Wordle; Source: Revere High School Visioning Team 1/20/2020 Meeting Notes

ACTION PLAN

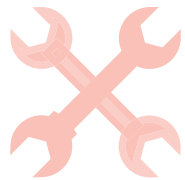
To achieve the goals identified in the above section, three strategic areas of focus were identified as priorities for the Revere workforce development community to structure their efforts around.



Strategic Partnerships



Physical Space



Skill Building and Career Development

These areas of focus represent the framework for a set of objectives, specific strategies, implementation steps, and milestones that can be used as an Action Plan to achieve the community's vision for workforce development. Additional considerations included in the Action Plan are the priority stakeholders that are relevant to the success of the strategy, potential funding sources that could support the strategy implementation, and a short description of relevant case studies.

This Action Plan is designed to reflect the unique conditions of Revere's geographic, demographic, and economic

position - as described in the Workforce Development Assessment section of this plan. Some of the strategies will advance only one of the goals described above, and some will advance several²⁹.

The execution of this plan will rely heavily on the many stakeholders relevant to the workforce development ecosystem. In Revere that ecosystem is composed of the following entities.³⁰

- Revere School District
- Local Youth Organizations
- MassHire
- City of Revere
- Community Colleges
- 3rd Party Training Providers
- Community Based Organizations
- Locally Elected Officials
- State Representatives
- Private Sector Businesses
- Revere HS Planning Committees

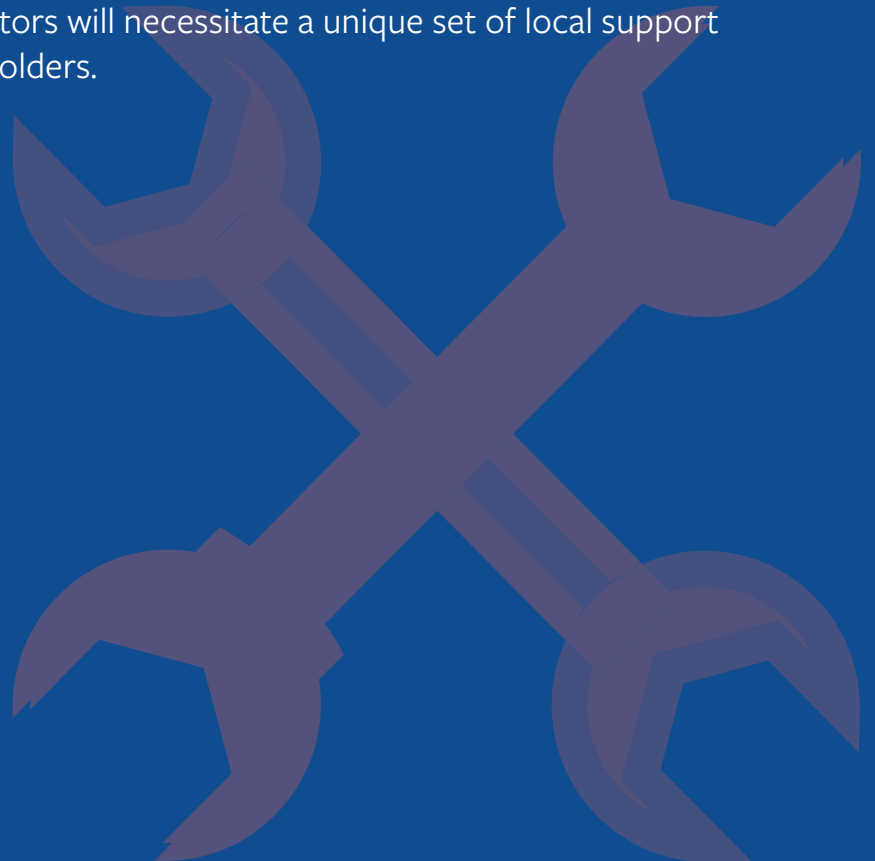
In addition to the three areas of focus, the Core Committee identified four policy objectives that the City should pursue in tandem with the coordinated efforts of the action plan. These are described in the section that follows the Areas of Focus.

²⁹ The Core Working Group Committee reviewed the proposed objectives and implementation strategies to identify potential tools and resources that would assist in advancing the Action Plan. Their notes can be found in Appendix E

³⁰ All listed entities include but are not limited to.

SKILL BUILDING AND CAREER DEVELOPMENT

As described in the Workforce Development Assessment chapter of this plan, three priority industries were identified as objectives to focus on workforce training efforts – Construction, Manufacturing, and Health care. These industries are in alignment with the Regional Workforce Blueprints priorities and provide job opportunities that are accessible, have a career ladder for advancement, and pay quality wage levels. They have also proved to be resilient to the immediate impacts of COVID 19 and are expected to continue growing over the next several decades. Building the required skills of Revere residents to access a successful career in each of these sectors will necessitate a unique set of local support organizations and private sector stakeholders.



OBJECTIVE 1.1

Connect Revere Residents to jobs in the building trades

Two of the largest development sites in the Boston region are slated to begin construction in the near term (Suffolk Downs and Wonderland Race Track), yet it is unclear how Revere residents are going to tap into the many job opportunities generated

at those sites. The Suffolk Downs Project Labor Agreement includes an agreement with Building Pathways to provide pre-apprenticeship training for both Boston and Revere residents. MassHire MetroNorth will also be offering a non-union affiliated building

trades training program for regional residents. Leveraging those major real estate developments and associated training programs towards jobs in the building trades for Revere residents should be a priority for the City and partners.

STRATEGY 1.1

Ensure there is a pipeline system in place to guide Revere residents into construction jobs in Revere and throughout the region.

MILESTONE TIMELINE

SHORT TERM

Revere and local community-based organizations establish a formalized partnership with Building Pathways pre-Apprenticeship program and Metro North Building Trades program.

MEDIUM TERM

Suffolk Downs and other major real estate development sites commit to staffing on-site hiring stations to help residents navigate the requirements to attaining a job.

Revere establishes an oversight committee to track local hiring, hiring by gender, and hiring by race/ethnicity.

LONG TERM

Revere and Boston have proportionally even percentages of local hires based on municipal population, with equivalent placement of women and people of color.

IMPLEMENTATION STEPS

Align and Leverage Existing Training Programs

Develop relationships with both Building Pathways and the MetroNorth Building Trades program. Explore funding options that would enable both programs to expand service to Revere.

Identify space and equipment needed to host building trades programs locally, or transportation options to assist in bringing Revere residents to existing programs.

Make Community Connections

Facilitate connections between the MetroNorth Building Trades Program and Building Pathways to direct resident service providers to promote and recruit Revere residents for these programs.

Allocate funding for the marketing and advertisement of these programs in coordination with the community organizations listed above.

Set Priorities and Goals for Local Hiring

Establish a Building Trades oversight committee to work on developing policy goals for hiring of local residents, residents of color, and women for major building projects. The committee should also define “Major Building Projects”.

The committee should also be tasked with tracking and monitoring hiring practices at Suffolk Downs to assess and troubleshoot the numbers of Revere residents entering pre-apprenticeship programs and job placements.

STAKEHOLDERS

- City of Revere
- Private sector businesses
- Third party training providers
- Youth organizations
- Revere School District

FUNDING SOURCES

- Commonwealth Corporation, Workforce Competitiveness Trust Fund
- Determination of Need Funding

CASE STUDY: THE CITYBUILD ACADEMY, SAN FRANCISCO

CityBuild Academy aims to meet the demands of the construction industry by providing comprehensive pre-apprenticeship and construction administration training to San Francisco residents³¹. CityBuild Academy offers an 18-week pre-apprenticeship and construction skills training program at the City College of San Francisco, Evans Campus. Trainees can earn up to 15 college credits while learning foundational skills and knowledge to enter the construction trades and succeed as new apprentices. The program is administered by the San Francisco Office of Economic and Workforce Development in partnership with City College of San Francisco, various community non-profit organizations, labor unions, and industry employers. The CityBuild Academy is aligned with San Francisco’s First Source³² policy, an ordinance requiring private businesses to offer entry-level jobs to economically disadvantaged residents.

³¹ <https://oewd.org/city-build>

³² <https://oewd.org/first-source>

OBJECTIVE 1.2

Establish Clear Workforce Pipeline Programs to IT/Technology Occupations for City Residents.

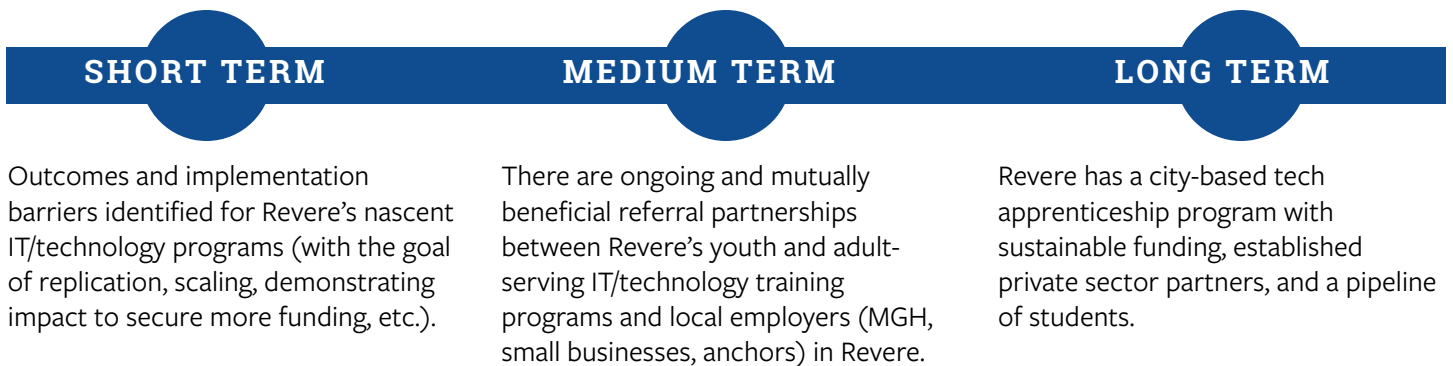
As illustrated in the Regional Labor Market Analysis chapter of the Revere Workforce Objectives section, occupations in IT and Technology have been identified as a priority for both the Boston Metro and Northeast regional labor markets. These jobs

have proven to be resilient to the economic impacts of the COVID 19 pandemic, as illustrated by the consistent job postings in the sector³³. Additionally, there is a groundswell of support among Revere stakeholders

to leverage these job opportunities in the Boston region for Revere residents. That support should be harnessed to establish a more robust set of service offerings available within the City.

³³ See Appendix F

MILESTONE TIMELINE



IMPLEMENTATION STEPS

Leverage Existing Programs and Partners

Lead stakeholders should develop program delivery criteria of interest and carry out evaluation of existing IT/tech training programs.

Collect available data demonstrating program cohorts’ employment and placement outcomes.

Expand IT/tech program offerings by developing specialized curriculum to meet various IT needs of job market.

Build Connections with Employers

Revere K – 12, Workforce Stability Officer and Planning / Eco Dev should work with large employers to develop pipelines for opportunities for students (adult and youth) to work in various IT settings.

Youth internship and employment programs should continue to advocate for technology-related placements and make their successes publicly known.

Strengthen Public-Private Partnerships for Sustainability

Lead stakeholders should explore long term, recurring funding opportunities from major employers in Revere like Amazon, biotech, financial institutions, and other incoming employers.

Formalize employer/training program partnerships for apprenticeship and employment commitments.

STAKEHOLDERS

- City of Revere
- Private Sector Businesses
- Third Party Training Providers
- Youth Organizations
- Revere School District

FUNDING SOURCES

- Commonwealth Corporation, Workforce Competitiveness Trust Fund, Youthworks
- Determination of Need Funding

CASE STUDY: BOSTON PIC TECH APPRENTICESHIP PROGRAM

Tech Apprentice was launched during the summer of 2005 as a collaborative effort involving the Boston PIC, BATEC (Broadening Advanced Technological Education Connections) and Tech Boston, a BPS district-wide initiative to increase access to technology courses by developing student interest and technical skills in after school settings. The program offers a six to eight week, paid summer internship program for Boston public high school students who express a desire to learn and experience more information technology skills through a professional experience at a sponsoring company. The program has placed hundreds of students in summer internships, primarily but not exclusively, in the Finance and Healthcare fields. The program has been successful at engaging Black, Latinx, and Asian student populations and is now focusing on increasing gender parity in enrollment.³⁴

³⁴ Tech Apprentice, a 10 Year Retrospective. Boston PIC, 2016. Available at: <https://www.bostonpic.org/assets/resources/tech-apprentice-retrospective.pdf>

OBJECTIVE 1.3

Build the awareness of, and connections to, manufacturing careers within the region for Revere residents.

Manufacturing remains one of the more resilient sectors to the COVID pandemic with many North Shore and MetroNorth operators seeking skilled labor due to an existing, aging workforce. However, manufacturing is an often overlooked and misunderstood industry by job seekers, particularly among young

people who may have an outdated vision of factories as dirty and dangerous places to work. Fortunately, the Massachusetts Manufacturing Extension Partnership (MEP) and the Northeast Advanced Manufacturing Consortium have programs designed to dispel these misconceptions and expose individuals to a wide range of

opportunities in the manufacturing sector. Building the awareness of, and connections to, manufacturing careers within the region for Revere residents should be a priority for Revere stakeholders to advance the goals of this plan.

STRATEGY 1.3

Establish partnerships and connections to manufacturing training providers and businesses.

MILESTONE TIMELINE

SHORT TERM

Revere K-12 partners with MassMEP to establish an All Made Possible program.

NAMC expands recruitment efforts in Revere in collaboration with MassUp and the Revere Works Coalition.

MEDIUM TERM

Revere attracts a manufacturing training program at the new high school, Community Job Hub, or Suffolk Downs Innovation Center.

LONG TERM

Revere K-12 and a community college establish a manufacturing career curriculum pathway that focuses on future manufacturing techniques in sectors such as photonics, robotics, and hybrid flex electronics/wearable technology.

IMPLEMENTATION STEPS

Emerging Workforce Manufacturing Awareness and Outreach

Promote the manufacturing sector as a career pathway to young people through hands-on demonstrations of production equipment, factory tours, and mentorship connections.

A career pathways curriculum in advanced manufacturing should be explored as part of the Revere HS planning process (See Physical Space Action 1).

Connect with Service Providers

Establish relationships with NAMC and MassMEP to build connections between technical training program offerings in the North Shore with community networks in Revere.

This networking effort should also integrate with community-based organizations in Revere that are serving target population residents.

Integrate with Higher Ed and Private Industry

Revere should establish itself as a City willing to leverage its resources towards collaboration with research institutions, vocational training, and private industry. As physical spaces such as the new High School and Innovation Center materialize in Revere, there should be a concerted effort to identify ways to engage those entities in Massachusetts developing future technologies, the private industry that plans to commercialize them, and vocational training providers who can build the production labor around programs in Revere, see Physical Space Action 3.

STAKEHOLDERS

- City of Revere
- Revere School District
- Third Party Training Providers
- Community Colleges
- Community Based Organizations

FUNDING SOURCES

- Commonwealth Corporation, Workforce Competitiveness Trust Fund
- Mass Manufacturing Extension Partnership General Program Training Grants
- EOHEd Advanced Manufacturing Training Program
- GE Foundation
- Mass Department of Higher Education TRAIN Grant

CASE STUDY: E-TEAM, LYNN MA

The E-Team training program in Lynn MA is a machinist training program that provides students with adult basic education and technical skills. The program is run in collaboration with the Northeast Advanced Manufacturing Consortium and aims to prepare highly motivated, punctual, and high-quality employees when they enter the workforce³⁵.

³⁵ <https://eteamhome.net/>

OBJECTIVE 1.4

Establish clear workforce pipeline programs to the health care industry for City Residents.

Revere is home to several health care providers, ranging from anchor sized (MGH) to elder care facilities (Jack Satter House). Yet, there is a deficit of Revere residents employed in these locations. Health care has been identified as a statewide priority

for workforce training due to acute shortages in clinical workers. Further, there is an increasing need in Gateway Cities such as Revere to hire a workforce with cultural and linguistic competencies to provide effective preventative care. However, these

connections have not always been easy to make. Linking Revere residents to employment with local and regional health care providers would assist in meeting the need for culturally competent employees and support the health care industry overall.

STRATEGY 1.4

Establish clear workforce pipeline programs to the health care industry for City residents.

MILESTONE TIMELINE

SHORT TERM

Training programs for community health workers and medical interpretation are established in Revere.

MEDIUM TERM

NSCC/BHCC establish a partnership with a Revere health care provider to offer specific clinical occupational training.

LONG TERM

A health care pathway between Revere High School, a local community college, and a regional four-year college is established.

IMPLEMENTATION STEPS

Leverage Community Assets

Explore partnerships with medical interpretation certification course providers to initiate a program for Revere residents with a community partner.

Explore funding that could support the initiation of CHA's Community Health Worker training curriculum, and develop pipeline positions to Revere and North Suffolk based organizations that could use these workers.

Build Connections with Education

Work with an anchor healthcare institution to develop a Health Academy Program and associated opportunities for students to work in clinical and non-clinical settings.

Engage with a local community college and an anchor healthcare institution to identify specific occupational training that could be provided in a clinical setting.

Career Pathway

Initiate an effort to develop an educational pathway from High School to College within the healthcare field. This effort would guarantee placement at a four year degree-granting educational institute.

STAKEHOLDERS

- City of Revere
- Revere School District
- Community Colleges
- Private Sector Businesses
- Revere High School Planning Committee

FUNDING SOURCES

- Commonwealth Corporation, Workforce Competitiveness Trust Fund
- Determination of Need Funding

CASE STUDY: CAMBRIDGE HEALTH ALLIANCE CHW TRAINING PROGRAM

In the early 1990s, the Cambridge Health Alliance began taking an innovative approach to preventative care among some of the networks hard to reach populations, focusing on the Haitian immigrant community. CHA decided to invest in Community Health Workers, credentialed preventative health care workers that can serve as liaisons between the populations a health care provider aims to serve and the health care provider. The program has since grown and CHA trains 20 – 25 individuals a year, focusing on linguistic diversity in each cohort. Traditionally placed within a health care network or at a partner community-based organization, CHW's now serve to provide services as diverse as housing assistance application navigation to tobacco use cessation.

STRATEGIC PARTNERSHIPS

The development of strategic partnerships with private sector entities both within Revere and regionally was identified as a clear need in the planning process. These partnerships will be critical to advancing more meaningful internship opportunities, entry points for transitional workers to long-term career ladders, and supporting the development of a more diverse business composition within the City.



OBJECTIVE 2.1

Formalize stronger employer relationships with Revere High School and City YouthWorks program.

The existing capacity within the School District and City to coordinate internship placements for Revere youth is quite limited compared to the need or opportunity. While the School District has recently added some capacity, historically, there has been only one full-time staff at the high school tasked with coordinating internship opportunities with private businesses. MetroNorth MassHire also has an onsite staff person, but they are only present once a week which limits their ability to develop

strong relationships with students and understand their goals and needs. The City also oversees the Summer YouthWorks program, but similarly has limited capacity to oversee both the placement of students and program requirements. This lack of capacity has resulted in a patchwork network of activities between MassHire, Revere High School Staff, and City Staff, and very little sustained relationship-building with key anchor employers in the City and region. When students are placed with anchor employers,

the disconnect between student and employer expectations have resulted in occasionally unsuccessful internship placements. Further, a significant portion of Revere’s youth are confronting housing and/or food insecurity, limited transportation options, and mental and physical health issues that require wraparound support services that go beyond current capacity.

STRATEGY 2.1

To improve the pipeline of successful and meaningful internship opportunities for Revere youth, there is a need to add capacity to the staff responsible for coordinating local internship programs. Adding more resources to support private sector engagement and program coordination would assist in formalizing stronger relationships with key local and regional employers.

MILESTONE TIMELINE

SHORT TERM

MassHire has a full-time staff member embedded in Revere High School.

Identify supplemental capacity to assist in school year and summer YouthWorks program administration.

MEDIUM TERM

The City of Revere and Revere School Department have developed a curriculum for students and employers to help bridge cultural challenges and produce meaningful and productive internship experiences.

LONG TERM

Revere High School’s YouthWorks program has commitments from three to five regional employers to provide ongoing internship opportunities for students.

ACTION PLAN AREA OF FOCUS II: STRATEGIC PARTNERSHIPS

IMPLEMENTATION STEPS

Build Administrative Infrastructure

Expand administrative capacity to oversee YouthWorks and other youth employment programs.

Identify potential partners or funding sources that could assist in both employer engagement and administrative capacity.

Coordinate Employers

Consult with representatives at the MassHire MetroNorth and North Shore Workforce Investment Boards to identify key regional employers that could be potential partners for collaboration.

Identify key contacts at these establishments and begin to develop relationships with employers who have the capacity and interest to commit to meaningful and sustained internship opportunities.

Convene employers to discuss best practices, challenges, and opportunities for placing student interns at organizations.

Develop Support System

Work with students to identify the support systems and training that they feel they need in order to successfully sustain internship opportunities.

Work with social service providers or other entities that can assist in developing programming and providing wraparound support services for students.

STAKEHOLDERS

- City of Revere
- Revere School District
- Youth organizations
- Community based organizations

FUNDING SOURCES

- CHIP
- MassUP
- Philanthropic
- Mass CTE Funds
- Commonwealth Corporation

CASE STUDY: EVERETT HEALTH CARE ACADEMY

Everett High School has adopted an “Academies” model which is designed to provide more advanced and applicable skills in fields with identified labor needs. The Everett Health care Academy has a partnership with Cambridge Health Alliance’s Everett Hospital where students are eligible for internship opportunities and support services made available by Everett’s Health Education department³⁶.

³⁶ https://www.everettpublicschools.org/apps/pages/index.jsp?uREC_ID=1618349&type=d&pREC_ID=1753492

OBJECTIVE 2.2

Establish partnerships with local Community Colleges / Higher Education Institutes

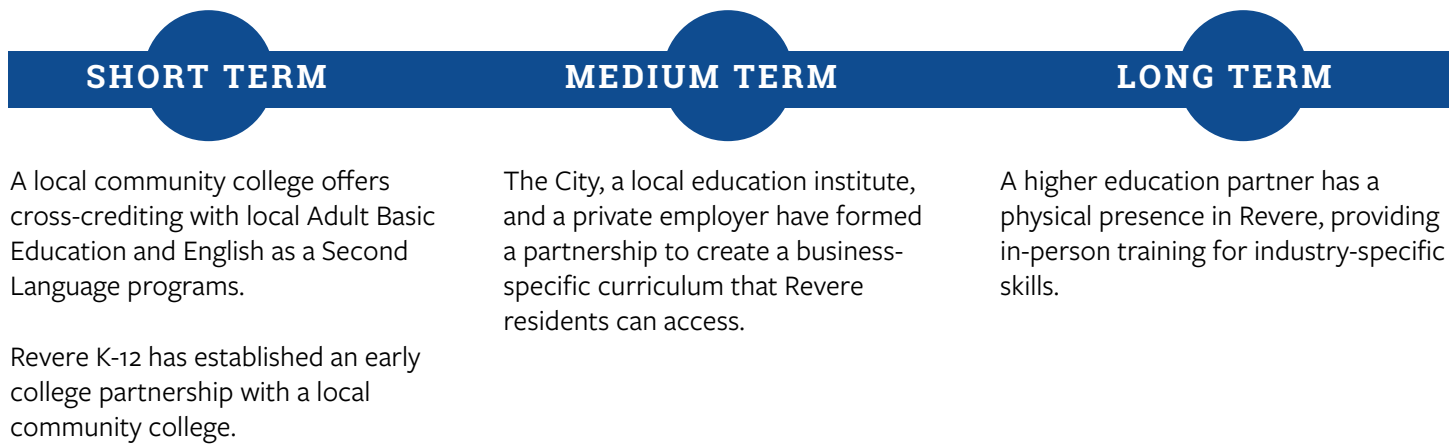
While not the only avenue to improved job access or wages, an individual’s educational attainment cannot be understated as a critical attribute in the current job market. Massachusetts has a documented lack of local college credentialed workers, with particular disparities between gateway city residents and the Commonwealth as a whole³⁷. Revere is on the edge of two Community College service areas but lacks a formal connection or relationship with either to provide credit or noncredit service within the city.

³⁷ Ben Forman. Investing in Early College, MassINC, June 2019.

STRATEGY 2.2

To increase participation in both degree and non-degree higher education programs, the City and partners should strive to establish partnerships with local Community Colleges / Higher Education Institutions to improve access to job training and education for Revere residents.

MILESTONE TIMELINE



ACTION PLAN AREA OF FOCUS II: STRATEGIC PARTNERSHIPS

IMPLEMENTATION STEPS

Credit Coordination

Coordinate with local community colleges in regards to cross crediting of Adult Basic Education (ABE) and English as a Second Language (ESOL) so that students taking those courses begin building credit hours.

Explore avenues to support immigrants transferring credentials and licenses to US requirements.

Establish an early college program and should seek funding and technical assistance from the state to assist in the development of such a program.

Identify Options/ Build Relationships

Identify programmatic options for increasing enrollment and participation in credit and noncredit programs among Revere residents.

Coordinate with Revere employers around opportunities to develop a curriculum with a higher education institute that would create more job pipelines. This could be applied most readily in the Health care field, see Strategy Area Objective III.IV, but also in manufacturing and early childcare education or child development.

Assess Feasibility

Assess the need for physical space that would enable more occupational specific programs for Revere residents. See Strategy Area Objective 3.1.

Conduct a feasibility assessment of those spatial needs to identify alignment between City and Institutional requirements.

STAKEHOLDERS

- City of Revere
- Revere School District
- Community-based organizations
- Community colleges

FUNDING SOURCES

- Workforce Skills Grants
- Student Opportunity Act
- EDA Economic Adjustment Grant
- Richard and Susan Smith Family Foundation

CASE STUDY: CHELSEA HS EARLY COLLEGE PROGRAM

Chelsea has one of the state's most successful early college programs. The initiative enables 11th and 12th graders the opportunity to enroll in Bunker Hill Community College (BHCC) Classes during the school day at Chelsea High School, no matter previous academic performance or GPA. BHCC's early college program at Chelsea High School (CHS) has pathways in three fields: health and life sciences, law and public policy, and education. Students have the opportunity to graduate CHS with an associate degree or professional certificate from BHCC³⁸.

Early data from 2019 graduates of the program show that nearly two-thirds of students in Chelsea High's Early College program went on to college immediately after high school, compared to only about one-third of students who did not participate³⁹.

38 <https://www.bhcc.edu/hspartnerships/earlycollege/>

39 <https://massinc.org/2020/11/02/chelseas-david-vs-goliath-college-enrollment-battle/>

OBJECTIVE 2.3

Facilitate the development of a Private/Non-Profit Economic Development Entity

Developing strong and sustainable private sector engagement in economic development activities within the City of Revere has been challenging. Not dissimilar to nearby communities, the City’s economic development efforts have been structured primarily around

supporting the many small businesses in the community and attracting real estate developers to activate the major development sites that have come online in recent years. This effort has yielded positive results for the City, which should not be understated in terms of tax

revenue and jobs created, but has left a vacuum around a coordinated effort to integrate private-sector entities into a more robust economic development strategy that would have implications for the City’s workforce.

STRATEGY 2.3

To address this gap, there needs to be a collective partnership and planning effort to facilitate the development of a Private/Non-Profit Economic Development Entity, tasked with securing private sector participation in the ongoing workforce and economic development activities.

MILESTONE TIMELINE

SHORT TERM

Private sector entities have been engaged and have bought into the concept of a Private/Non-Profit Economic Development partnership.

A Partnership Organization to address shared interests has been launched with private-sector stakeholders..

MEDIUM TERM

The Partnership Organization has fostered industry-led, sector-based partnerships relevant to the North Suffolk region in key sectors such as health care, construction, and manufacturing.

LONG TERM

The Partnership Organization has developed pipeline pathways to sustainable employment opportunities at regional employers.

The Partnership Organization has facilitated public/private partnerships to address housing, health, and transportation challenges.

IMPLEMENTATION STEPS

Frame the Need

Articulate the need for a coordinated public / private sector approach to economic development in the region.

Create a framing narrative related to the regional industries most supported by Revere's labor force to use in partner approach.

Identify Partner Stakeholders

Conduct a private sector stakeholder mapping process to identify relationships with key individuals and entities that could form the foundation of a partnership group.

Secure Business Participation

Working with 1 - 3 key stakeholders, convene a select group of private sector partners to discuss the shared goals and challenges of economic activity in the region and potential initiatives.

This group should serve as the core private partnership to engage with additional business operators around the ongoing workforce and economic development activities.

STAKEHOLDERS

- City of Revere
- Locally-elected officials
- State representatives
- Private sector businesses
- Community-based organizations

FUNDING SOURCES

- Private Sector
- Philanthropy

CASE STUDY: LAWRENCE PARTNERSHIP

Responding to a series of critical issues in Lawrence, including the school district being in receivership, the heads of two key community institutions and a local state senator saw a need to address issues in Lawrence that were beyond the reach of any one entity. To accomplish this, they coordinated a network of private and nonprofit sector stakeholders to reimagine what an economic development partnership could be. The result was the creation of the Lawrence Partnership, a Private/Non-Profit Economic Development entity governed by a board of private sector executives but with Ex Officio representation from several community entities, including the school district, City Planning Department, community-based organizations, and the Mayor's office⁴⁰. The Lawrence Partnership has pushed forward a series of initiatives in Lawrence, including a small business lending program, a civic leadership institute, and a commercial kitchen incubator space.

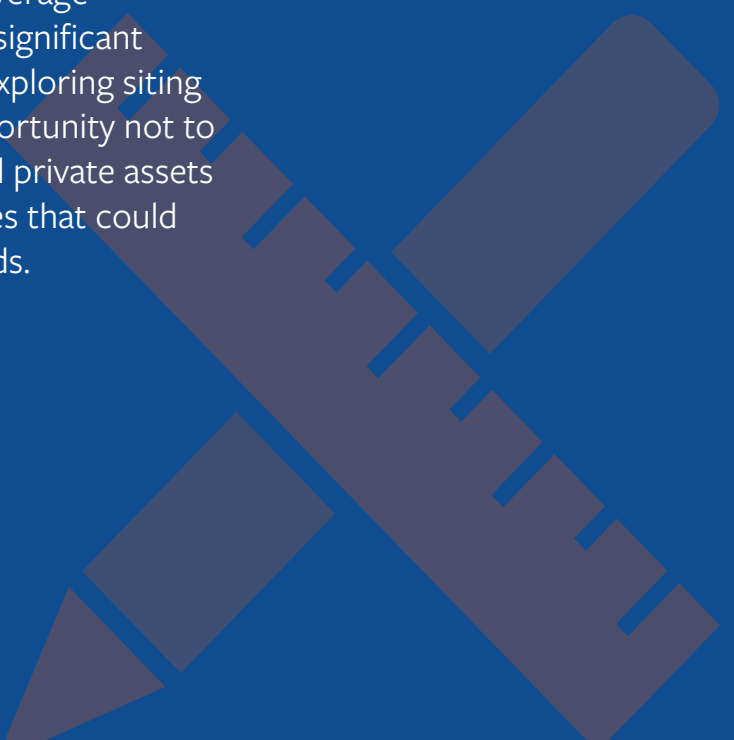
⁴⁰ <https://2gaiae1lifzt2tsfgr2vil6c-wpengine.netdna-ssl.com/wp-content/uploads/2015/12/Building-Private-Nonprofit-Economic-Development-Organizations-for-Gateway-City-Growth-Renewal.pdf>

PHYSICAL

SPACE

DEVELOPMENT

An ongoing challenge for Revere is the simple lack of available and flexible space. The Revere master plan documented the need for community spaces that could support events, youth services, childcare, and other community needs, and this planning process re-surfaced many of those same conversations. As the City and partners work towards a more robust workforce development infrastructure there will be a need to produce space that can be leveraged towards skills-based training and supporting social service needs. Fortunately, this plan comes at a time when the City is both considering how to best leverage underutilized public property and at the cusp of significant development at Suffolk Downs. The City is also exploring siting and programming for a new High School, an opportunity not to be missed. If properly leveraged, these public and private assets could support the creation of a network of spaces that could support Revere's community and workforce needs.



OBJECTIVE 3.1

Implement facilities to support career and technical education “Innovation Pathways” at the new Revere High School

As described in the Geographic section of the Workforce Development Assessment section, Revere is part of the Northeast MetroTech regional vocational school district. As described in the Geography section of the Workforce Development Assessment chapter of this plan, Revere’s participation in

the Northeast Regional MetroTech Vocational High School District limits enrollment and funding available to career and vocational training programs for Revere students. The result of this dual limitation is that Revere students do not have adequate access to career and vocational training programs.

However, the new Revere High School presents a golden opportunity to build career and technical education into the district’s day to day operations from the ground up, for all community members.

STRATEGY 3.1

To support vocational training for students and community members, the School District, and partners, should implement facilities to support DESE approved “Innovation Pathways ⁴¹” at the new Revere High School with a specific focus on the Health care, Construction and Manufacturing, and IT fields.

⁴¹ <https://www.doe.mass.edu/ccte/innovation-pathways/>

MILESTONE TIMELINE

SHORT TERM

Revere High School is designated as an Innovation Pathway high school.

New plans for Revere High School account for the physical space needed to accommodate training programs in identified focus industries.

MEDIUM TERM

Businesses in identified sectors are integrated into Innovation Pathways program as partners who support the program through financial/equipment donations or curriculum development.

LONG TERM

The new Revere High School successfully places cohorts of students in identified opportunity fields.

IMPLEMENTATION STEPS

Integration with High School Visioning Group

Adopt a focus on the Health Care, Construction, Manufacturing, and IT fields into its development planning.

Align future high school curriculum with the State’s Innovation Pathways criteria and apply for designation as soon as possible.

Integrate community-based organizations into Revere High School planning processes.

Technical Assistance

Identify private sector entities who could advise on the needed space and equipment to support identified sectors.

Fundraising / Equipment Procurement

Explore funding sources to support the development of needed equipment and facilities.

Private sector entities that advised on equipment and spatial needs should be engaged to support the development of these facilities through financial support, donation of equipment, or development of curriculum. See alignment with Strategy 1.3.

STAKEHOLDERS

- Revere High School Planning Committee
- MassHire
- City of Revere
- Youth organizations

FUNDING SOURCES

- EDA Economic Adjustment Grant
- Skills Cabinet Capital Grant Program – Innovation Pathways
- Mass Life Sciences Stem Equipment and Professional Development Grants

CASE STUDY: DANVERS HIGH SCHOOL INNOVATION PATHWAYS – INFORMATION TECHNOLOGY AND MANUFACTURING

Danvers High School is launching five Innovation Pathways, including Business and Finance, Environmental and Life Sciences, Health care and Social Assistance, Information Technology, and Manufacturing that will serve 480 students when fully enrolled. The school is partnering with the MassHire North Shore Workforce Board to assist in employer connections and labor market analysis⁴².

⁴² <https://www.mass.gov/service-details/designated-innovation-pathways-programs#:~:text=Danvers%20High%20School%20is%20launching,MassHire%20North%20Shore%20Workforce%20Board>.

OBJECTIVE 3.2

Develop a Community Workforce and Social Service Hub

As described in this report, Revere faces a dearth of space and equipment available to host workforce or skills-based training programs. At the same time, the social service providers

that are so critical to supporting the Target Population's that this plan aims to serve, lack the adequate space needed to expand their services. To implement any future workforce or

skills-based training, the City and partners will need to bring online new space, equipment, and facilities to accommodate programming and wrap-around service support.

STRATEGY 3.2

The City should leverage assets at public properties such as the Winthrop Ave Fire Station, McKinley School, and potential development at the former Wonderland Race Track to develop a Community Workforce Hub to support skill training and entrepreneurship, co-located with social service providers.

MILESTONE TIMELINE



IMPLEMENTATION STEPS

Site Opportunities and Program Needs

Evaluate public and private sites that would be appropriate to host a community hub. These could include the new Revere High School location, Winthrop Ave Fire House, McKinley School, Wonderland Development Site, or other public or private sites.

Review case studies of job labs to identify equipment that will support skill building for in-demand jobs as well as support exploratory educational opportunities.

Develop a Program Structure

Work with MassHire to identify partners that can operate the facility, teach classes, and support users.

Issue an RFP for a service provider to lease and operate the space in alignment with co-location goals.

Wraparound Service Provision

Work with the selected service provider to identify social service providers that could co-locate at the site to provide additional services to users such as child care, immigrant services, housing assistance, resume support and development, and other potential needs.

Work with MGB and CHA to explore co-location with a federally qualified health center.

Coordinate with social service providers to supply additional wraparound services at the identified hub.

STAKEHOLDERS

- City of Revere
- Community-based organizations
- Private sector businesses

FUNDING SOURCES

- MassDevelopment Collaborative Workspace Program

CASE STUDY: RESILIENCE EDUCATION, TRAINING AND INNOVATION CENTER (RETI) – RED HOOK, BROOKLYN NY

The Resilience Education, Training and Innovation Center (RETI) weaves together businesses, workforce and community development organizations, and educational institutions to drive innovation and job creation in urban climate resilience and sustainability in New York City and beyond. In doing so, it addresses the socioeconomic inequity challenges that low-income coastal communities can face through job training, placement, and improved local infrastructure. Based on a donated piece of privately-owned waterfront property in Southwest Brooklyn, RETI Center is establishing a physical space and community support structure where these entities work together in the development of the technologies, products, and services that will help make New York City sustainable and climate-resilient, while training the workforce needed to plan, build and operate these emerging industries⁴³.

43 <https://www.reticenter.org/about>

OBJECTIVE 3.3

Position the Suffolk Downs innovation Center as a Community Centered Training and Entrepreneurship Facility

The Suffolk Downs development is slated to bring a suite of new businesses and resources to the City, including a 35,000 sq ft “Innovation Center.” While permitting has moved

forward and construction at Suffolk Downs is slated to begin soon, it is unclear what kind of program or uses will inhabit the Innovation Center. This lack of identified programming

presents a once-in-a-lifetime opportunity for Revere to articulate a vision and cultivate a set of users that will activate the space in a way that meets the community’s needs.

STRATEGY 3.3

To achieve this objective, the City should convene a visioning committee, open dialogue with the developer, and evaluate program management and leasing options that would support community goals.

MILESTONE TIMELINE

SHORT TERM

An Innovation Center advisory board is convened to establish a vision and mission for the future Innovation Center.

MEDIUM TERM

Before the Suffolk Downs Innovation Center opens, a pilot site is used to test the operating structure and programs envisioned by the advisory board.

LONG TERM

The Innovation Center opens and is managed and operated by a third party organization whose mission is in alignment with community vision and needs.

IMPLEMENTATION STEPS

Convene Advisory Board

Convene an advisory board to advise on the future development of the Innovation Center at Suffolk Downs. This coalition should be comprised of the stakeholders identified as leads in addition to community residents and private sector entities.

Develop a vision and mission for the Innovation Center. This vision should layout a pathway for the type of services and spaces that would exist or be delivered at the Innovation Center.

Partnership Development

Building on the vision developed by the advisory coalition, the group should move into discussions with strategic partners for the operation of services. These partners could include workforce training providers, education institutions, private businesses, or other entities.

Operating Structure

Identify an operating structure agreement for the Innovation Center that would enable the successful implementation of the vision. Operating structures could include a master lease agreement with a 3rd party operator, condo-ing of space, or other leasing models.

Establish an organizational framework that can operationalize the vision of the advisory board with partners either as a 501c3 or within the context of another organization in the Revere stakeholder network.

STAKEHOLDERS

- Local elected officials
- City of Revere
- Community colleges
- Community-based organizations

FUNDING SOURCES:

- EDA Economic Adjustment Grant
- MassDevelopment Technical Assistance (Planning/Visioning/Real Estate Analysis)
- MAPC District Local Technical Assistance (Planning/Visioning/Real Estate Analysis)

CASE STUDY: RDM CENTER – ROTTERDAM, NL

The Rotterdamsche Droogdok Maatschappij (RDM) Center is an integrated education, business development, and workforce training center located in the post-industrial port of Rotterdam. The facility inhabits a former ship manufacturing and hosts secondary and post-secondary educational programs where student teams are partnered with businesses to develop technology and design solutions in an applied environment. In addition to the educational partners, RDM has a series of shared workspaces with cutting edge technology where startups and researchers can work on product design and development.

POLICY

RECOMMENDATIONS

In addition to the Action Plan outlined above, there are three policy initiatives that the City should pursue in tandem with the coordinated efforts of the action plan.

ADDRESS THE DIGITAL DIVIDE

The City of Revere should take steps to ensure that all residents have fast, reliable, and affordable internet access along with a device that can support educational, health, or business-related work (not a smartphone or tablet). Creating a Digital Equity and Access Plan would be a first step to evaluating the unique digital divide issues in Revere and setting a course to guide investment in digital infrastructure and capacity.

PROVIDE TRAINING STIPENDS

As discussed in this plan, unemployed individuals often have to make a hard choice between investing in themselves to increase their job prospects or do what they can to ensure household and food security. The City should identify funding sources to create a Workforce Stipend Trust Fund that could be used to provide stipends to Revere residents engaging in job training or educational activities.

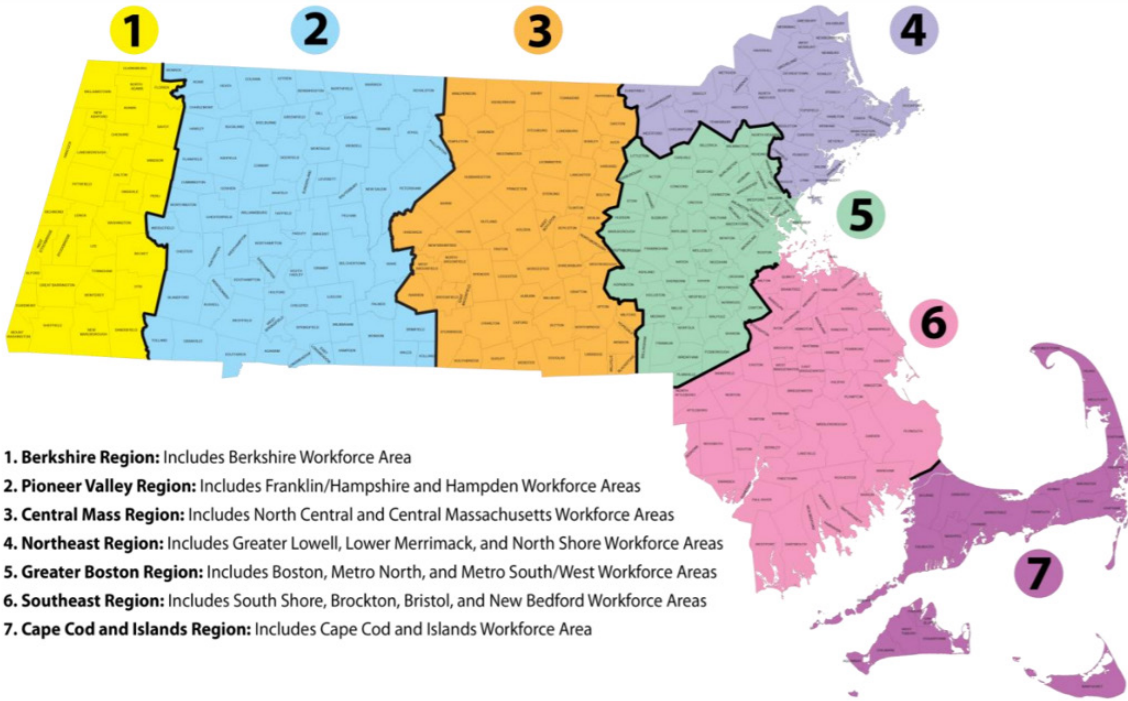
INCENTIVIZE CHILDCARE ESTABLISHMENTS

Access to childcare has become one of the most pressing challenges to individuals interested in seeking skill or educational training. This need also presents a workforce opportunity for many women who are mothers that could also provide childcare for working families. The City of Revere can take several discrete policy actions to incentivize the development of more local childcare facilities:

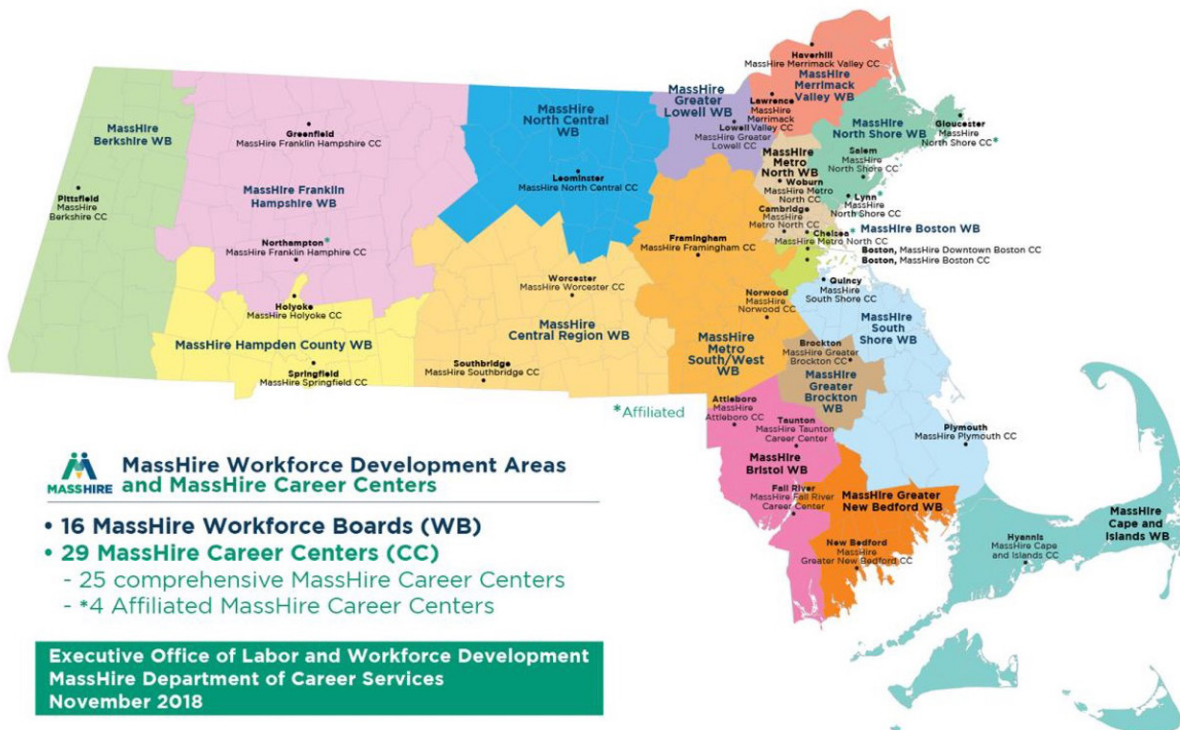
1. Revise zoning bylaws of childcare use group to be in line with state regulations related to child to adult ratio, parking requirements, and square footage.
2. Establish a CDBG Fund to support women who want to start childcare home businesses.

APPENDIX A

Map of EOLWD Regional Labor Markets and MassHire Workforce Board Regions



1. **Berkshire Region:** Includes Berkshire Workforce Area
2. **Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
3. **Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
4. **Northeast Region:** Includes Greater Lowell, Lower Merrimack, and North Shore Workforce Areas
5. **Greater Boston Region:** Includes Boston, Metro North, and Metro South/West Workforce Areas
6. **Southeast Region:** Includes South Shore, Brockton, Bristol, and New Bedford Workforce Areas
7. **Cape Cod and Islands Region:** Includes Cape Cod and Islands Workforce Area



MassHire Workforce Development Areas and MassHire Career Centers

- 16 MassHire Workforce Boards (WB)
- 29 MassHire Career Centers (CC)
 - 25 comprehensive MassHire Career Centers
 - *4 Affiliated MassHire Career Centers

Executive Office of Labor and Workforce Development
 MassHire Department of Career Services
 November 2018

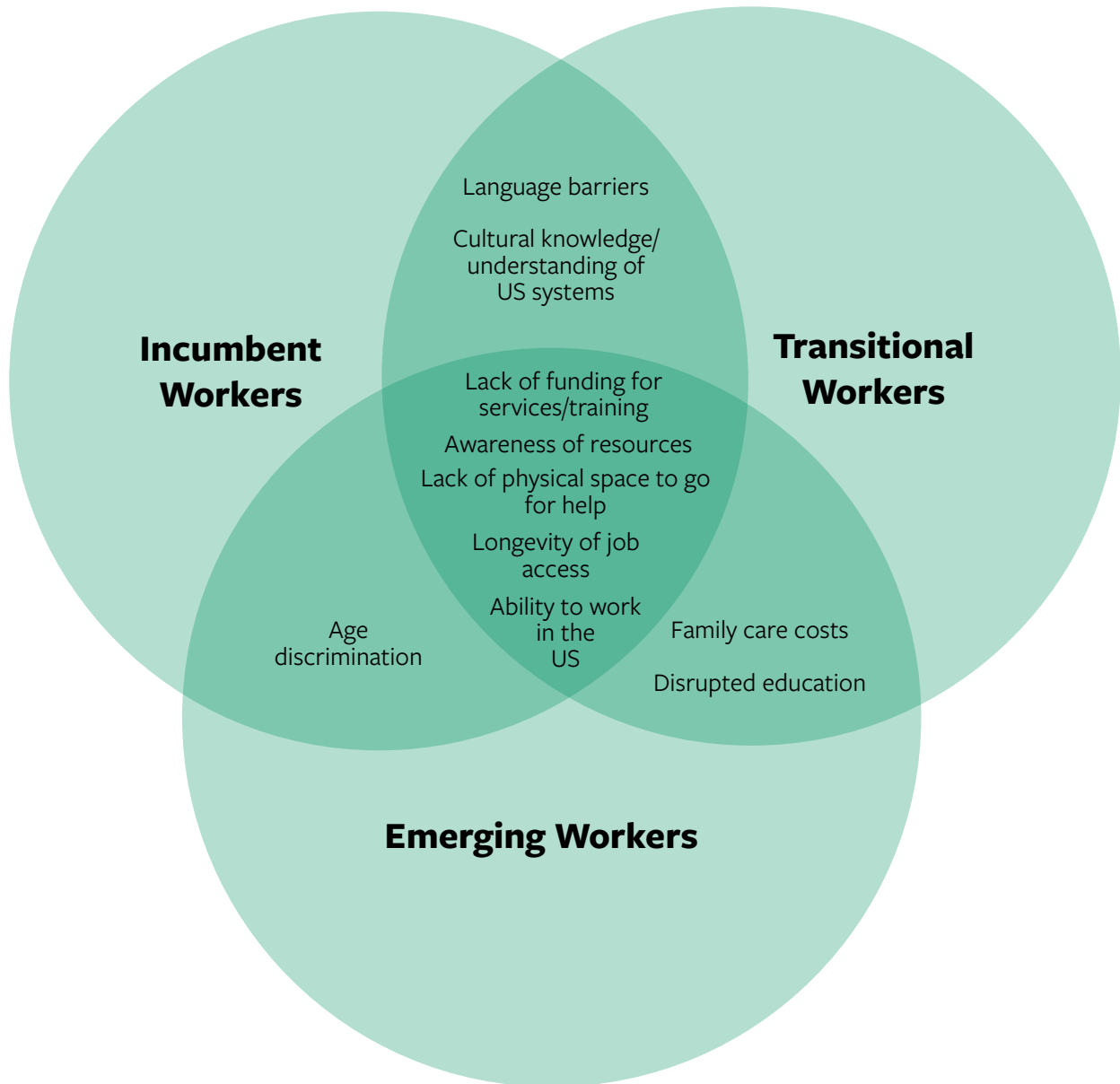
APPENDIX B

Target Population Assessment

TARGET POPULATION ASSESSMENT SUMMARIES FROM LIT REVIEW

Mass Inc Workforce Development in Gateway Cities	Somerville Talent Equity Playbook	Somerville Talent Equity Playbook	North Shore Regional Workforce Blueprint
<p>Incumbent worker looking to upgrade their skills to earn more money or remain competitive.</p> <p>Transitional workers who need retraining and employment services to move to new jobs.</p> <p>Emerging worker: in-school and out-of-school youth age 14 to 21.</p>	<p>English language learners.</p> <p>Individuals with low educational attainment.</p> <p>Individuals who are financially insecure or in low-wage jobs.</p>	<p>Foreign-born workers.</p> <p>Currently unemployed (disproportionately non-White and with low educational attainment).</p>	<p>Individuals, particularly youth, without a clear career pathway.</p> <p>Currently unemployed (disproportionately non-White and with low educational attainment).</p>

TARGET POPULATION BARRIERS ASSESSMENT



APPENDIX C

December 2020 Greater Boston Health Care Update

Job losses in healthcare and social assistance employment in Mass, Spring 2020

	Jan-Feb 2020	Apr-May 2020	October 2020	Change, Jan-Oct 2020	% Change
Health care and social assistance	310,050	277,300	296,100	(13,950)	-4.5%
• Health care	248,400	224,400	243,100	(5,300)	-2.1%
• Ambulatory health care services	83,050	66,300	81,900	(1,150)	-1.4%
• Hospitals	126,950	124,150	126,600	(350)	-0.3%
• Nursing and residential care facilities	38,400	33,950	34,600	(3,800)	-9.9%
• Social assistance	61,650	52,900	53,000	(8,650)	-14.0%



APPENDIX D

Engagement Strategy

PURPOSE OF COMMUNITY ENGAGEMENT

- **Exchange** information and knowledge with Revere’s residents, community-based organizations, key employers, and other stakeholders about the workforce-related challenges facing Revere, key outcomes, potential strategies, and recommendations that should be implemented
- **Engage** participants in crafting strategies and recommendations for workforce development in Revere by exploring root causes of issues, barriers, economic and political trade-offs, implantation methods, and needed resources
- **Empower** participants (particularly the Core Committee, city staff, and project’s target population) with the tools necessary to impact the plan and implement recommendations and key ideas

ENGAGEMENT STRATEGY



PHOTOVOICE ENGAGEMENT

- 20 participants
- Two weeks
- Photos, diaries, and Zoom interviews
- Perspectives and input
- Impacting workforce development plan and implementation

PHOTOVOICE INSTRUCTIONS

QUESTIONS FOR PHOTOVOICE

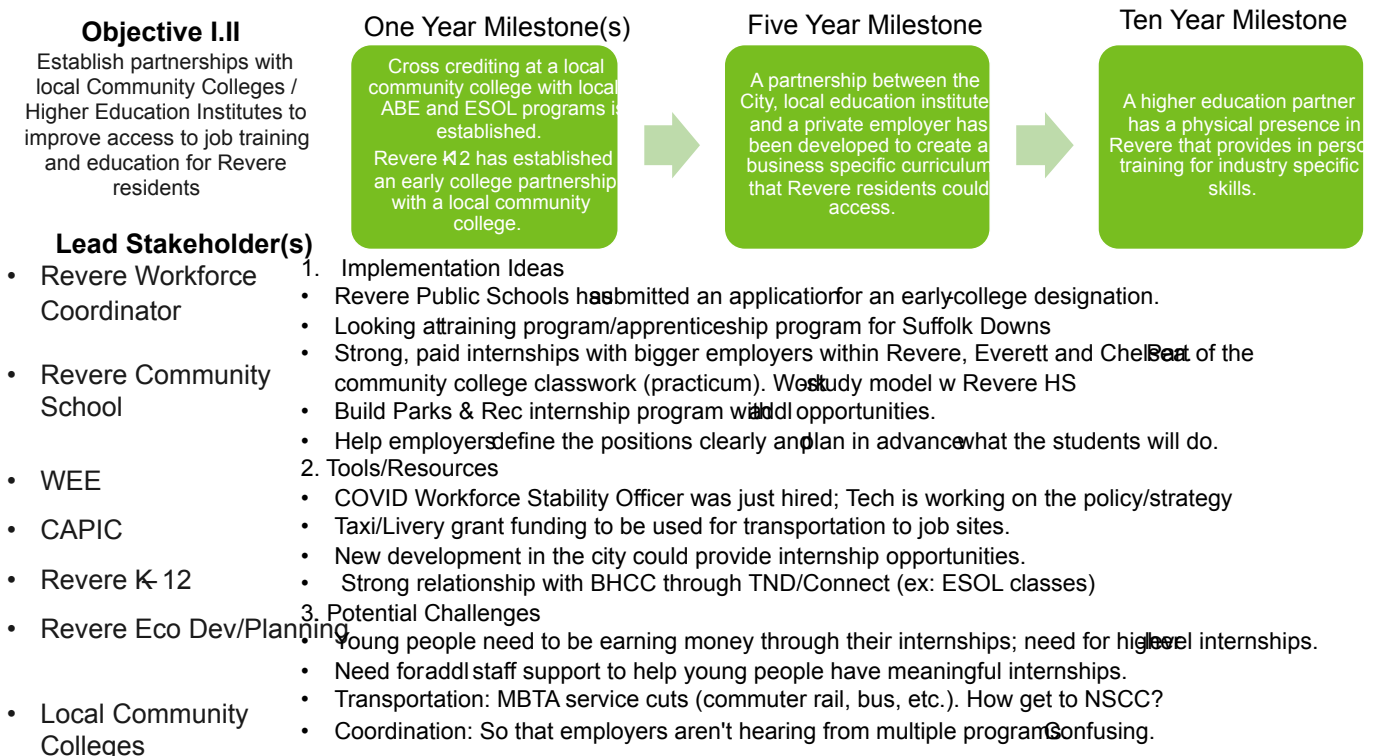
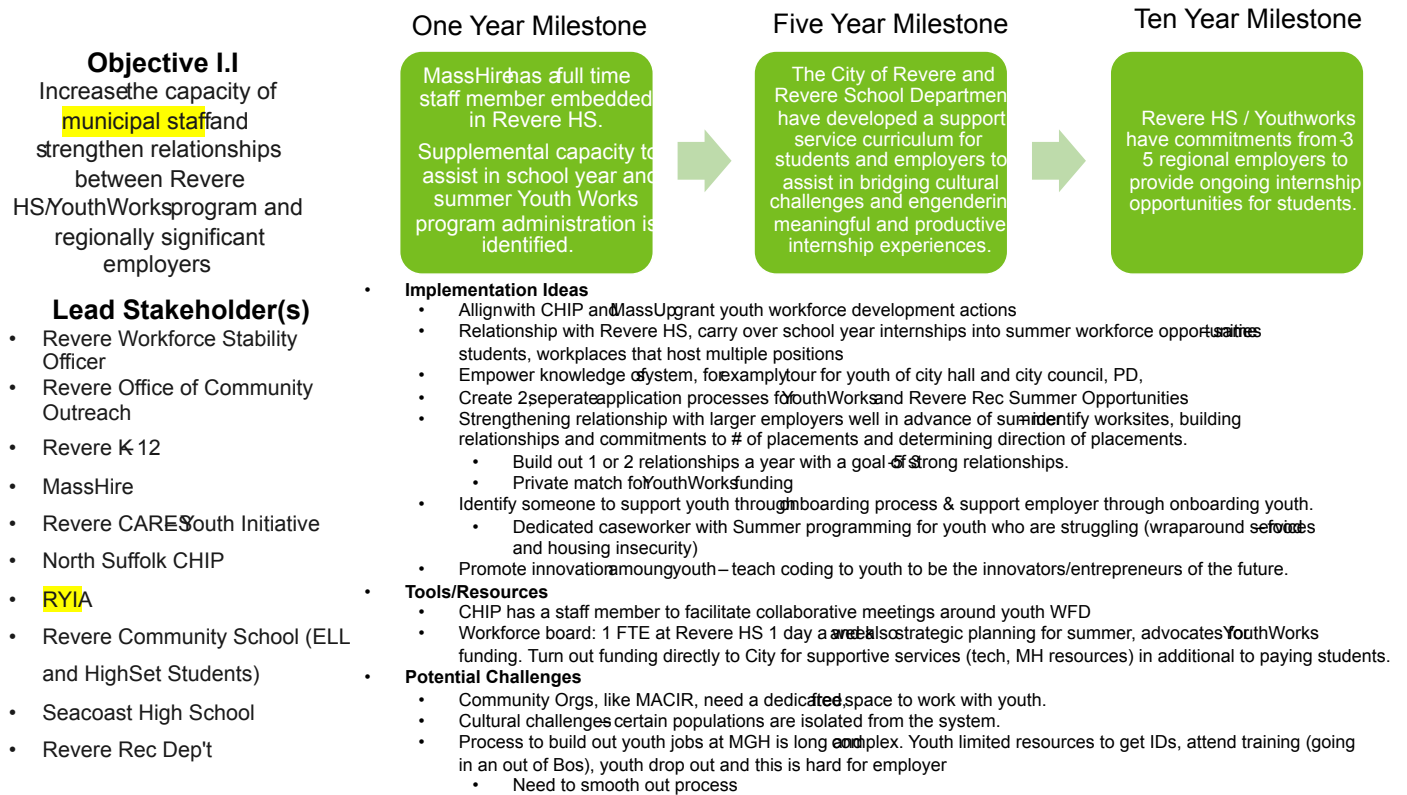
1. What’s your biggest challenge to accessing work right now?
2. How do you see jobs/work changing in the next few years because of COVID?
3. What represents the skills you need to have to be successful at work?
4. What is your dream job right now? What do you need to get there?
5. What does your journey to work look like?
6. Imagine yourself 10 years from now – what type of job do you have?
7. What skill are you most proud of?
8. When you think of a professional person – what do you think of?
9. What does your workspace look like? What do you like about it? What do you dislike about it?
10. How do you see education impacting your work life or career goals?
4. Your thoughts on the photo: Why did you take it? How does this related to you experience with work in Revere?
5. Please note: Is there a person in this photo? Have they consented to being photographed? Do they want a copy of the photograph? If yes, what is their contact information?

WHEN YOU SUBMIT THE PHOTOS, INCLUDE:

1. Your name
2. Date the photo was taken
3. Location of the photo

APPENDIX E

Core Committee Implementation Steps Notes



Objective II.II

Develop a Community Workforce Hub to Support Skill Training and Entrepreneurship in Revere that is Co-located with social service providers

Lead Stakeholder(s)

- Revere Workforce Stability Officer
- Revere Eco Dev / Planning
- Revere CARES
- North Suffolk CHIP
- Revere Works Coalition

One Year Milestone

A site is identified and procured to host the Community Workforce Hub. An RFP for a space operator is released.



Five Year Milestone

Community Hub with space for small business development shared equipment and adjoining support services is fully opened.



Ten Year Milestone

Community Hub has successfully incubated small businesses and served residents seeking social service assistance

Implementation Ideas

- Site should be centrally located so people can get to it easily. Old McKinley School? This will be key especially if transportation is going to be cut in the city.
- Define areas of focus for the workforce programs and develop internship program.
- Should be connected to the Revere Community School. (ESOL/ABE)

Tools/Resources

- Underutilized public buildings such as the McKinley School?
- Building a new high school will impact this.

Potential Challenges

- Space. The McKinley School is a good idea, but not accessible.
 - The Community School is in a wing of the H.S. that is crowded.
- Childcare: This needs to be solved. Could this be an "all ages space"?

Objective III.IV

Establish clear workforce pipeline programs to the healthcare industry.

Lead Stakeholder(s)

- Revere Planning / Eco Dev
- Revere Workforce Stability Officer
- Revere Business Stability Officer
- Revere CARES
- North Suffolk CHIP
- Revere HHST

One Year Milestone

Community health worker and medical interpretation training programs are established in Revere.



Five Year Milestone

NSCC/BHCC establish partnership with a Revere healthcare provider to offer specific clinical occupational training



Ten Year Milestone

A healthcare pathway between Revere HS, a Local CC, and a regional Four Year College is established.

Implementation Ideas

- Potential partnership with the Revere Community School to leverage skills of those who speak other languages.

Tools/Resources

- Remote work and learning could be a good format for this training given current conditions.

Potential Challenges

- Getting buyin: How do we get to the point where the health care providers buy and see it as equally valuable (so that it's not just the City pushing it)?

Objective I.III

Facilitate the development of a PrivateNon Profit "Partnership" Economic Development Entity



- Lead Stakeholder**
- Revere Eco Dev / Planning
 - Revere Legislative Delegation
 - Mayor
 - MassUpCoalition
 - Revere Works Coalition

1. Implementation Ideas

Getting the right people in a "room" would go a long way; people who are tasked with connecting residents to opportunities; finding a better way to connect these people; networking (maybe move to challenges?)

2. Tools/Resources

If there is a more work force development focus, this is led by Chris's work, Manufacturing is ; MassHire; MetroNorth etc there in different models (Next Gen) that is not just solely focused on workforce development

A lot of untapped local assets; have not asked employers to fund training programs; have not identified scopeable plans for employers; this presents a lot of opportunities; being able to clarify and refine these asks

3. Potential Challenges

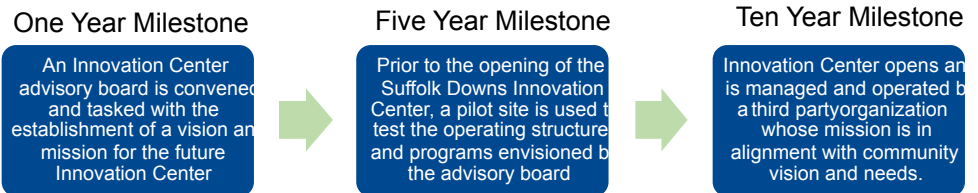
Haven't had strong private partnerships, it is a known unknown, where do you start, how do you scale? How to identify right s at the beginning?

What is angle we are looking at for the partnership? There seems to be conesus that there should be private/public partneshi Learning more about different models for these partnerships. For example: Boston Health Care. There are partnerships that go beyond just employment. Employer based; employer led partnerships.

Not workforce development driven; Hard to think about what businesses are not already represented in a trade association,

Objective II.III

Position the Suffolk Downs Innovation Center as a Community Centered Training and Entrepreneurship Facility



- Lead Stakeholder(s)**
- Mayor of Revere
 - Revere Eco Dev / Planning
 - MassUpCoalition
 - Local Community Colleges
 - Revere Workforce, Housing, and Business stability coordinators

1. Implementation Ideas

Smaller service providers have opp to testing model; piloting and demonstrating the level demand is huge

Researching and connecting with what is already going on. Are there other innovation cernters that are tryin do what is trying to be accomplished under Revere WFD Plan? (Cambridge) Learning the pros, cons, chall

2. Tools/Resources

Masshire: how to bring MassHlire to Revere: programs, services, physical office, satellite office

3. Potential Challenges

What is the pipeline for Revere residents to get into local businesses into Suffolks Down?

How do we ensure community vision is in alignment? How do we esnure this is really responding to the need for workforce development?

APPENDIX F

Regional Job Posting by Industry and Occupation

60 Days Before 8/20/20

Source: Burning Glass

Top 10 Industry Categories by Job Posting by Region

Boston		North Shore		MetroNorth	
Industry	Open Positions	Industry	Open Positions	Industry	Open Positions
Hospitals	5698	Hospitals	769	Professional, Scientific, and Technical Services	3043
Professional, Scientific, and Technical Services	5138	Educational Services	484	Educational Services	2103
Educational Services	3391	Ambulatory Health Care Services	458	Chemical Manufacturing	1324
Insurance Carriers and Related Activities	1742	Nonstore Retailers	421	Nonstore Retailers	837
Ambulatory Health Care Services	1686	Food Services and Drinking Places	417	Ambulatory Health Care Services	536
Administrative and Support Services	1342	Professional, Scientific, and Technical Services	302	Hospitals	498
Chemical Manufacturing	1156	Administrative and Support Services	270	Food Services and Drinking Places	398
Credit Intermediation and Related Activities	1135	Nursing and Residential Care Facilities	192	Administrative and Support Services	361
Food Services and Drinking Places	1060	Credit Intermediation and Related Activities	181	Credit Intermediation and Related Activities	285
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	1028	Building Material and Garden Equipment and Supplies Dealers	163	Publishing Industries (except Internet)	270

Top 10 Occupation Categories by Job Posting by Region

Boston		North Shore		MetroNorth	
Software Developers, Applications	3411	Registered Nurses	521	Managers, All Other	746
Registered Nurses	2821	Retail Salespersons	372	Computer Occupations, All Other	725
Computer Occupations, All Other	2656	Stock Clerks and Order Fillers	333	Software Developers, Applications	530
Managers, All Other	2204	Customer Service Representatives	276	Operations Research Analysts	496
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2033	Laborers and Freight, Stock, and Material Movers, Hand	243	Registered Nurses	473
Medical and Health Services Managers	1320	FirstLine Supervisors of Retail Sales Workers	231	Stock Clerks and Order Fillers	464
Customer Service Representatives	1117	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	183	Medical and Health Services Managers	449
Marketing Managers	1070	Personal Care Aides	169	Laborers and Freight, Stock, and Material Movers, Hand	387
Retail Salespersons	931	Nursing Assistants	151	Retail Salespersons	357
Sales Managers	930	Home Health Aides	141	FirstLine Supervisors of Retail Sales Workers	335