

Workforce Development Action Plan for the City of Chelsea, MA

October 2020



UMASS DONAHUE INSTITUTE
Economic & Public
Policy Research

Prepared by the UMass Donahue Institute's
Economic & Public Policy Research Group and the Mauricio Gastón
Institute for Latino Community Development and Public Policy

The University of Massachusetts Donahue Institute is an outreach and economic development arm of the University of Massachusetts. Established in 1971, the Institute strives to connect its clients with the resources of the University, bridging theory and innovation with real world public and private sector applications. For more information: www.donahue.umassp.edu.

The Institute's Economic & Public Policy Research (EPPR) group is a leading provider of applied research, helping clients make more informed decisions about strategic economic and public policy issues.

EPPR produces in-depth economic impact and industry studies that help clients build credibility, gain visibility, educate constituents, and plan economic development initiatives. EPPR is known for providing unbiased economic analysis on state-level economic policy issues. Their publication, *MassBenchmarks*, presents timely information concerning the performance of and prospects for the Massachusetts economy, including economic analyses of key industries that make up the economic base of the state.

The Mauricio Gastón Institute for Latino Community Development and Public Policy was established in 1989 at the University of Massachusetts Boston by the Massachusetts State Legislature at the behest of Latino community leaders and scholars in response to a need for improved understanding of the Latino experience in the Commonwealth. The Institute honors the memory of Mauricio Gastón, a Cuban native and a long-time community activist in Boston who taught in the Community Planning Center at UMass Boston's College of Public and Community Service from 1980 to the time of his death in 1986.

A hallmark of the work of the Institute has been its consistent attention to the information and research needs of and about the Latino community. The Institute has documented the Latino experience in Massachusetts through research and publications directed at scholarly audiences as well policy makers and Latino community leaders and institutions. A strong set of community partnerships supports the planning and execution of key public events such as the biennial Statewide Latino Public Policy Conferences. An Advisory Board made up of UMass Boston faculty and Latino community leaders from throughout the state, guides the research agenda of the Institute. The Gastón Institute is a member of the Inter-University Program for Latino Research, a national membership organization of university-based Latino research institutes.



Table of Contents

Project Overview.....	1
Project Goals and Process.....	3
Gathering Community Input.....	3
Results.....	5
Statement of Need	5
Gaps Identified by this Study.....	6
Strategic Recommendations and Actions	7
Organization and Roles	8
The City of Chelsea: institutionalize the role of the City in workforce development.....	8
The Good Jobs Coalition: deepen and formalize the role of the Coalition.....	9
Workforce Development Providers	10
State-funded organizations: institutionalize a higher-level of workforce readiness programming in Chelsea	10
Local Providers: expand programs to address gaps in services for the neediest workers.....	11
Prospects for future collaboration.....	12
Program Priorities	12
Targeted Community Services	13
Supporting Immigrants	16
Appendix A. Labor Market Analysis	21
Population and Demographic Overview	22
Employment and Industry Growth	29
Work Location and Commuting	30
Industry employment	32
Common Occupations and Skill Sets.....	35
Recent Conditions due to the COVID-19 Pandemic: Unemployment Impacts.....	39

List of Tables

Table 1. Boston is by far the top work destination for Chelsea residents – 38 percent of Chelsea workers commute there.....	31
Table 2. Large numbers of residents are employed in healthcare, accommodation and food services, administration and waste services, and retail trade.	33
Table 3. Since 2010, the city has seen large increases in residents in low-wage occupations as well as in a few high-wage occupations	36
Table 4. The most common occupations of city residents require very little formal schooling	37
Table 5. Seventy-two percent of Chelsea resident workers hold jobs requiring low levels of formal educational attainment	37
Table 6. A surprising number of recent job postings nearby require no postsecondary education and offer median annual earnings of greater than \$40,000 per year.....	38

List of Figures

Figure 1. Recent population growth in Chelsea has been much faster than in the broader region and the state as a whole.....	22
Figure 2. The population is heavily Hispanic, with fewer Black, white and Asian residents than typical for Massachusetts and the surrounding region.....	23
Figure 3. A large proportion of residents are foreign-born, and a large number of this group comes from Latin America.....	24
Figure 4. Nearly one quarter of households in Chelsea experience English language limitations.	25
Figure 5. Educational attainment rates are much lower than in the state – two-thirds of city adults have obtained no greater than a high school degree or equivalent.....	26
Figure 6. Two-thirds of city households earn less than \$75,000 annually	27
Figure 7. Housing Tenure in Chelsea vs. Greater Boston, 2018.....	28
Figure 8. More than half of renter households in Chelsea are housing cost-burdened, nearly twice the rate than Greater Boston renters as a whole	28
Figure 9. Employment located in Chelsea has grown at a very high rate since 2010.....	29
Figure 10. Nearly equal numbers of Chelsea residents leave the city for work as the number of in-commuters to the city for work.....	30
Figure 11. Chelsea residents work in jobs all across Greater Boston, especially on the northern side of the 128 beltway, but also to other parts of the state.....	32
Figure 12. The proportion of residents working in health care and in accommodation and food services has continued to increase.....	34
Figure 13. Top Requested Skills in Low-Barrier-to-Entry Job Postings in Chelsea Vicinity, July 2019 – July 2020.....	39
Figure 14. Unemployment data point to the serious economic problems faced by city workers due to loss of work as a results of business shutdowns.	40
Figure 15. Number of Initial Unemployment Insurance Claims in Chelsea, March to September 2020	40
Figure 16. City workers with jobs in food preparation and serving have been highly impacted, but workers in other sectors have also experienced job losses.....	41

Project Overview

The purpose of this project for the city of Chelsea, Massachusetts, was to develop an Action Plan for the City's Workforce Development system. A team of researchers at the University of Massachusetts Donahue Institute (UMDI) and the Gastón Institute for Latino Community Development and Public Policy at the University of Massachusetts Boston, were hired by the City to conduct quantitative and qualitative research to create the plan to strengthen the city's workforce development initiatives. The action plan is a City initiative, but the system involves a combination of organizations and institutions, both inside and outside of government. The resulting plan can be used to establish a unified vision and to enhance collaboration among the existing organizations and stakeholders.

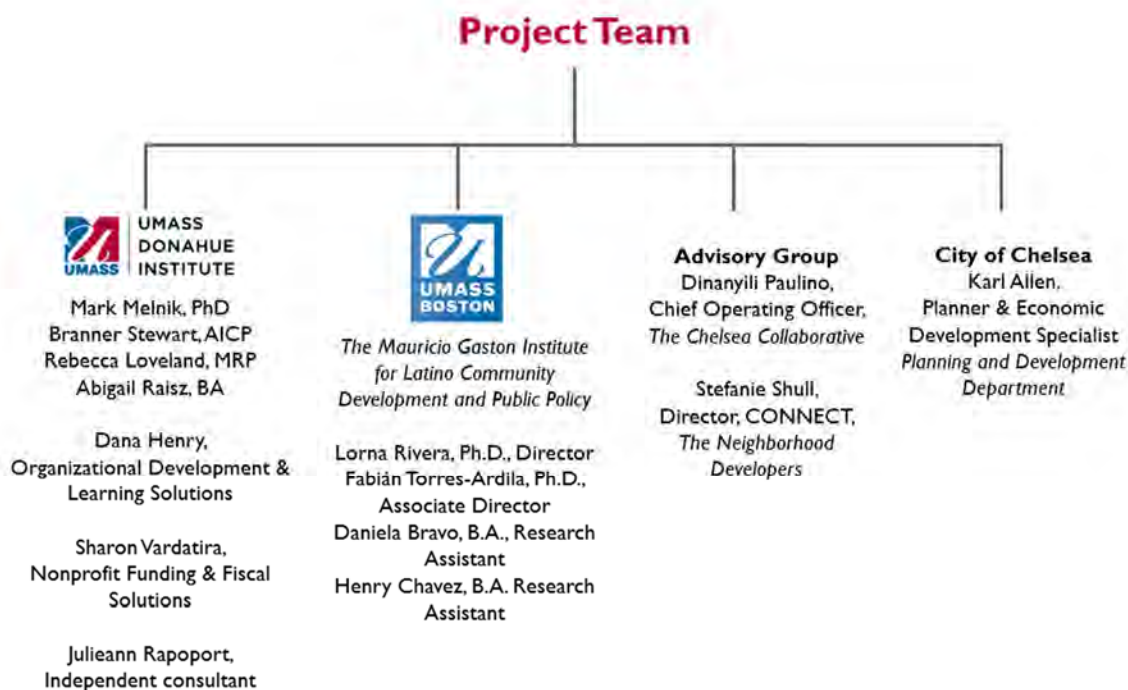
To create the plan, researchers interviewed job seekers from the city, and staff of local workforce development agencies, educational institutions, nonprofits and social service providers to understand workforce barriers for job seekers, as well as identify resources that employers need to improve workforce development in Chelsea. The project also aimed to identify specific needs and gaps related to current workforce development programs and services. Finally, the team gathered input about how these resources might be expanded or reshaped to develop a more effective and culturally responsive workforce development system for the local workforce.

The Gastón Institute worked with community stakeholders in the recruitment of hard-to-reach Spanish-speaking immigrants for job seeker focus groups. Gastón researchers facilitated two focus groups in Spanish and assisted with data analysis and the development of policy recommendations. The goal of the focus groups with Spanish-speaking participants was to understand ideas and perceptions about the extent to which Chelsea residents have career opportunities and resources for workforce development. In order to inform the city's action plan to address gaps and barriers, we gathered participants' perspectives about the adequacy of existing programs, social services, and potential funding opportunities that could build capacity and career ladders for the job seeking populations.

The recommendations and action steps presented within this document can be used to improve and strengthen the current workforce development system for local workers. This work takes a more urgent meaning now that the economic effects of the COVID-19 are being felt more deeply around the Commonwealth, particularly in our Gateway Cities.

Throughout the pandemic, Chelsea has been a hot spot for COVID-19 infections, with a rate of 9,527 infections per 100,000 residents as of October 22, 2020.¹ Recent data from the U.S. Bureau of Labor Statistics (BLS) indicate that unemployment in Chelsea increased from 3.1 percent in March 2020 to 14.2 percent in September, almost five percentage points above the 9.5 percent statewide unemployment rate in September.² Even assuming a quick turnaround of the economy in the next several months, the lingering effect of these unemployment rates in the community could mean a long path to recovery for this community.

The intention of the Action Plan is to create a centralized vision for the city –a coordinated, holistic and synchronized strategy for workforce development and training. Just as gaps in programming have been identified by this process, the lack of a unified plan has led to a less unified provider-system in the city as well. Especially as the city and region struggles to regain its bearings during the COVID-19 crisis, it is time to have a strong community vision and strategy for the city. We hope that this planning document is a step forward in that direction.



¹ <https://donahue.umass.edu/our-publications/donahue-data-dash-inequalities>

² <https://beta.bls.gov/dataViewer/view/timeseries/LAUCT251320500000003>

Project Goals and Process

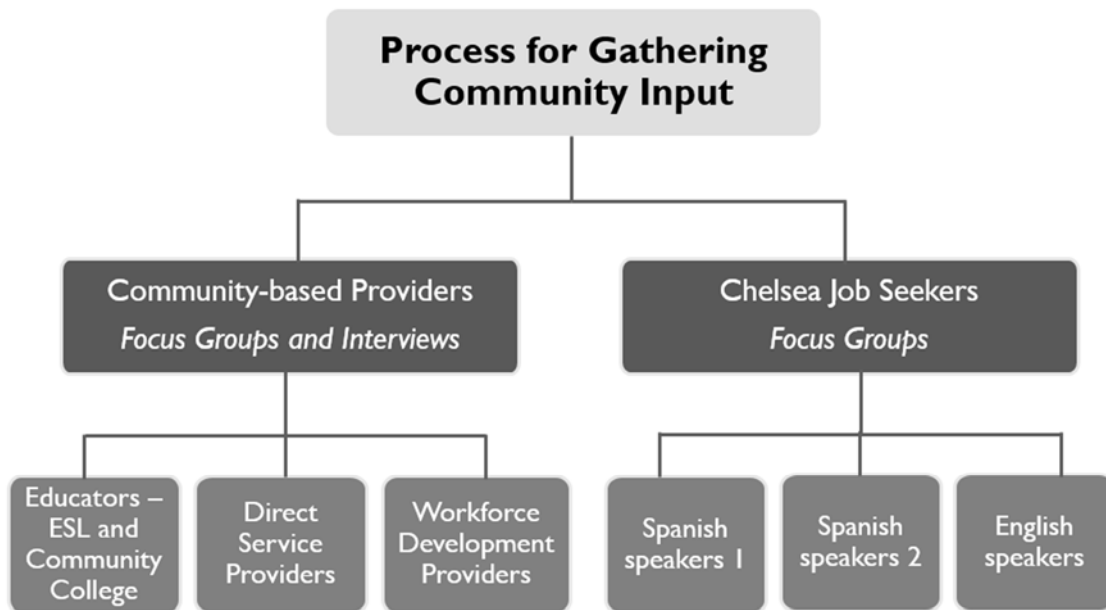
The goal of the project was to create a Workforce Development Action Plan (Action Plan) for the City of Chelsea to address gaps and barriers in the workforce development ecosystem. To address this goal we took a three-pronged approach to collect information and recommendations and better understand the workforce characteristics of Chelsea, as well as the local and regional labor market. Major project activities included:

- Focus group-based conversations with resident job seekers about the adequacy of existing job training programs and other workforce development resources.
- Interviews and focus groups with service provider staff from local organizations to understand the needs and challenges facing job seekers in the community.
- Analysis of socioeconomic and labor market data to provide a better understanding of the local workforce and local labor market conditions.

Gathering Community Input

The Action Plan was developed through interaction with job seekers and service providers – the vision, recommendations, and action steps in this document come directly from community input. Through a series of three focus groups with job seekers, two in Spanish and one in English, Chelsea residents shared information about their experiences using local workforce services, their needs as job seekers and what needs to be done to strengthen the workforce development system.

Work on this project also involved substantial communication with staff of local organizations who provide workforce development services and programs to Chelsea residents. The process included several in-depth conversations with the Advisory Team for the Workforce Development Action Plan – Dini Paulino, Chief Operating Officer of *The Chelsea Collaborative* and Stefanie Shull, Director of *The Neighborhood Developers CONNECT* program. The project team also conducted two in-depth focus groups with local staff providing workforce development services. The first was focused on the perspectives of educators and the second on workforce development providers. Given the nature of the findings from these conversations, the Action Plan includes a focus on the delivery of ‘downstream’ direct services to foster workforce development in Chelsea residents such as ESOL classes; affordable adult basic education programs; GED/HiSET programs; computer literacy training; expanded job training programs and other supports.



Results

Statement of Need

The research provided much information on economic and demographic conditions underlying the City of Chelsea's workforce development needs. Due to the City's unique population characteristics (a large Latino, immigrant, and undocumented population, and limited educational attainment), city residents have significant needs related to workforce development, language and formal education, and workforce credentials. Important themes revealed by this initiative include:

Chelsea today is the second most densely populated city in Massachusetts and its population consists predominantly of Latinos, who represent over two-thirds (66.9 percent) of the city's residents.³ This fact represents a striking change since the start of the current century. From 2000 to 2013, the city's Latino population grew in number by 32 percent, while whites (28 percent) and Asians (27 percent) experienced population decline.⁴

Cost of living increases have driven financial and housing insecurity for many Chelsea residents, especially those in low-wage jobs. Adding to these existing difficulties, the COVID-19 pandemic has amplified challenges for people struggling to maintain or regain their livelihoods in a period of epic unemployment.

As residents struggle for stability, increased support is needed through direct service programs providing workforce readiness services, combined with broader wrap-around services. This is especially true for undocumented workers and their families, a significant part of Chelsea's population, who are experiencing increased insecurity due to reduced hours and layoffs related to COVID-19. These workers do not receive unemployment benefits.

The regional economy relies on workers from Chelsea who bring a strong work ethic, existing work experience, skills and credentials to critical sectors in the regions. Health-related and household crises impacting Chelsea workers have led to workforce disruptions in construction, food service and preparation, childcare, hospitality and

³ U.S. Bureau of the Census; <https://www.census.gov>

⁴ Granberry, Phillip and Fontes, Mayara, "Latinos in Massachusetts Selected Areas: Chelsea" (2015). Gastón Institute Publications. Paper 206. http://scholarworks.umb.edu/gaston_pubs/206

cleaning, and healthcare support. Workforce disruptions and labor shortages have compounded challenges for businesses during the COVID-19 pandemic.

Chelsea residents could better support their households and contribute at higher levels with increased workforce readiness support and vocational and technical training. Economic recovery efforts after the COVID-19 crisis must include basic supports to strengthen the capacity of workers. Programs to support local workers must start with the most fundamental resources allowing full participation in work—including access to affordable childcare, and internet access and computer literacy training to overcome the digital divide.

In a competitive labor market, Chelsea residents may also be shut out of “higher barrier” of entry jobs. It is common to see inflated job requirements for non-technical jobs because of the well-educated population in the region (e.g., administrative assistants with master’s degrees). Using advanced credentials as a screening mechanism effectively can shut Chelsea residents out of some job opportunities. Furthermore, some residents have credentials from outside of the U.S. which may not be recognized by regional employers. In the workforce development space, some advocate that experience should be considered over education, especially in underrepresented populations.

Gaps Identified by This Study

An important aim of the research was to identify specific needs and gaps related to current workforce development programs and services. Discussions with **job seekers and providers** defined the following issues and challenges stemming from mismatches between job seeker needs and existing resources:

Information and Communication

- The City of Chelsea lacks centralized information about workshops, trainings and job offerings, either local or not.

Service Mix

- There is not enough programming to meet demand.
- There is a strong need for supporting Chelsea residents who are immigrants, including bilingual job guidance support and/or alternatives for residents who lack work permits.
- There is a need for more affordable, accessible childcare services to enable participation in workforce development and educational programs.

Adult Basic Education and Job Training

- Current offerings of English as a second language (ESL) classes do not meet current demand.
- Residents are asking for more GED preparation programs, affordable adult education programs, and vocational-technical job training opportunities.
- Residents need better access to programs providing basic computer literacy training and they need increased internet and computer equipment access.
- Low-income, hourly workers need expanded schedules and formats for training to allow better access. Typical 9-to-5 scheduling does not work for these workers.
- Funding is limited for community-based organizations, which provide many of these services.
- Public transit services are inadequate, which greatly hampers access to work.

Strategic Recommendations and Actions

The following pages present the recommendations and action steps that emerged from our identification of major service gaps in the workforce development system, as well as other related issues facing job seekers in Chelsea. Each recommendation highlights a major issue identified through the research. These recommendations are accompanied by itemized action steps that can be taken by the City and city providers to address the issue. Ideas for action steps were generated through stakeholder input and research on best practices. Given existing funding constraints, and the multiple organizations involved, we envision this action plan as a series of separate tasks that can be discussed and ranked by *Good Jobs Coalition* members, and addressed piece-by-piece, as resources are available. Each year, the Coalition can review the list and set priorities. But pursued over time, these elements combined will cumulatively build a stronger workforce development system for the City.

The recommendations are grouped into two categories, the first related to organizations and roles and the second related to programs.

Organization and Roles

- The City of Chelsea: institutionalize the role of the City in workforce development
- The Good Jobs Coalition: deepen and formalize the role of the Coalition
- State-funded organizations: institutionalize a higher-level of workforce readiness programming in Chelsea
- Local Providers: expand programs to address gaps in services for the neediest workers

Program Priorities

Targeted Community Services

- Recommendation 1: Expand household access to technology and provide computer technology literacy and skills training for all types of workers
- Recommendation 2: Expand program access for workers with limited time and resources
- Recommendation 3: Create local programs to provide adult vocational and technical training for specific, high-demand occupations
- Recommendation 4: Expand affordable childcare for city residents
- Recommendation 5: Expand internships and work opportunities for youth

Supporting Immigrants

- Recommendation 6: Expand ESL and adult basic education programs for local residents
- Recommendation 7: Increase funding for community-based organizations which serve workers
- Recommendation 8: Implement a Bridge Program for Latinos
- Recommendation 9: Expand programs which establish equivalency standards and licensing for non-U.S. work experience
- Recommendation 10: Increase availability of programs allowing access to immigrants regardless of work status

Organization and Roles

Recommendations in the Action Plan begin with a consideration of individual roles and responsibilities of City government and major workforce development providers and how they can work together in service delivery. The City can use the plan to establish a unified vision and enhance collaboration among existing organizations and entities – to make Chelsea a distinct and effective place to work with and to partner with. Organizations involved with the Action Plan can bridge gaps in services and move forward with this initiative.

The City of Chelsea: institutionalize the role of the City in workforce development

The City can ensure the success of the Action Plan by institutionalizing its support of workforce development in the city. The City is seeking to enable and facilitate workforce development locally and within the region. Economic recovery from the pandemic will require the City, local service providers and large, state-funded organizations (MassHire and Bunker Hill Community College) to rally and work together on behalf of city residents. The hope is that the Action Plan will be a living document, staffed and supported at a higher level. The participation of the City can be institutionalized through the appointment of a dedicated staff position responsible for

staffing the Workforce Development Action Plan, monitoring programs, expanding opportunities and funding for organizations and initiatives, and serving as a fiscal agent, as necessary.

Action steps – City of Chelsea

- Establish a role within City Hall dedicated to providing organizational support for *The Good Jobs Coalition* and support the Workforce Development Action Plan initiative, ensuring priorities are fulfilled, and securing sustainable funding.
- Create a funding and administrative structure to ensure that grassroots organizations in the city, which currently provide worker readiness programs and wrap-around services, are sustainable and have adequate resources to fulfil their goals.
- Given their critical importance to the survival and recovery of workers, prioritize fundraising to support the programs of grassroots community organizations to serve residents and workers in the city.
- Establish clear benchmarks for the success of workforce development initiatives, identify funding sources, and provide a holistic view to ensure coordination of workforce development organizations, officials and programs.

The Good Jobs Coalition: deepen and formalize the role of the Coalition

The Good Jobs Coalition (the Coalition) is a grassroots group serving as a steering committee and mechanism for organizing workforce development efforts in the city. According to current members, the Coalition needs to be deepened and formalized. The group can serve as a coordinating body, bringing participant organizations to collaborate towards a common vision – to establish priorities as a group and implement the Action Plan. The Coalition is not an agency of the City, but going forward it needs the City’s support, both in terms of staffing as well as dedicated fundraising for workforce efforts. Additionally, it could strengthen itself with a few action steps:

Action steps – *The Good Jobs Coalition*

- Establish annual and six-month priorities reflective of Action Plan recommendations and action steps.
- The Coalition should remain small and nimble, however, annually assess membership to ensure it is inclusive of the workforce development ecosystem and reflective of the city’s demographic makeup.
- Ensure the creation of a multilingual communication system that maintains up-to-date information about workforce development services and job training opportunities available for Chelsea residents both inside and outside of the city. Through the action plan, the city will have a means to channel people to the programs and services they need – federal, state, regional and local.

- Prioritize programming to serve the needs of immigrant residents, such as waiting lists for ESL, need for expanded job training programs, etc.

Workforce Development Providers

The intention of the current Action Plan is to focus on Chelsea and its specific needs, providing the opportunity for local organizations to do more cross networking and share best practices among providers. Currently, a range of local organizations—including workforce development agencies, educational institutions, and community-based service providers—offer workforce development programs, services and other resources for local residents. Through the plan, new forms of collaboration may take place across local organizations and new initiatives can be developed in response to Action Plan recommendations.

Major current providers

- MassHire Metro North Career Center, now operated by A Better Chance Boston (ABCB)
- Bunker Hill Community College (BHCC)
- The LARE Institute (LARE)
- Community-based organizations – The Neighborhood Developers (TND/CONNECT); The Chelsea Collaborative; The Intergenerational Literacy Project (ILP)
- Other community providers
 - The Chelsea Public Library
 - Vocational/technical educators
 - Local employers

State-funded organizations: institutionalize a higher-level of workforce readiness programming in Chelsea

MassHire and Bunker Hill Community College are the two largest state-funded institutions in the city providing education and workforce development programs to residents. MassHire is a major source of state-funded workforce development services, offering job search assistance; career counseling; workshops; financial aid for job training; and hiring events. The MassHire Metro North Career Center serves the community locally, and is a CONNECT partner located at The Neighborhood Developers (TND). Bunker Hill Community College has a mission committed to workforce development and offers multiple degree and certification programs to city residents. But demand for services currently exceeds the supply and formats of programming.

As large organizations, both groups have the resources and institutional capacity to take on workforce development at a large scale. It is recommended that both address current gaps in services and expand their institutional capacity to make workforce development in the city a primary mission.

MassHire's Involvement in the City and Service Gaps

Although MassHire plays an important role in providing workforce development services in the city, a number of gaps were identified in its current ability to reach Chelsea workers:

- Services focused on professionals are not relevant for wage-dependent workers and day laborers, a large portion of Chelsea job seekers.
- Many workshops require automobile travel.
- Job fairs are useful but it would be most useful to locate one in Chelsea.
- Spanish-speaking Chelsea job seekers interviewed indicate they do not typically look to MassHire for services.
- Spanish language services are limited relative to demand.
- The MassHire funding structure enables access only to a subset of the community; a large number of community members cannot obtain services, including those without work papers. BHCC does not ask about status.

Action steps – MassHire and BHCC

- Organizationally commit to provide higher levels of institutional capacity for workforce development services in Chelsea.
- Adopt customized, high-touch workforce readiness programs as a part of their primary missions. Collaborate with other organizations as necessary to meet this goal and other Action Plan priorities.
- Advocate at the state level for organizational support and higher levels of funding to establish programming to address these priorities.

Local Providers: expand programs to address gaps in services for the neediest workers

Due to high levels of demand, MassHire and BHCC may not be able to offer a sufficient range of programming and access to services for all Chelsea workers, especially those most in need. Local, community-based organizations are especially important when it comes to serving immigrants with the most basic needs, who also need services related to workforce readiness. Organizations like The Chelsea Collaborative, TND CONNECT, and the Intergenerational Literacy Project already provide Chelsea residents with this range of services. Their current programs include critical workforce readiness programming including ESL courses, technology training and skill building, career coaching and co-ops to support worker development and basic financial education and other skills to improve household stability and growth. Given the high levels of need, local organizations offering direct services must be sufficiently funded to expand workforce readiness programs for Chelsea residents. Internal fundraising efforts to address gaps in services must be supported by the efforts of City staff.

Action steps – Local direct service providers (TND/CONNECT; Chelsea Collaborative; ILP); employers

- Implement partnerships and institutionalize relationships between direct service providers – as well as with state-funded MassHire and Bunker Hill Community College – to expand needed programs to fill gaps as identified in the Action Plan.

Prospects for future collaboration

Over the long term, the Coalition can look to expand partnerships with other groups including The Community Schools; the Chelsea Public School System; Community Action Programs Inter-city, Inc. (CAPIC); and youth serving organizations. They may also want to bring in organizations as training partners, for example, The International Institute of New England (IINE) which creates opportunities for refugees and immigrants to succeed through resettlement, education, career advancement and pathways to citizenship.⁵

While the hope is to focus initial efforts to involve Chelsea providers, the *Good Jobs Coalition* could consider eventually networking and partnering with outside colleagues and organizations. This could include expanding to work with organizations in Revere and Everett; the “Moving Massachusetts Upstream” (MassUP) initiative which the City is currently involved with; partnering in cross-subsidization of trainees; and other types of increased regional collaboration with Boston area providers.

Program Priorities

The COVID-19 crisis has only intensified the needs of residents and workers in the city. According to providers, in its current form, the city does not have the apparatus in place to guide its citizens sufficiently towards essential services. For example, many who should have received Federal or state support from the beginning of the pandemic did not. By the time people turned to city-based community organizations for services, they had been unsuccessful with obtaining support and were in very bad shape. Local community-based organizations have been the first avenue for help and can help move people towards available services. Providers hope that through the action plan put into place, the city will have a means to channel people to the programs and services they need – federal, state, regional and local. A second important contribution of the action plan will be to fill gaps and move towards a more cohesive system to support workers in the city. Organizations will be able to work together to develop new areas for collaboration and expand programs to meet community needs.

⁵ See <https://iine.org/about/>

The recommendations and action steps discussed below provide the building blocks for a better system in two overlapping areas – providing community services for specific needs and services for immigrant stability and growth.

Targeted Community Services

Interviews and focus groups conducted in Chelsea identified several specific needs, which if addressed, would better support job seekers in the city. The following recommendations were developed in response to specific needs not met by current programs.

Recommendation 1: Expand household access to technology and provide computer technology literacy and skills training for all types of workers

Computer skills are a necessity today, but too often the population seeking education or workforce services has no exposure to computers. Sometimes people seeking services have no technical skills or are too far behind to even submit an online application on time, thus missing opportunities. People without proficiency or access to computers and internet connectivity (e.g., WiFi) are at an immediate disadvantage. In contrast, people who have obtained technical skills training or have higher comfort levels using computers (e.g., computer literacy in office packages and internet use), tend to be more successful and self-identify more opportunities.

Action steps – the City and local providers

- Establish city-level partnerships with internet providers for universal internet access as well as sufficient devices for the city's families.
- Support the Library's Workforce Development Technology Lending Library, which provides laptops with software and dedicated hotspots to community members who want to check them out.
- Improve the library as a place for community members to obtain internet access for research and work.
- Work with local providers to support the expansion of the Tech Goes Home program in Chelsea.
- Support additional training programs offering basic technology literacy and skills training for workers (for example, use of computer office software and internet).

Recommendation 2: Expand program access for workers with limited time and resources

Accessing programs is particularly challenging for wage workers, physical laborers, those working many hours, and those working multiple jobs. It is common for Chelsea residents to be 'over-employed,' working multiple jobs and well more than 40 hours per week, to support their families. Most of these residents are working low-wage, physically taxing jobs with few opportunities for advancement. Inflexible, non-traditional schedules are common. Inflexible

work schedules make it nearly impossible for many workers in the city to attend daytime programs and programs with lengthy formats. Due to long hours on the job and lack of public supports, men, in particular, do not have access to many critical programs for their development. Lack of ability to pay for tuition and lack of other supports to attend programming compounds the problem. To serve these workers better, local providers must make sure that programs are designed to serve workers with inflexible schedules, limited resources, and no public supports.

Action steps – Local providers, BHCC and MassHire

- Annually review key programs and assess program participant characteristics, needs and priorities; consider schedules, formats, and participant costs to increase access.
- Annually determine new goals and priorities to reshape programs to enable participation of ‘missing’ demographics, including wage workers and day laborers.

Recommendation 3: Create local programs to provide adult vocational and technical training for specific, high-demand occupations

A large number of Chelsea residents already works in construction, building, and other trades. Others have interests or backgrounds in technical and vocational fields. However, residents currently have no access to local vocational career training and only limited access to technical training to expand their skills and advance their work lives. The vocational high school itself is not accessible as it is located in Wakefield and only reachable by car. Adult vocational education programs in the trades do not exist in the city. Given the existing occupational mix and skill sets in the city, expanding local vocational and technical training could play a role in meeting demand for workers in building trades; mechanical trades; precision manufacturing; and tech. Skilled occupations in other large regional sectors—like life sciences and healthcare and medical systems—could also be valuable to consider and organize around.

Action steps – Chelsea Collaborative, BHCC, LARE, vocational and tech educators, and local employers

- Increase support for and expand trades-based co-op programs organized by The Chelsea Collaborative.
- Create new associate’s level vocational and technical programs at BHCC in growing technology-related fields. For example, add programs related to cybersecurity, biotechnology, and database maintenance, all seen as growing fields in the Boston area and elsewhere.
- Initiate Chelsea-based vocational and technical certificate programs offered by LARE.
- Work with regional employers to create onsite training programs for Chelsea residents in high-demand trades or tech occupations.

- Lobby to expand the state-funded Training Resources and Internship Networks (TRAIN) Program to cover two-semester programs. This would allow BHCC to support more students in additional study areas like the medical assistance program.

Recommendation 4: Expand affordable childcare for city residents

Interviews indicate that readily available, affordable childcare is an essential element to enable parents to participate in educational and workforce development programs and to maintain successful employment. At the same time, many Chelsea residents work in childcare businesses and the field could benefit from additional training for workers and accreditation of more facilities.

Action steps – the City and local providers

- Create partnerships with local childcare providers to expand availability of affordable childcare for the city’s residents.
 - Support programs to increase credentialing in the local workforce.
 - Increase the number of accredited childcare facilities.
- Expand the availability of co-located childcare (free or very low cost) at workforce training and educational sites so parents can access training and educational programs.
 - Seek foundation support for funding and programming.

Recommendation 5: Expand internships and work opportunities for youth

Those who work with city youth are concerned about limited access to skill-building opportunities, including through internships and employment. Young people in the city tend to go into Boston for jobs, which creates another set of issues, including transportation challenges. Providers encourage the City to find ways to increase work-related opportunities in Chelsea for youth, including paid internships that would offer more independence.

Action steps – the City, local providers and employers

- Establish new programs to generate increased in-city employment opportunities and paid internships for youth during the school year.
- Develop a paid summer work program with local employers to provide broader opportunities for young people in the form of internships and other work experiences.
 - *The Boston Summer Youth Program*⁶ provides a model of best practice. Consider using it as a model for establishing a program in Chelsea.

⁶ For more information see: <https://successlink-boston.icims.com/jobs/intro?bga=true&hashed=-435683065&height=500&jan1offset=-300&jun1offset=-240&mobile=false&needsRedirect=false&width=1150>

- Although developed for college-level students, UMass Boston's *Professional Apprenticeship Experience (PACE)* also provides useful ideas for on-the-job learning and mentoring.⁷

Supporting Immigrants

Chelsea's population today – as well as its workforce – consists predominantly of Latinos, who represent over two-thirds (66.9 percent) of the city's residents. Furthermore, the city's Latino population continues to grow, with the Latino community increasing in number by 32 percent between 2000 and 2013. Many newer residents of the city could benefit from workforce development services specifically designed to address the sticking points they experience in their work lives. This section presents specific recommendations and action steps to address gaps, enhance contributions, and increase success for immigrants in education and work.

Recommendation 6: Expand ESL and adult basic education programs for local residents

A large number of Chelsea workers face language barriers and need to improve their English language skills. As discussed in the Labor Market Analysis (Appendix A), nearly one quarter of households in the city are limited English speaking households, with 82 percent of those households speaking Spanish and another 10 percent speaking Portuguese and other European languages. Consequently, there is a large demand for English language instruction programs. At the same time, there is a demand for new formats for ESL. Classes that combine language instruction with vocational training and workforce readiness skills are seen as doubly useful for students. Furthermore, among the resident population there is a high level of need for free, accessible Adult Basic Education (ABE).

Action steps – the City and local providers

- Increase support for programs offering English as a Second Language (ESL) and encourage contextualized class formats.
 - Encourage combined ESL training with skills-based training (computer classes, financial literacy, workforce readiness skills, soft skills, etc.).
- Advocate for a bigger slice of the Department of Elementary and Secondary Education (DESE) funding pie.
- Local providers work together to identify which levels of ESL are in greatest demand and develop a standardized ESL level system.
- Increase support for other educational programs such as GED/HiSET, workforce readiness programming, computer literacy training, etc.

⁷ For more information see:

https://www.umb.edu/news/detail/umass_boston_to_launch_on_campus_apprenticeship_program

- Increase cost-free opportunities for Adult Basic Education (ABE).

Recommendation 7: Increase funding for community-based organizations which serve workers

Given current levels of disruption and financial struggle in the community generated by the COVID-19 crisis, the people of Chelsea need workforce readiness skills training in a format that is combined with comprehensive support in the form of ‘wrap-around’ services. Trust in these local, grassroots institutions is a valuable asset in citywide efforts to improve the lives of all the city’s residents and increase the reach of educational and vocational programs.

Action steps – the City

- Through the efforts of a City staff member dedicated to supporting workforce development initiatives, the City should work to strengthen ties with and raise financial support for the primary community-based organizations providing services to the city’s immigrant residents.
 - Fundraising efforts should be used to support organizations providing wrap-around services at a single location – English, technology classes, work readiness, online application assistance, immigration, labor rights, and co-located childcare.
- The City should advocate for better federal and state funding and seek foundation support, as applicable, for these programs.
 - For example, the City can lobby the Department of Housing and Community Development to maintain a higher cap on social services spending of Community Development Block Grant money.
- Lobby the state to increase funding and subsidies for key programs (Head Start, etc.).
- Identify prospects and seek foundation support.

Recommendation 8: Implement a Bridge Program for Latinos

As discussed in *Recommendation 3, Create local programs for adult vocational and technical training*, Chelsea residents are highly interested in training for vocational and technical occupations. For recent immigrants, Bridge programs provide a model and best practices for success. These specially designed programs span the gap between adults with limited English and academic skills and employment in high-demand, middle-and high-skilled occupations. They are designed to be asset-based, and culturally and linguistically responsive to the needs of the Latino community, which increase their success.

As discussed in the Labor Market Analysis (Appendix A) the city can identify priority occupations around which to shape programs based on major occupational skill sets in the community and high-demand occupations in the region. Consultation with residents, employers, and local providers can help narrow down resident interests and employer needs.

When developing occupational training programs, recent best practices should be considered and adopted, as relevant. For example, the *Skills-based Workforce Development* approach by the Cleveland and Philadelphia Federal Reserve Banks⁸ and the *Next Generation Workforce* initiative by The Boston Foundation, discussed in The Catapult papers,⁹ provide insights that are particularly useful for the design of job training programs in Chelsea.

From ‘Skills-based Workforce Development’ approach

- Identify major occupational skill sets in the local workforce and develop programs to build on those capacities.¹⁰
- Develop programs to move people into better jobs with similar skill sets. Better jobs that have low barriers to entry with higher wages.
- Micro-credentialing to provide training in specific skills.

From ‘Next Generation Workforce’ approach

- Develop programs to promote quality jobs, not just any jobs. Living wages and benefits are priorities.
- Be selective of employer-partners on initiatives.
- Develop programs using a ‘Talent Pipeline’ model where employers who are seeking employees support the training of new candidates. Recruits are paid while being trained and/or they are promised jobs if they successfully graduate.

Action steps – BHCC, local providers, employers and vocational/technical education

Prioritize the implementation in Chelsea of skills-based occupational training programs for Latinos, including “bridge programs” similar to those developed in other parts of the U.S.

- “Carreras en Salud” at “Instituto del Progreso,” Chicago;
- General Service Technician program at Shoreline CC, Seattle;
- Erie Neighborhood House Workforce Development Program in Chicago.

Recommendation 9: Expand programs which establish equivalency standards and licensing for non-U.S. work experience

Many city residents have valuable work experience and demonstrated skills as well as credentials from other countries. Workers in the city bring credentials from work in other

⁸ *Exploring Skills-based approach to Occupational Mobility*, Cleveland and Philadelphia Federal Reserve Banks. Overview: <https://www.clevelandfed.org/newsroom-and-events/publications/notes-from-the-field/nftf-20200624-a-skills-based-approach-for-transitioning-workers-to-higher-paying-occupations.aspx>

⁹ *Paper 3: Not Just Any Job: How Next Generation Workforce Organizations Can Help Improve Job Quality for Workers and Competitiveness for Employers*, *The Catapult Papers*. Jewish Vocational Services Boston / Boston Foundation. <https://www.tbf.org/what-we-do/strategic-focus-areas/jobs/catapult>

¹⁰ An initial occupational analysis for Chelsea residents can be found on page 34 in Appendix A.

countries in the fields of healthcare, education, and public administration. Others have significant work experience in construction, the building trades, building and grounds maintenance, food serving and preparation, childcare, and hospitality. Participants in this project agree that more programs are needed to apply residents' existing work experience and capacities to work settings in the U.S.

Action steps – City Hall, local providers and BHCC

- Work with state agencies to implement a pilot-program serving as a mechanism for review of credentials and the adoption of equivalency standards for non-U.S. educational degrees held by Spanish-speakers.
- Work with the state to create additional programs to accelerate licensing, prioritizing high-demand occupations.
 - A recent example is Governor Charlie Baker's executive order (April 9, 2020), which accelerated the licensing of physicians educated in foreign medical schools in order to address the needs raised by the COVID-19 pandemic.
- Think holistically about how the BHCC Welcome Back Center program (currently focused on nursing) can be expanded and made more flexible to meet current needs in health services, health sciences, and information technology.

Recommendation 10: Increase availability of programs allowing access to immigrants regardless of work status

Most state-funded career training programs and educational funding programs are unavailable to students without workforce authorization. Unrestricted workforce readiness programs are needed for city residents, but current demand exceeds available slots and funding levels. Many educational programs are also restricted so that even after years of ESL preparation and HiSET approval, lack of documentation prevents students from moving forward with college classes and career training.

The city and its organizations can't provide access to jobs, but they can develop creative strategies to provide better training opportunities and education about worker rights. Some organizations may have more flexibility than others to increase accessible programming, including TND/CONNECT, the Chelsea Collaborative, the City, Bunker Hill Community College, and others.

Action steps – the City, local providers and BHCC

- Local providers and BHCC work together to prioritize major programmatic and funding limitations to be addressed.
- Advocate and work with state agencies to address limitations imposed by federal workforce programs and funding available only to U.S. citizens.

- Identify funding mechanisms to support workforce development programs available to all—including immigrants who are not authorized to work, but still work and contribute to the economy of the city and state.

Appendix A. Labor Market Analysis

Message to readers: *This study took place over a period between March 2019 and October 2020. Through that time, escalating workforce and joblessness issues related to the COVID-19 coronavirus pandemic became increasingly urgent in Chelsea, as well as in the Commonwealth of Massachusetts, and the nation. The Massachusetts economy shrank precipitously in the second quarter of 2020, and while sharp growth is expected in the third quarter, expectations for ongoing recovery are uncertain and remain unpredictable. The conditions wrought by the virus will exacerbate hardships already experienced by many Chelsea residents—many of whom are the focus of this workforce initiative. In particular, hourly employees and workers in service industries like restaurants, hotels, retail, cleaning and maintenance and others are being impacted, a fact borne out by sharply rising unemployment claims in these sectors. Even if eligible for unemployment assistance, low-wage earners are and will be facing challenges in income security and in keeping up with household costs. All said, many topics covered in this labor market analysis reflect longer-term trends, and are expected to hold relevant and true in the aftermath of the current pandemic crisis.*

The City of Chelsea—a Gateway City located within the economically vibrant Greater Boston region—has experienced steady population and jobs growth in the decade following the last recession. New employment opportunities in the city, in combination with remarkably robust jobs growth in the broader region, particularly in industries like construction; professional and business services; leisure, hospitality, and tourism; health care and social assistance; educational services; retail; finance; and others, have afforded many of the city’s residents with work opportunities, many of them stable and higher-wage jobs. However, a large proportion of the city’s working age population struggles to survive with low-wage jobs (or multiple low-wage jobs), or are low-income and disconnected to the otherwise thriving job market altogether. Even with a range of both state and non-profit programs to assist people with workforce development services, jobs skills, and educational opportunities, many are not effectively tapping into these systems. The work of this broader project has looked in depth at the workforce development system to assist Chelsea residents. This section provides information on local labor market conditions and the ability of the broader, Greater Boston labor market to provide occupational growth opportunities.

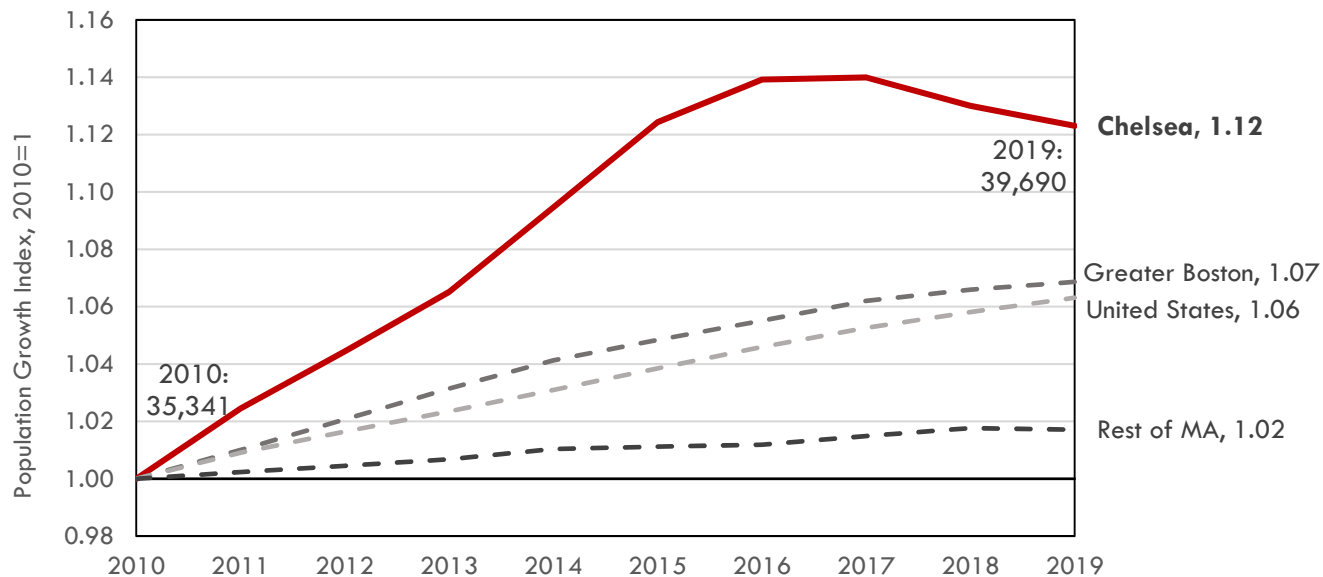
Population and Demographic Overview

A core element of this study is to determine which Chelsea residents could benefit from more workforce development assistance. In order to better understand the population in Chelsea, including those most in need of workforce development services, the research team used data from the U.S. Census Bureau’s American Community Survey (ACS) to assess population trends and describe characteristics of Chelsea residents.¹¹

The population in the City of Chelsea, numbering nearly 40,000 in 2019, has been growing rapidly in the last decade. Since 2010, the city has grown by more than 4,000 residents, an increase of more than 12 percent compared to seven percent in Greater Boston. This time period corresponds with gradual recovery from the “Great Recession” which had massive impacts on the state and national economy. Since 2017, population growth in Chelsea, and Massachusetts, has slowed. Part of this recent change in population growth is tied with reduced net international migration in the last few years, which have been key drivers of population growth in the state, region, and city over the last several decades.

Figure 1. Recent population growth in Chelsea has been much faster than in the broader region and the state as a whole.

Population Growth Index, Chelsea Compared to Greater Boston, Rest of State and Nation



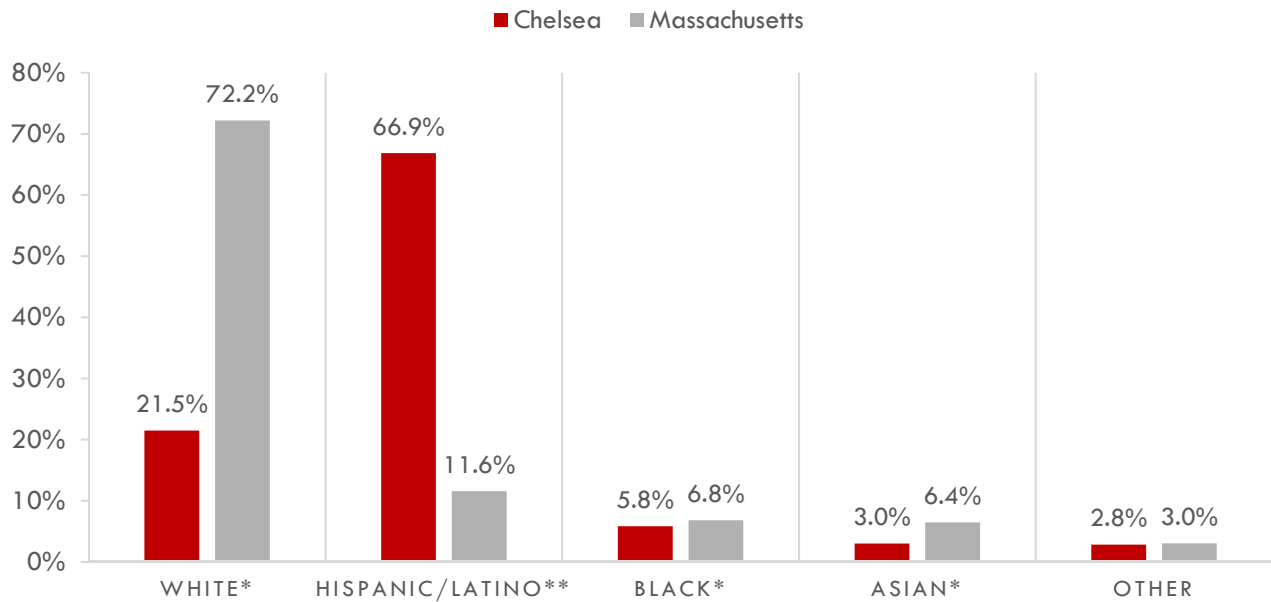
Source: U.S. Census Bureau Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2019

¹¹ ACS data does not include undocumented residents who may be working in the shadow economy.

As discussed earlier in this report, and illustrated through ACS data, the population of Chelsea is home to a large Hispanic community, including a high concentration of immigrants. Hispanics comprise 70 percent of the population, with similar proportions of Black residents as at the state level but far fewer white and Asian residents.

Figure 2. The population is heavily Hispanic, with fewer Black, white and Asian residents than typical for Massachusetts and the surrounding region.

Racial / Ethnicity Composition in Chelsea and Massachusetts, 2018

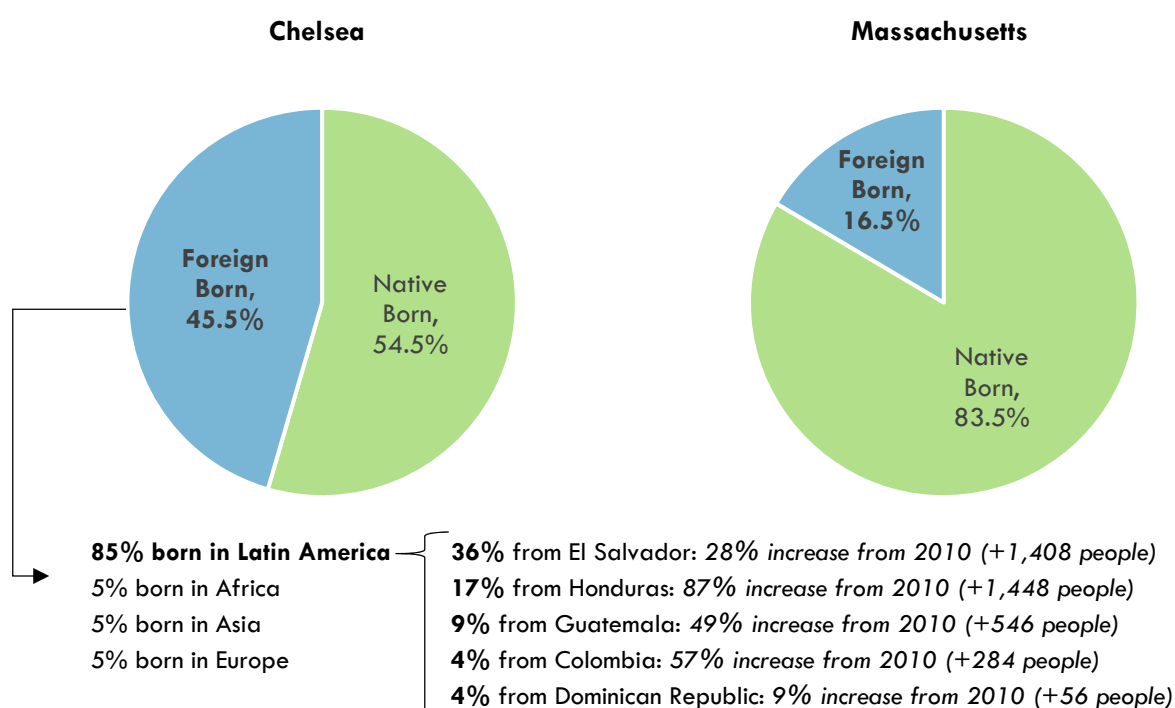


Source: ACS 2014-2018 5 Year Estimates Notes: * indicates non-Hispanic/Latino ** of any race

A large proportion of Chelsea residents, more than 45 percent at last measure, are foreign-born. This is a much higher proportion than the nearly 17 percent of immigrants found in the state as a whole.¹² The majority of foreign-born residents in the city (85 percent of this group) are from Latin America – El Salvador, Honduras, Guatemala and Colombia, followed by residents from the Dominican Republic in the Caribbean. The proportion of city residents from the four Latin America countries has grown substantially since 2010. The remaining 15 percent of foreign-born city residents are from the continents of Africa, Asia and Europe.

Figure 3. A large proportion of residents are foreign-born, with a majority coming from Latin America.

Nativity in Chelsea and Massachusetts, 2018



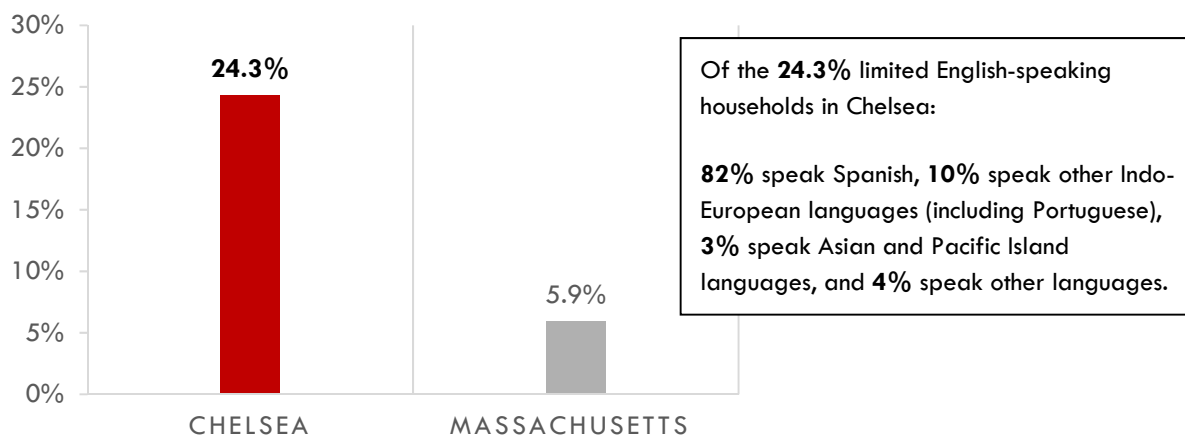
Source: ACS 2014-2018 5 Year Estimates, Table B05006

Based on the high numbers of recent immigrants, as might be expected, a large number of households in Chelsea speak languages other than English. Nearly one quarter of these are considered limited English-speaking households in contrast to only six percent of this type in the state as a whole. Of this group of limited English-speaking households, the dominant majority speak Spanish, with 10 percent speaking other European languages including Portuguese, and only three percent speaking Asian languages.

¹² In 2019, Massachusetts ranked seventh in the nation for percent of foreign-born population by state.

Figure 4. Nearly one quarter of households in Chelsea experience English language limitations.

Share of Households that are Limited English Speaking in Chelsea and MA, 2018



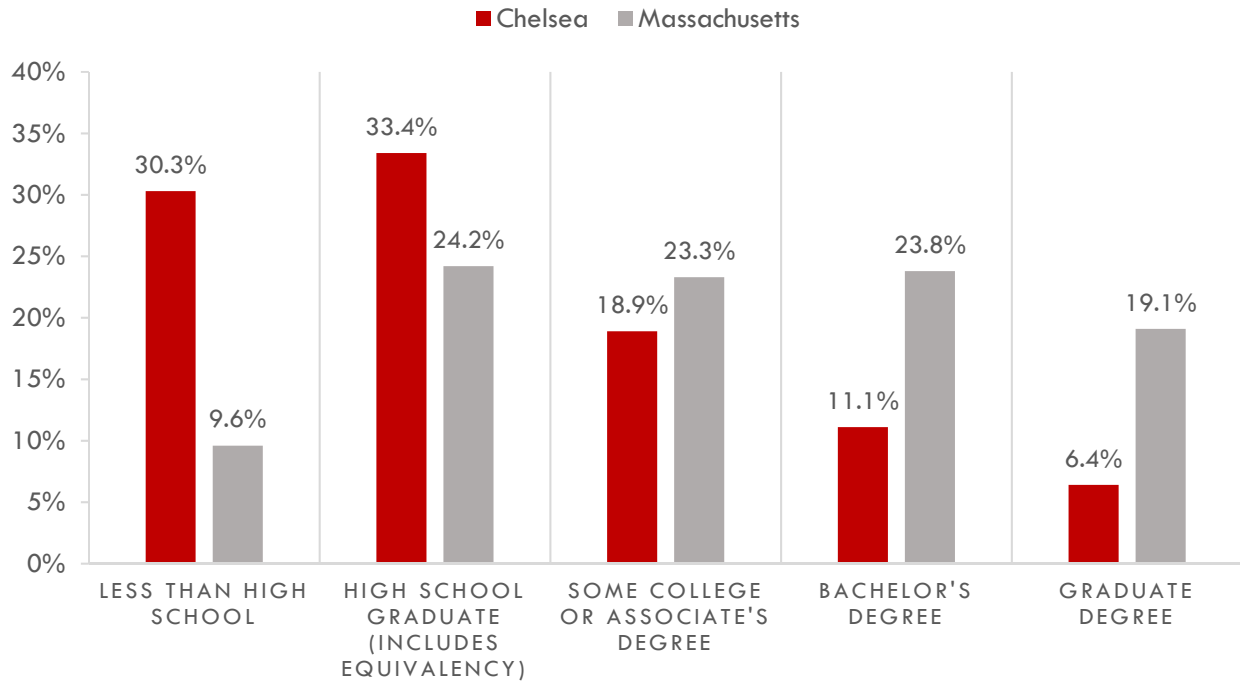
Source: ACS 2014-2018 5 Year Estimates

Chelsea city residents, for the most part, possess much lower levels of educational attainment than residents of the Greater Boston region, and residents of the state more generally. Two-thirds of city residents have obtained a high school diploma or lower, with nearly half of that population having less than a high-school diploma. While qualitative data suggest that many residents actually have obtained education and degrees outside of the U.S., limited U.S. accredited education creates challenges for workers, as many jobs in the immediate region require bachelor’s degrees. This factor makes it clear that a large number of Chelsea residents likely seek and acquire job opportunities with lower educational barriers to entry.

In a competitive labor market like that of the Greater Boston area, it is important to recognize that Chelsea residents may also be shut out of “higher barrier to entry” jobs. Some jobs do require advanced technical skills and credentials. However, it is common to see inflated job requirements for non-technical jobs because of the well-educated population in the region (e.g., administrative assistants with master’s degrees). Using advanced credentials as a “sorting” mechanism effectively can shut Chelsea residents out of some opportunities. Furthermore, many residents have credentials from outside of the U.S., which may not be meaningful to regional employers. For these reasons, some staff in the workforce development space advocate consideration of experience over education, especially in underrepresented populations.

Figure 5. Educational attainment rates are much lower than in the state – two-thirds of city adults have obtained no greater than a high school degree or equivalent.

Educational Attainment for the Population 25 years and over in Chelsea and MA, 2018

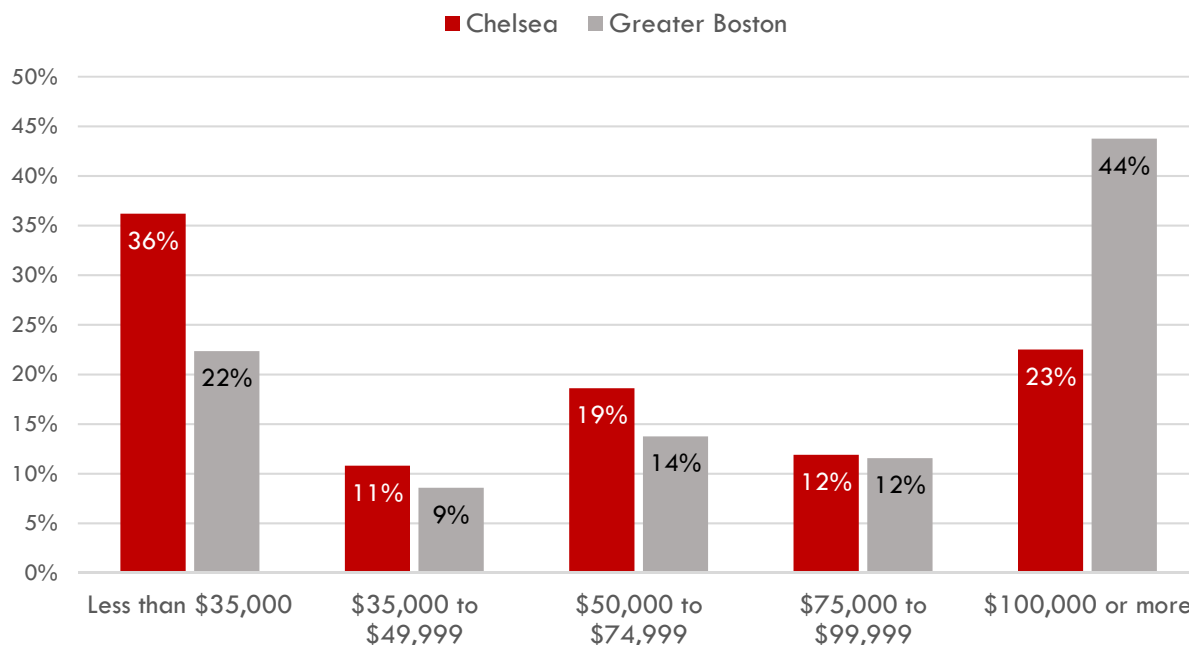


Source: ACS 2014-2018 5 Year Estimates

Likely a result of limited job opportunities, Chelsea household income levels also tend to be lower than income levels in the Greater Boston region. Two-thirds of households in the city earn less than \$75,000 annually and nearly half of Chelsea households earn less than \$50,000. In a high-cost area like Greater Boston, these lower household income levels lead to higher household cost burdens for city residents.

Figure 6. Two-thirds of city households earn less than \$75,000 annually

Distribution of Households by Income Level, Chelsea versus Greater Boston, 2018



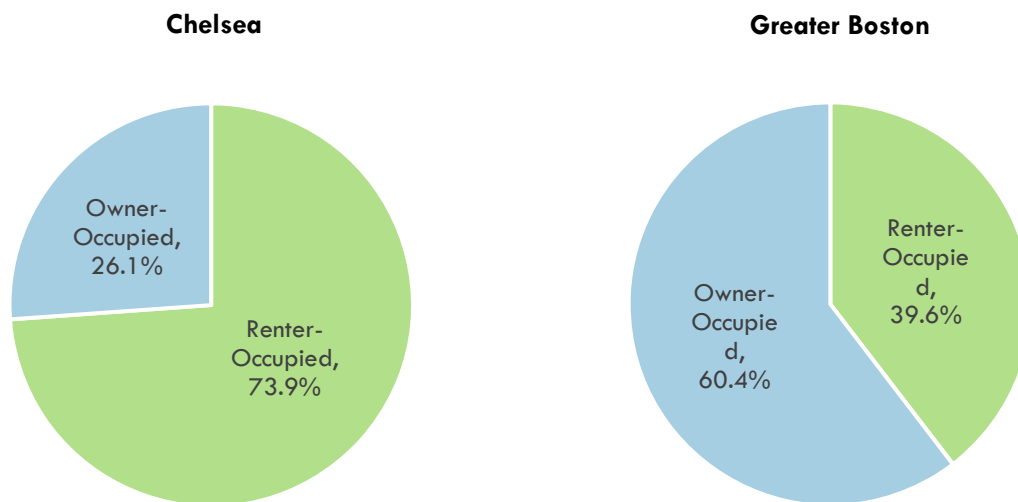
Source: ACS 2014-2018 5 Year Estimates

In terms of housing tenure, Chelsea has a disproportionately high number of renter households over owner-occupied households. Nearly three-quarters of housing in the city is renter occupied in contrast to only 40 percent of housing units in the state. In an area with high rental costs, Chelsea’s lower-income renter households are particularly stretched, facing high housing cost burdens.¹³ Overall, more than half of renter households in Chelsea are housing cost burdened. For middle and lower-income households, those proportions are higher. Nearly 70 percent of renter households in Chelsea earning between \$35,000 and \$50,000 are housing cost burdened. Similarly, nearly 75 percent of renter households earning less than \$35,000 are housing cost burdened.¹⁴

¹³ According to HUD’s definition, cost-burdened families are those “who pay more than 30 percent of their income for housing” and “may have difficulty affording necessities such as food, clothing, transportation, and medical care.” See: *Rental Burdens: Rethinking Affordability Measures*. PD&R Edge. HUD User Home. https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_092214

¹⁴ *Greater Boston Regional Compact, Regional Overview and Major Indicators*. UMass Donahue Institute. January 30, 2019.

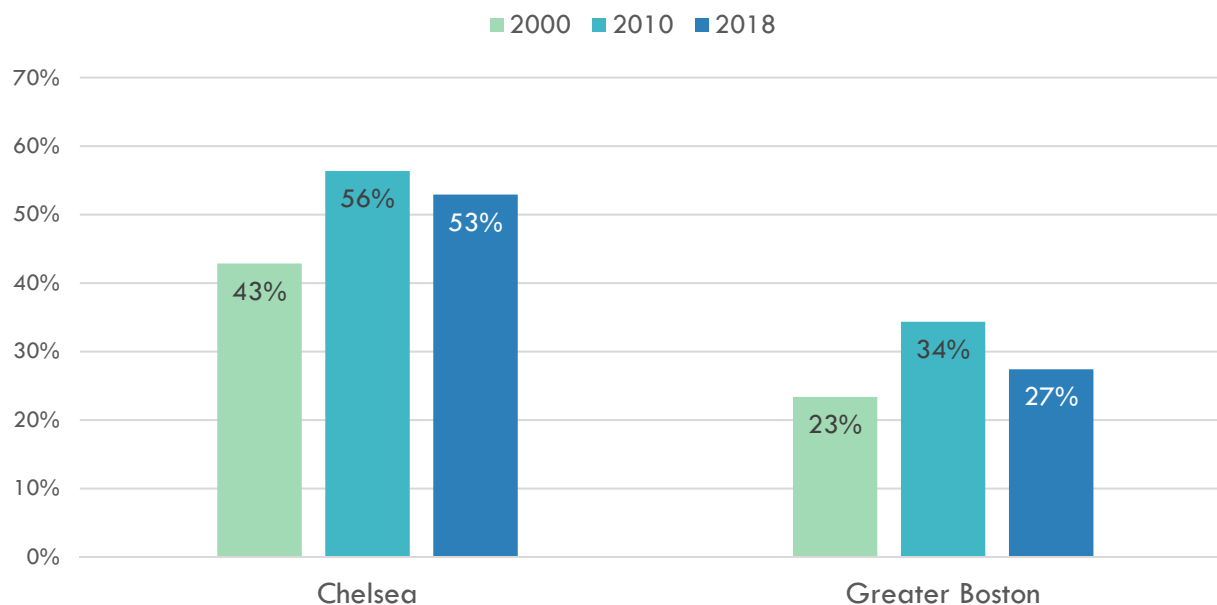
Figure 7. Housing Tenure in Chelsea vs. Greater Boston, 2018



Source: ACS 2014-2018 5 Year Estimates. Note: Greater Boston is defined as the aggregate of Suffolk, Middlesex, Norfolk, Essex and Plymouth counties.

Figure 8. More than half of renter households in Chelsea are housing cost-burdened, nearly twice the rate than Greater Boston renters as a whole

Percent of Renter Households Spending 30% or More of Income on Housing, 2000-2018



Source: U.S. Census Bureau 2000 and 2010 Decennial Censuses, ACS 2014-2018 5 Year Estimates

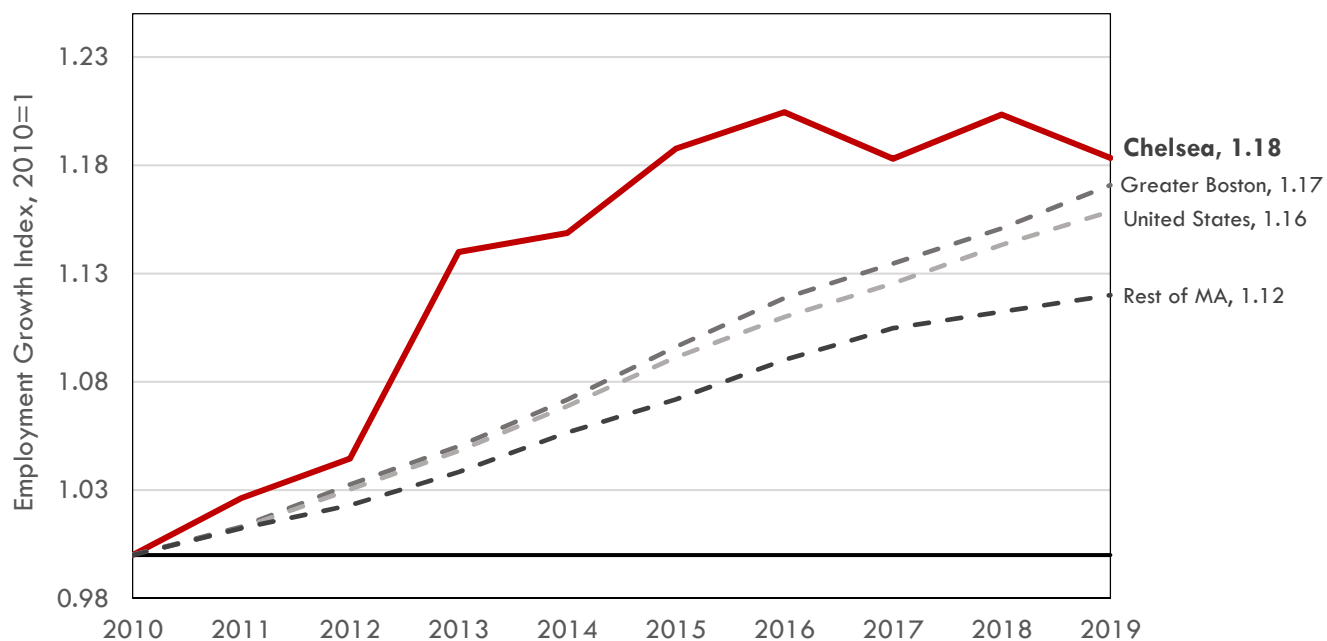
Employment and Industry Growth

The largest employing industries in town include: government (various types); health care and social assistance; administrative and support and waste management and remediation services, retail trade, wholesale trade, manufacturing and accommodation, and food services.

Remarkably, since the 2009 recession, employment in Chelsea has grown by 18.3 percent, a slightly higher rate than jobs growth in Greater Boston or in the state as a whole. Recent pre-COVID-19 jobs growth in the city has been strong in several industries including professional, scientific, and technical services, wholesale trade, health care and social assistance, administrative and support, and waste management and remediation services, finance and insurance, construction and accommodation and food services. However, given the very large proportion of city residents who commute out of the city for work, employment growth and economic conditions in the Greater Boston region are currently as important to Chelsea workers as conditions in the city.

Figure 9. Employment located in Chelsea has grown at a very high rate since 2010

Employment Growth Index, Chelsea Compared to Greater Boston, Rest of State and Nation



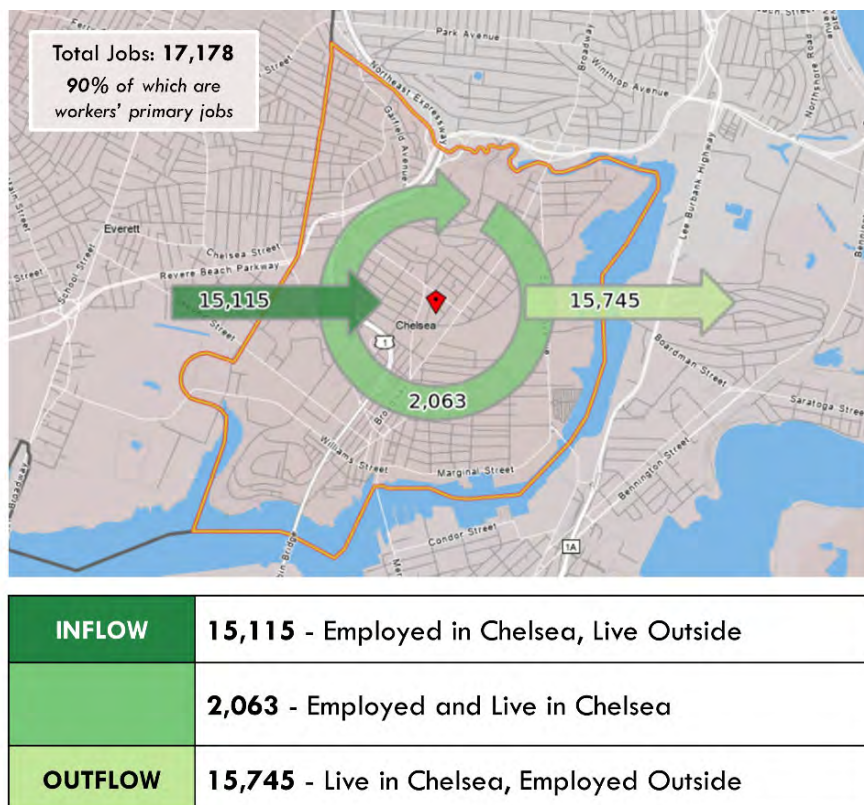
Source: MA Executive Office of Labor and Workforce Development, ES-202 Note: Greater Boston is defined as the aggregate of Suffolk, Middlesex, Norfolk, Essex and Plymouth counties.

Work Location and Commuting

A look at commuting patterns and work locations shows that, remarkably, nearly all resident workers in Chelsea leave the city for work outside the city and nearly the same number of workers commute into jobs in the city. More than 15,700 employed residents leave the city for work outside the city, while approximately 15,100 workers commute into the city, and roughly 2,000 of employed residents stay in the city for work. When it comes to commuting destinations, Boston is by far the top work destination—38 percent of working Chelsea residents work there. The second highest commuting destination is Cambridge, although only 4.8 percent of workers commute there. Cambridge is followed by smaller numbers of commuters to various other cities throughout the Greater Boston region. The largest numbers of in-commuters come from cities adjacent—or very close—to Chelsea. Boston is the top city of origin for Chelsea in-commuters followed by Revere, Lynn, Everett, Malden, and Somerville.

Figure 10. Nearly equal numbers of Chelsea residents leave the city for work as the number of in-commuters to the city for work.

Chelsea Inflow/Outflow of Workers, 2017



Source: U.S. Census Bureau LEHD Origin-Destination Employment Statistics accessed via OnTheMap. Data are most recent at time of pull (September 2020).

Table 1. Boston is by far the top work destination for Chelsea residents – 38 percent of Chelsea workers commute there.

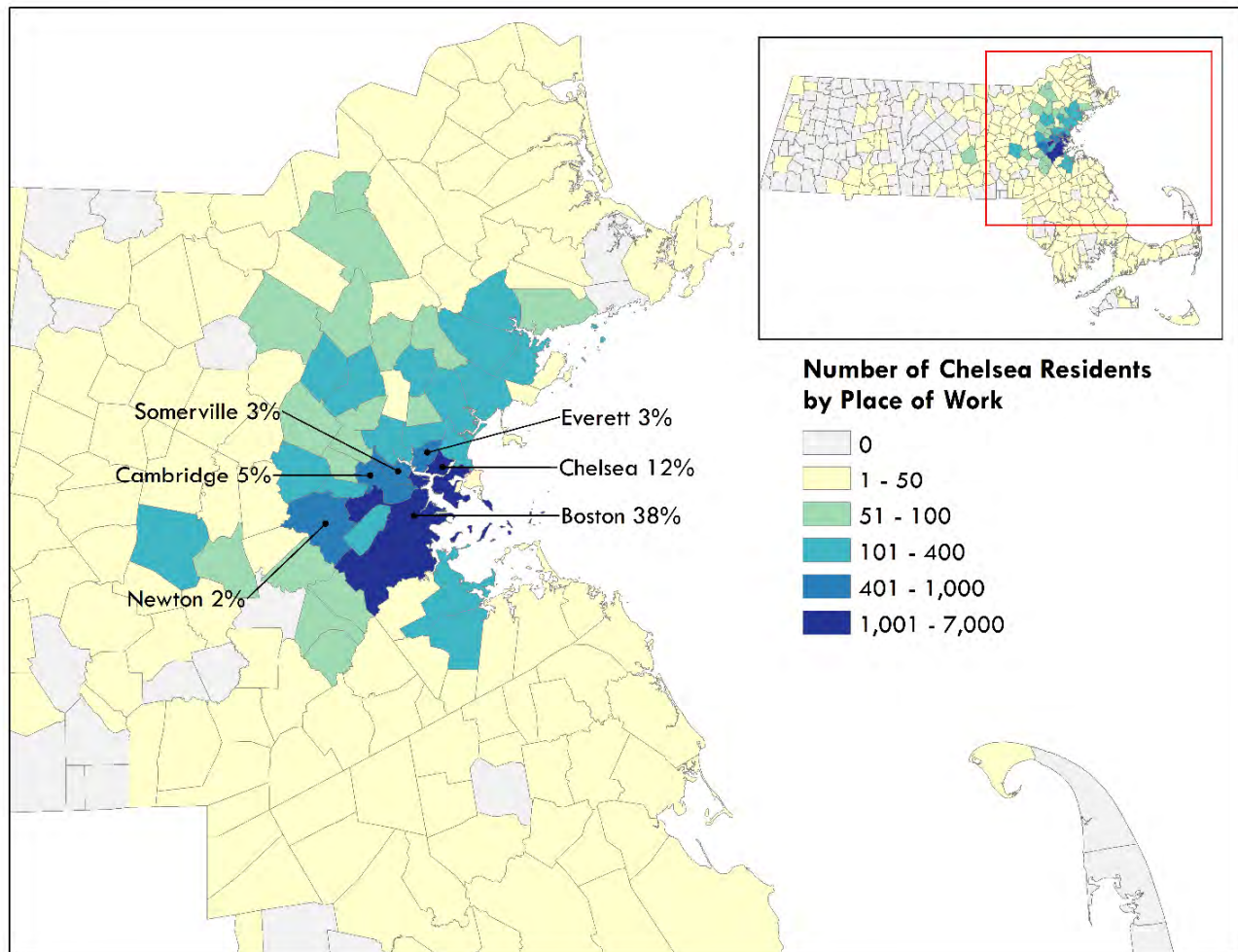
Inflow/Outflow of Workers in Chelsea by Top 15 Destinations, 2017

Top 15 Work Destinations of Chelsea Residents	Count	Share	Top 15 Home Origins of Workers in Chelsea	Count	Share
Boston	6,763	38.0%	Boston	2,317	13.5%
Chelsea	2,063	11.6%	Chelsea	2,063	12.0%
Cambridge	854	4.8%	Revere	1,054	6.1%
Somerville	475	2.7%	Lynn	939	5.5%
Everett	456	2.6%	Everett	716	4.2%
Newton	433	2.4%	Malden	569	3.3%
Waltham	346	1.9%	Somerville	389	2.3%
Woburn	345	1.9%	Saugus	352	2.0%
Revere	307	1.7%	Peabody	317	1.8%
Lynn	288	1.6%	Medford	309	1.8%
Malden	286	1.6%	Cambridge	268	1.6%
Medford	213	1.2%	Winthrop	255	1.5%
Peabody	213	1.2%	Lawrence	248	1.4%
Burlington	178	1.0%	Quincy	219	1.3%
Danvers	170	1.0%	Lowell	218	1.3%

Source: U.S. Census Bureau LEHD Origin-Destination Employment Statistics accessed via OnTheMap
<https://onthemap.ces.census.gov/>

Figure 11. Chelsea residents work in jobs all across Greater Boston, especially on the northern side of the 128 beltway, but also to other parts of the state.

Commuting Destinations of Workers Living in Chelsea, 2017



Source: U.S. Census Bureau LEHD Origin-Destination Employment Statistics accessed via OnTheMap

Industry employment

Chelsea residents are employed predominantly in healthcare and social assistance, accommodation and food services, administration and waste services, and retail trade. Work in these industries is followed by professional and technical services, educational services, manufacturing, and transportation and warehousing.

Table 2. Large numbers of residents are employed in healthcare, accommodation and food services, administration and waste services, and retail trade.

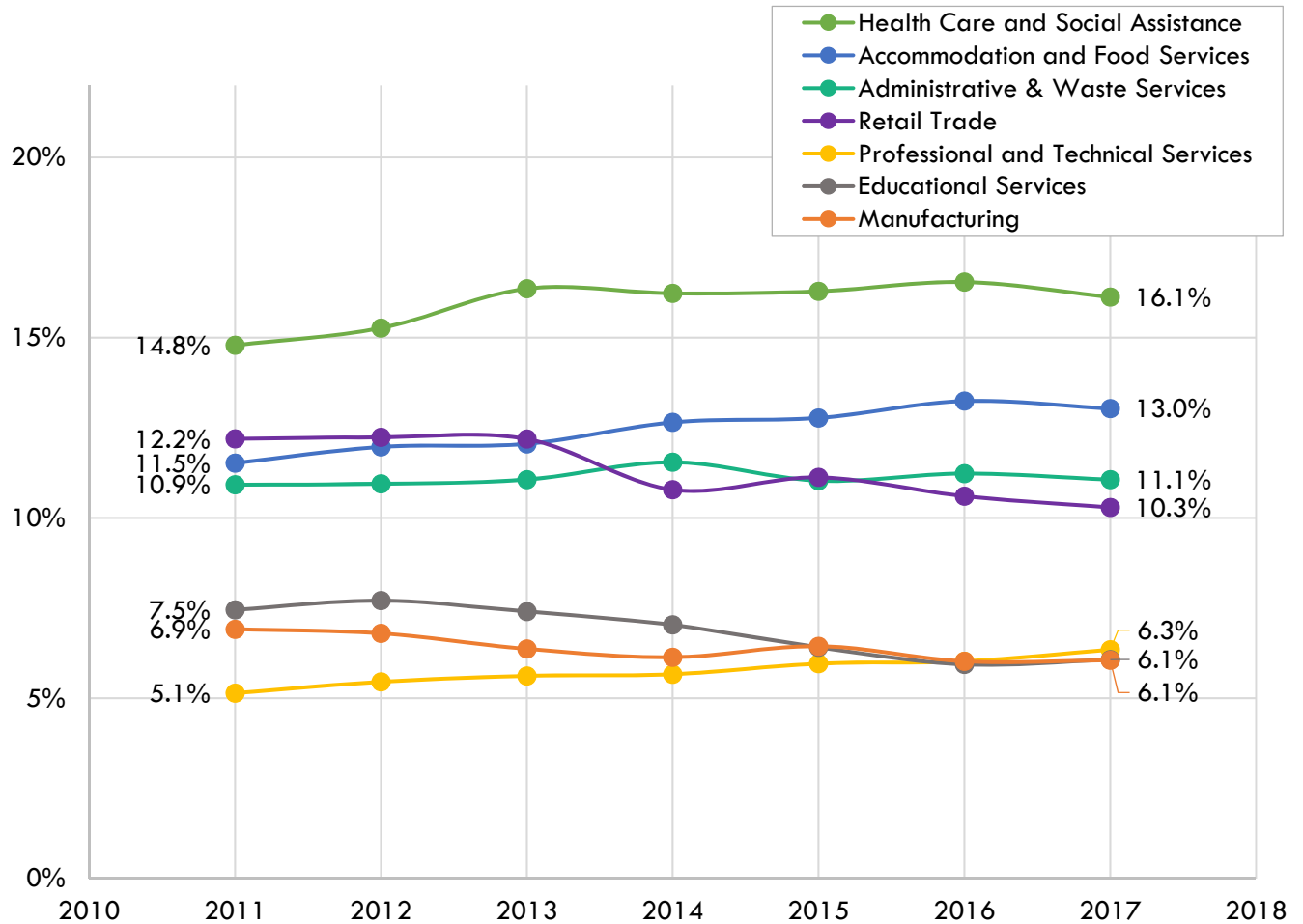
Industry Employment of Chelsea Residents and Jobs within Chelsea by Industry

<i>Industries</i>	<i>Jobs of Chelsea Residents by Industry (work location can be anywhere)</i>			<i>Jobs within Chelsea by Industry</i>		
	<i>Industry Rank</i>	<i>Count</i>	<i>Share</i>	<i>Industry Rank</i>	<i>Count</i>	<i>Share</i>
Health Care and Social Assistance	1	2,872	16.1%	1	2,726	15.9%
Accommodation and Food Services	2	2,321	13.0%	9	1,092	6.4%
Administration & Waste Services	3	1,970	11.1%	5	1,748	10.2%
Retail Trade	4	1,833	10.3%	3	1,900	11.1%
Professional and Technical Services	5	1,130	6.3%	11	348	2.0%
Educational Services	6	1,081	6.1%	7	1,341	7.8%
Manufacturing	7	1,078	6.1%	6	1,374	8.0%
Transportation and Warehousing	8	985	5.5%	8	1,288	7.5%
Wholesale Trade	9	725	4.1%	4	1,790	10.4%
Other Services	10	703	3.9%	10	470	2.7%
Finance and Insurance	11	683	3.8%	15	106	0.6%
Construction	12	646	3.6%	14	227	1.3%
Public Administration	13	613	3.4%	2	2,068	12.0%
Information	14	331	1.9%	17	28	0.2%
Real Estate and Rental and Leasing	15	302	1.7%	13	272	1.6%
Management of Companies	16	245	1.4%	12	332	1.9%
Arts, Entertainment, and Recreation	17	235	1.3%	16	68	0.4%
Utilities	18	33	0.2%	20	0	0.0%
Agriculture	19	21	0.1%	18	0	0.0%
Mining	20	1	0.0%	19	0	0.0%

Source: U.S. Census Bureau LEHD Origin-Destination Employment Statistics accessed via OnTheMap

Figure 12. The proportion of residents working in health care and in accommodation and food services has continued to increase

Industry Employment of Chelsea Residents, 2017 (work location can be anywhere)



Source: U.S. Census Bureau LEHD Origin-Destination Employment Statistics accessed via OnTheMap

Common Occupations and Skill Sets

Major skill sets of Chelsea residents can be deduced by looking at the major occupational groups they work in. Chelsea residents predominantly have jobs in office and administrative support occupations and food service occupations. After this, we see large groups of transportation workers, sales workers, and management occupations. The third highest occupational types in terms of worker numbers are healthcare occupations, building and grounds and maintenance workers, and business and financial occupations. The occupation data illustrate that the resident population of Chelsea is highly educationally diverse. The city is home to large numbers of both highly skilled workers (management occupations, healthcare practitioners, business and financial occupations) as well as jobs that require less school-based education (food services, transportation, building and grounds, and maintenance).

As the tables in this section illustrate, residents in the city are increasingly finding work in the trades or in fields that do not require advanced formal education. For example, when it comes to fast-growing occupations among residents in the city, a large number involve work in the trades (food services; transportation; construction) or an associate's level educational credential (healthcare support; computer occupations). A large proportion of Chelsea resident workers have jobs in occupations with low barriers to entry. Seventy-two percent of Chelsea resident workers have jobs in occupations requiring low levels of educational attainment including only some college or a non-degree award (no degree); high school or equivalent; or no formal educational credential at point of entry). When it comes to the top 20 most common occupations held by city residents, 16 out of the 20 require at maximum a high school degree or no formal educational credential at point of entry.

Table 3. Since 2010, the city has seen large increases in residents in low-wage occupations as well as in a few high-wage occupations

Top 20 Occupations (2-digit SOC) of Workers Living in Chelsea, Regardless of Work Location

SOC	Description	Rank	2019 Resident Workers	% Change 2010-2019
43-0000	Office and Administrative Support Occupations	1	2,378	4%
35-0000	Food Preparation and Serving Related Occupations	2	2,151	37%
53-0000	Transportation and Material Moving Occupations	3	1,878	35%
41-0000	Sales and Related Occupations	4	1,613	3%
11-0000	Management Occupations	5	1,413	42%
29-0000	Healthcare Practitioners and Technical Occupations	6	1,066	19%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	7	1,003	10%
13-0000	Business and Financial Operations Occupations	8	1,003	36%
51-0000	Production Occupations	9	841	3%
47-0000	Construction and Extraction Occupations	10	763	51%
31-0000	Healthcare Support Occupations	11	758	40%
25-0000	Educational Instruction and Library Occupations	12	638	-8%
49-0000	Installation, Maintenance, and Repair Occupations	13	600	23%
15-0000	Computer and Mathematical Occupations	14	589	53%
39-0000	Personal Care and Service Occupations	15	505	15%
33-0000	Protective Service Occupations	16	418	-3%
21-0000	Community and Social Service Occupations	17	349	11%
17-0000	Architecture and Engineering Occupations	18	309	19%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	19	277	25%
19-0000	Life, Physical, and Social Science Occupations	20	229	38%
	All Other	-	166	20%

Source: Emsi Occupational Analysis using unsuppressed MA EOLWD data

Table 4. The most common occupations of city residents, require very little formal schooling
Top 20 Occupations (5-Digit SOC) for Workers Living in Chelsea, Regardless of Work Location

SOC	Description	2019 Workers	% Change 2010-2019	Typical Entry Level Education	Typical Work Experience Required
37-2011	Janitors and Cleaners	597	14%	No formal educational credential	None
35-3023	Fast Food and Counter Workers	584	38%	No formal educational credential	None
35-3031	Waiters and Waitresses	488	35%	No formal educational credential	None
41-2031	Retail Salespersons	457	-2%	No formal educational credential	None
11-1021	General and Operations Managers	405	53%	Bachelor's degree	5 years or more
31-1128	Home Health and Personal Care Aides	392	88%	High school diploma or equivalent	None
41-2011	Cashiers	391	2%	No formal educational credential	None
53-7062	Laborers and Material Movers	377	75%	No formal educational credential	None
29-1141	Registered Nurses	366	18%	Bachelor's degree	None
43-4051	Customer Service Representatives	349	41%	High school diploma or equivalent	None
43-9061	Office Clerks, General	319	6%	High school diploma or equivalent	None
53-7065	Stockers and Order Fillers	236	21%	High school diploma or equivalent	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	236	35%	Postsecondary nondegree award	None
43-6014	Secretaries and Administrative Assistants	234	13%	High school diploma or equivalent	None
43-3031	Bookkeeping, Accounting, & Auditing Clerks	223	-3%	Some college, no degree	None
33-9032	Security Guards	219	11%	High school diploma or equivalent	None
35-2014	Cooks, Restaurant	219	76%	No formal educational credential	Less than 5 years
15-1256	Software Developers & QA Analysts/Testers	211	84%	Bachelor's degree	None
37-2012	Maids and Housekeeping Cleaners	206	0%	No formal educational credential	None
43-1011	Supervisors of Office Support Workers	199	15%	High school diploma or equivalent	Less than 5 years
-	All Other	12,236	17%	-	-

Source: Emsi Occupational Analysis using unsuppressed MA EOLWD data

Table 5. Seventy-two percent of Chelsea resident workers hold jobs requiring low levels of formal educational attainment

Workers Living in Chelsea by Typical Entry Level Education of their Occupation, 2019

Typical Entry Level Education	Number of Resident Workers	Share of Resident Workers
No formal educational credential	4,876	28%
High school diploma or equivalent	6,239	36%
Postsecondary nondegree award	975	6%
Some college, no degree	419	2%
<i>Subtotal (some college or below)</i>	<i>12,508</i>	<i>72%</i>
Associate's degree	251	1%
Bachelor's degree	3,861	22%
Master's degree	270	2%
Doctoral or professional degree	478	3%
Grand Total	17,389	100%

Source: Emsi Occupational Analysis using unsuppressed MA EOLWD data

Occupational data about city residents, including typical education requirements, can be used to help shape new job training programs for workers in the city. Recent job postings show that there is demand in the immediate region to fill a large number of jobs that do not require postsecondary education.¹⁵ Nine of the top 15 largest ‘in-demand’ occupations offer median annual earnings of greater than \$40,000 per year. These nine jobs in the list (in descending order) include: supervisors of retail sales workers; customer service representatives; medical secretaries and administrative assistants; medical assistants; maintenance and repair workers; supervisors of office support workers; secretaries and administrative assistants; supervisors of food preparation and serving workers and computer user support specialists. Additional types of information about high growth occupations can be determined from various data sources, including top requested skills presented in Table 7.

Table 6. A surprising number of recent job postings nearby require no postsecondary education and offer median annual earnings of greater than \$40,000 per year

High Demand/Low Barrier Occupations in the Chelsea Vicinity, July 2019-July 2020

Job Postings requiring no Postsecondary Education and 0-1 years of Work Experience

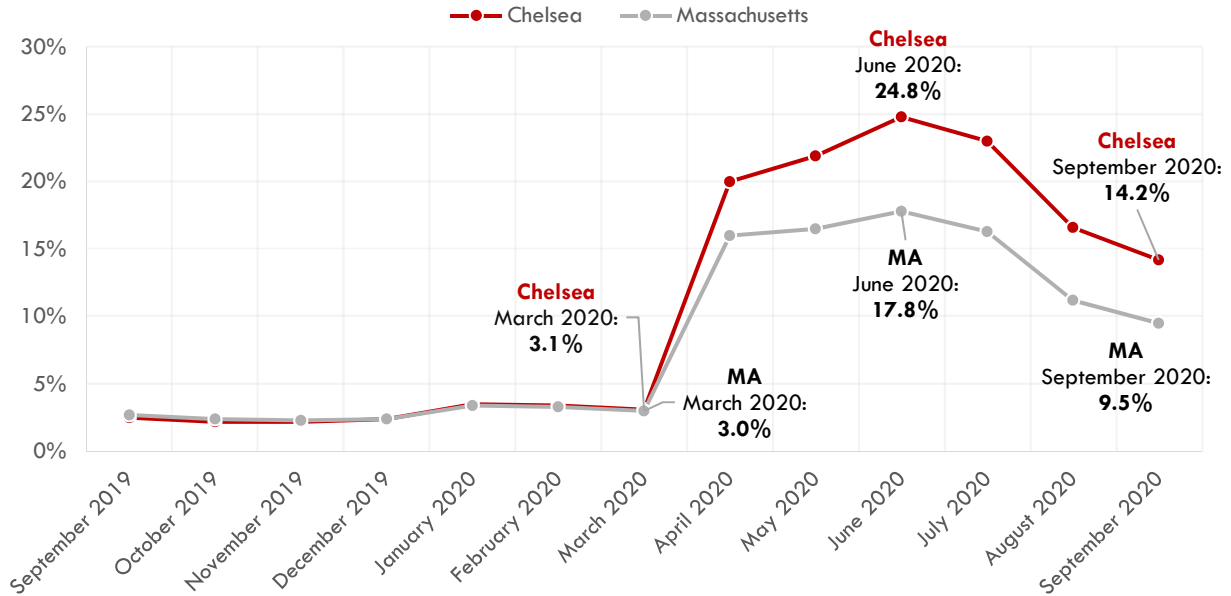
Occupation (SOC)	Unique Postings	Median Annual Earnings	Typical Entry Level Education
Supervisors of Retail Sales Workers	1,333	\$44,384	High school diploma or equivalent
Customer Service Representatives	1,271	\$41,784	High school diploma or equivalent
Retail Salespersons	959	\$28,250	No formal educational credential
Social and Human Service Assistants	861	\$33,200	High school diploma or equivalent
Medical Secretaries and Administrative Assistants	763	\$43,135	High school diploma or equivalent
Medical Assistants	706	\$40,583	Postsecondary non-degree award
Security Guards	667	\$35,236	High school diploma or equivalent
Maintenance and Repair Workers, General	595	\$47,176	High school diploma or equivalent
Supervisors of Office & Admin Support Workers	542	\$64,716	High school diploma or equivalent
Nursing Assistants	501	\$34,727	Postsecondary non-degree award
Secretaries and Administrative Assistants	492	\$47,414	High school diploma or equivalent
Stockers and Order Fillers	445	\$29,812	High school diploma or equivalent
Supervisors of Food Preparation and Serving Workers	344	\$41,717	High school diploma or equivalent
Computer User Support Specialists	340	\$62,510	Some college, no degree
Tellers	285	\$33,641	High school diploma or equivalent
Light Truck Drivers	265	\$38,311	High school diploma or equivalent
Home Health and Personal Care Aides	251	\$32,447	High school diploma or equivalent
Pharmacy Technicians	221	\$35,535	High school diploma or equivalent
Receptionists and Information Clerks	203	\$32,777	High school diploma or equivalent
Other	3,933	-	-

Source: Emsi Job Posting Analytics.

¹⁵ Chelsea Vicinity includes 23 cities and towns with at least 100 in commuters from Chelsea: Boston, Chelsea, Cambridge, Somerville, Everett, Newton, Waltham, Woburn, Revere, Lynn, Malden, Peabody, Medford, Burlington, Danvers, Braintree, Brookline, Quincy, Wakefield, Salem, Saugus, Watertown, and Framingham (see Figure 7)

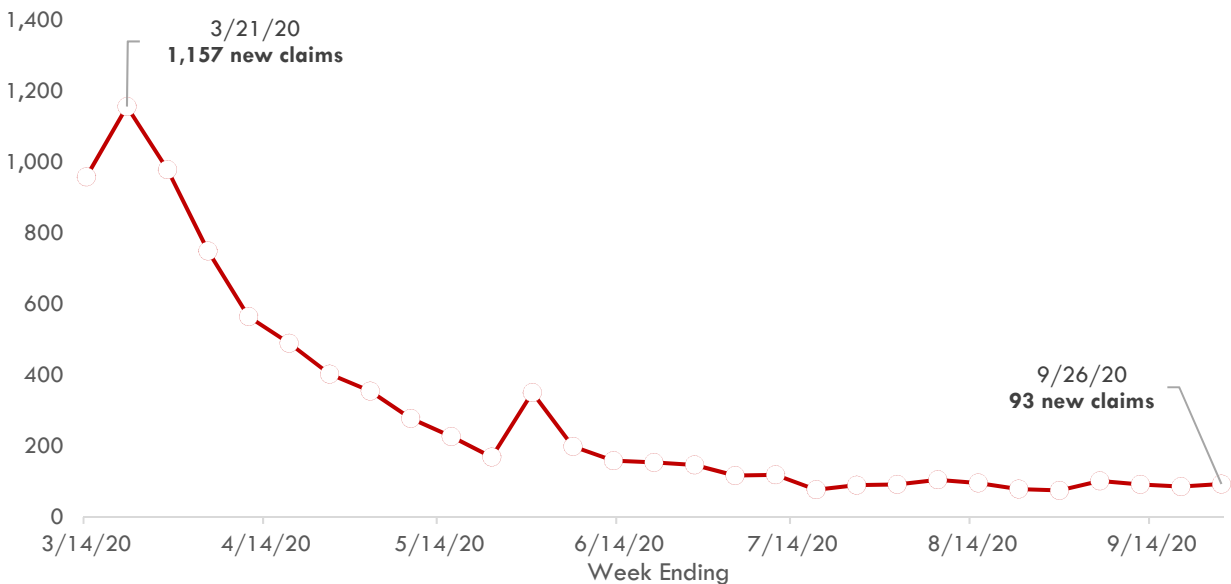
Figure 14. Unemployment data point to the serious economic problems faced by city workers due to loss of work as a result of business shutdowns.

Unemployment Rate, September 2019 to September 2020, Chelsea versus State



Source: MA Executive Office of Labor and Workforce Development, Local Area Unemployment (LAU) Statistics

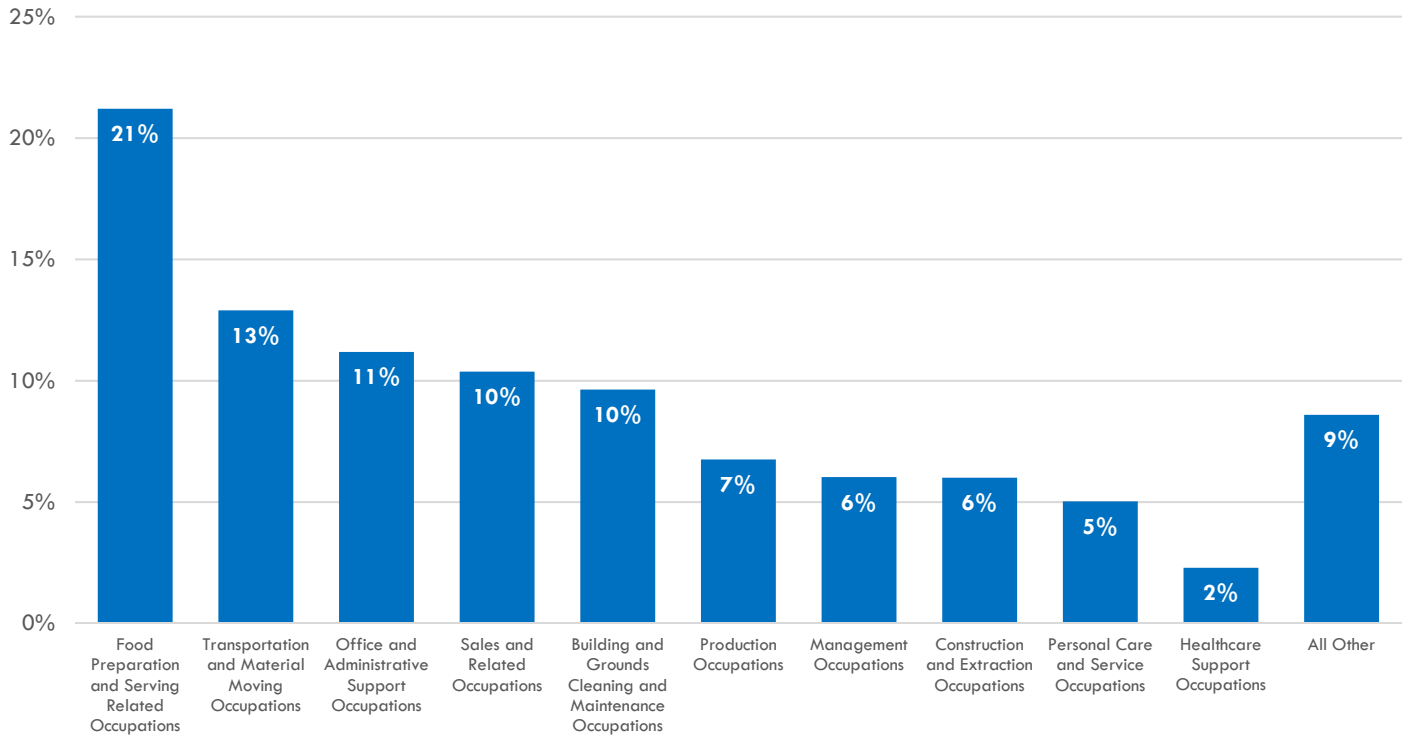
Figure 15. Number of Initial Unemployment Insurance Claims in Chelsea, March to September 2020



Source: MA Executive Office of Labor and Workforce Development, Weekly Initial Unemployment Claimant Data

Figure 16. City workers with jobs in food preparation and serving have been highly impacted, but workers in other sectors have also experienced job losses.

Occupational Shares of Initial Unemployment Insurance Claims in Chelsea since the Week Ending March 14, 2020



Source: MA Executive Office of Labor and Workforce Development, Weekly Initial Unemployment Claimant Data