



**Program  
Framework:**  
**Massachusetts  
Climate Service  
Corps**

# Acknowledgements

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# Executive Summary

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Massachusetts is positioned to establish a national benchmark for a premier Climate Service Corps, building on the successes of similar programs in other states while incorporating best practices from established young-adult training initiatives. This effort is designed to offer transformative, service-based experiences that enable individuals to engage meaningfully with the climate crisis in their local communities and access climate-critical career pathways.

The Climate Service Corps carries a clear dual mandate: to provide immediate climate-focused service to communities and to function as an entry point into climate-critical professions for young Massachusettsans. These goals will be achieved through intentional recruitment and onboarding, durable skill development, industry-aligned skill development, climate service and work-based learning, and coaching for next-step planning and placement support for alumni.

This report articulates a comprehensive framework for the proposed Climate Service Corps (CSC). The framework reflects rigorous research and analysis conducted by subject-matter experts engaged by the Massachusetts Clean Energy Center (MassCEC), who consulted a wide range of practitioners and service organizations nationwide through surveys and interviews. The framework combines effective components from a variety of training, workforce development, and service-based programs—both within the climate sector and from broader youth employment models. The programmatic elements described herein have been field-tested and exemplify recognized best practices in climate-related service and career pathways training.

A distinguishing feature of the proposed CSC is its strong emphasis on post-service career development. Unlike many Climate Corps models currently in operation, the Massachusetts initiative is deliberately designed to guide members toward the next phase of their professional journeys. Participants will gain firsthand exposure to pressing local climate issues and their solutions, supported by comprehensive training and individualized career planning. This structured approach ensures that Corps members are equipped with the competencies and direction necessary to pursue careers in climate-critical fields.

## Key Opportunities for the Massachusetts Climate Service Corps:

- Establish an Integrated Training & Career Pathways Model:** The Massachusetts Climate Service Corps should combine impactful climate service with comprehensive training and defined career pathways. This model aims to attract motivated young adults, while delivering tangible benefits to communities disproportionately affected by climate change. While 10 states have launched Climate Service Corps programs, Massachusetts has an opportunity to lead by emphasizing career development as a central pillar of its approach.
- Develop an Equitable Talent Pipeline:** A focus on equitable access ensures that the state's climate transition benefits all residents. This includes creating inclusive and supportive pathways for young adults from underrepresented populations, enabling them to gain a competitive advantage in attaining high-wage, in-demand career opportunities in climate-critical fields.
- Build on Proven Practices:** Existing service corps and young adult training programs offer a strong foundation for the Massachusetts Climate Service Corps. Key elements such as case management, wraparound support, employability and technical skills training, career advising, and hands-on service opportunities in climate resilience and clean energy should be adapted and incorporated into the Massachusetts model.

# Background

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The development of the Massachusetts Climate Service Corps responds to acute needs from both industry and the young people of Massachusetts. A July 2023 report published by MassCEC, ***“Powering the Future: A Massachusetts Clean Energy Workforce Needs Assessment<sup>1</sup>,”*** synthesizes research across a wide range of stakeholders and asserts that the Massachusetts clean energy workforce needs a robust and diverse expansion to meet increased climate demands:

To meet our 2030 greenhouse gas emission reduction targets, the Massachusetts clean energy workforce will need to grow by an additional 29,700 full-time equivalent workers, which will require 38,100 workers to be trained and ready to deploy some or all of their time on climate-critical work.

Across all clean energy sectors, over 140 occupations will see job increases, while 20 of these occupations will account for 65% of jobs added. These added clean energy jobs will not only help us meet our climate goals but also create increased economic opportunity, adding living-wage jobs with a median wage of over \$36 dollars per hour, using today’s dollars.

MassCEC has responded to this projected growth with significant commitment to workforce programming. Between FY23 and FY25, MassCEC awarded over \$55 million in Equity Workforce grants, which funded training for workers in low-income and burdened communities for high-quality careers and expanded the state’s capacity to address training gaps in priority occupations. For example, the Equity Workforce Program provided Greenfield Community College funds to develop and launch an HVAC training program with focused instruction for heat pump installation and maintenance.<sup>2</sup> Additionally, the Healey-Driscoll administration also announced additional funding to support expanded HVAC technician and heat pump training throughout the state’s community college system.<sup>3</sup>

While training, upskilling, and career navigation programs have expanded significantly, the lack of awareness of clean energy careers among young people remains an obstacle. MassCEC and other stakeholders have made strides in developing programs to educate students about clean energy and related professions, with a particular emphasis on reaching school-aged individuals. For example, the Executive Office of Education (EOE), in partnership with the Executive Office of Energy and Environmental Affairs (EEA) and MassCEC, launched a new Clean Energy Innovation Pathway program to increase early awareness of clean energy occupations. As a key part of this program, MassCEC developed a Clean Energy Career Awareness Curriculum in partnership with leading curriculum developers and experienced educators across the Commonwealth, complete with videos highlighting real-life jobs and innovation in the sector.<sup>4</sup> These efforts are crucial for cultivating a pipeline of young people interested in pursuing careers in the clean energy sector, encouraging them to consider the industry as a viable path as they plan for post-graduation education or training.

However, this focus on adult new entrant and upskilling training, and career awareness for school-aged youth doesn’t always reach a critical demographic: individuals aged 18 to 24. This age group is often underrepresented in existing programs, as many are neither enrolled in formal education nor have established career trajectories. A recent report detailing Massachusetts’ untapped talent identified 18 to 24-year-olds as one of seven key segments

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<sup>1</sup> [Massachusetts Clean Energy Workforce Needs Assessment](#), pg. 5

<sup>2</sup> See “Greenfield Community College Part of \$18M Grant Program to Drive Equitable Clean Energy Workforce Development,” Greenfield Community College Newsroom, Sep. 20, 2023, <https://www.gcc.mass.edu/newsroom/2023/09/20/greenfield-community-college-part-of-18m-grant-program-to-drive-equitable-clean-energy-workforce-development/>.

<sup>3</sup> See MassCEC, “Heat Pump and HVAC Training Network,” <https://www.masscec.com/program/heat-pump-and-hvac-training-network>.

<sup>4</sup> MassCEC. “Massachusetts Climate Careers: Powering the Future.” <https://cleanenergyeducation.org/curriculum/>.

of untapped workers and noted that, among those segments, 18 to 24-year-olds had the highest unemployment rate at 16.9%.<sup>5</sup> Developing an experiential learning initiative tailored to this group—one that acknowledges their unique lived experiences and competencies as young adults while offering opportunities for skill development and professional growth—is an essential component of the Commonwealth's strategy to build a diverse, skilled clean energy workforce.

In fall 2023, Massachusetts Climate Chief Melissa Hoffer issued a comprehensive report titled ***“Recommendations of the Climate Chief”***<sup>6</sup> which offered a detailed overview of all aspects of the state’s climate policy. The report emphasized that planning around workforce development and clean energy economic development are key for improvement. In the report, recommendation 36 calls for the creation of a state Climate Service Corps (CSC). Specifically, the report states:

The Commonwealth, led by MassCEC and the Climate Office, should establish a Climate Service Corps, consistent with the 2050 CECP, to drive awareness, engage residents and institutions, and develop career paths integral to climate-critical solutions.

A Climate Service Corps is defined as “an organization that creates opportunities for people to take action to reduce emissions and make our communities more resilient.”

The Massachusetts Climate Service Corps should create opportunities for people to take action to reduce emissions and make our communities more resilient, provide volunteer opportunities for all, and offer targeted programs focused on youth, preparing them for good-paying jobs in clean energy and climate resilience.

While Massachusetts has many longstanding programs for young adults, few integrate career pathways to climate-critical occupations. Leading programs such as YearUp, City Year, and YouthBuild serve this demographic, but their focus does not align with clean energy sectors. YouthWorks provides valuable employability training, but is oriented to short-term experiences with limited connection to clean energy industries.

A review of existing programs within Massachusetts and nationally indicates that a Massachusetts Climate Service Corps could address a significant gap by combining climate resilience awareness with robust service opportunities, training, and career pathways in climate-critical fields. The Massachusetts Climate Service Corps directly responds to the workforce needs of the clean energy sector and the career development needs of young adults, while offering meaningful opportunities to address climate challenges and providing a clear pathway to high-wage, high-demand climate-critical occupations.

## Research and Best Practices

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To guide the development of the program framework for the Climate Service Corps, the research and design process encompassed a comprehensive review of pertinent reports and documents. This included an analysis of climate corps models implemented in other states, a landscape assessment of national, regional, and Massachusetts-based service and climate programs, as well as interviews with subject matter experts and potential host organizations. Additionally, the process involved a thorough examination of federal and state funding opportunities and the facilitation of focus groups with young adults.

<sup>5</sup> Jerry Rubin and Ayanna Warrington, “Addressing the Labor Shortage in Massachusetts: Engaging Untapped Talent,” Project on Workforce at Harvard Kennedy School, September 2023, <https://pw.hks.harvard.edu/post/addressing-the-labor-shortage-in-massachusetts>

<sup>6</sup> [Recommendations of the Climate Chief](#), pg. 73

Peer state climate corps models reviewed were Arizona, California, Colorado, Hawaii, Maine, Maryland, Michigan, Minnesota, North Carolina, and Washington.

Federally funded models reviewed were Job Corps and Youth Build. National and regional models included were American Conservation Experience (ACE), City Year, Earth Corps, Green City Force, and Year Up. Massachusetts models included were AmeriCorps Cape Cod, Building Pathways, Groundwork USA, Habitat for Humanity of Berkshire County, Just-A-Start, MassCEC Internship Program, PowerCorps Boston, Safe & Healthy Homes of Lawrence, Student Conservation Association (SCA) Historic Preservation Corps, Student Conservation Association (SCA) Massachusetts Conservation Corps, Worcester Community Action Council (WCAC), and YouthWorks.

Funding streams reviewed included American Climate Corps, AmeriCorps, the Corporation for National & Community Service, The Corps Network, United States Youth Conservation Corps, Workforce Innovation and Opportunity Act (WIOA), and YouthWorks.

In addition, the following experts in young adult career development and clean energy programming were interviewed, and 2 focus groups with young adults (City Year and WCAC participants) were conducted. Individuals interviewed are listed below:

- Kirsten Brewer, Maine Climate Corps
- Marybeth Campbell, WCAC
- Lee Foley, Capitol Hill Partners
- Tonya Gale, Green City Force
- Eisha Gillam, Year Up, Scaling Solution
- Jorge Hernandez, Groundwork Lawrence
- Davo Jefferson, Power Corp
- Beth McGuinness, Mass Service Alliance
- Rosa Moreno, USDA/AmeriCorps
- Miriam Ortiz, Just-a-Start
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- Sacha Stadhard, Mass. Dept of Career Services
- Mary Vogel, Building Pathways

All inputs contributed to a rich landscape analysis, robust research findings, and articulated best practices. Existing service corps and young adult training programs across the state and the nation offer significant guidance regarding many of the key elements needed to implement a successful, high-quality program. This section provides a summary of key findings by topic area.

## Program Administration

Massachusetts can draw valuable insights from the funding models and structures of other state climate service corps programs. America's Service Commissions (ASC) maintains a State Climate Corps Profiles Hub<sup>7</sup>, which offers detailed profiles of existing and emerging state-level climate corps programs. Currently, many operating state climate service corps are primarily funded through AmeriCorps grants, with additional state-level support. Recent and anticipated changes in AmeriCorps funding may impact the structure and availability of this resource.

Most peer-state climate corps programs developed models in which a centralized statewide entity oversees program administration, establishing guiding principles and regulations, while individual localized programs

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<sup>7</sup> America's Service Commissions. [State Climate Corps Profiles](#)

retain financial and programmatic management responsibilities<sup>8 9 10</sup>. An exception to this model is California's Climate Action Corps, which is primarily funded through state general funds and uses a top-down "flagship" model, with program management at the state level by the state Service Commission<sup>11 12</sup>.

## Recruitment

A Data for Progress Climate Service Year poll revealed 65 percent of young respondents expressed concern about climate change, but felt uncertain about how they could personally make a meaningful impact.<sup>13</sup> The survey also highlighted a need for more information on available service opportunities and the types of work that could be undertaken. These findings align with insights gathered from the review of existing programs and expert interviews, which underscored the importance of targeted messaging and recruitment strategies for young adults. For example, Green City Force allocates dedicated staff for recruitment, typically community members who serve as trusted messengers. GroundWork Lawrence similarly emphasized the value of local connections, noting that in their community, communicating in native languages is essential for engagement. Additional programs such as Building Pathways, City Year, YearUp, and Corporation for National and Community Service all highlighted the critical role of strategic recruitment, recommending the use of social media platforms and first-person narratives from trusted messengers, particularly those from the young adult environmental justice (EJ) community.

In Massachusetts, several pathways exist to create a pipeline of potential program participants, including:

- Career and Technical Education (CTE) high schools,
- Innovation Pathways at comprehensive high schools,
- YouthWorks or WIOA program participants,
- Community-based organizations, especially those engaged in environmental initiatives, and
- Municipalities actively addressing local climate challenges.

To optimize recruitment efforts, it will be essential to tailor strategies to the eligibility requirements of funding streams and align them with broader state climate goals. Given their concern about climate change, young people represent a promising demographic for climate programs and careers, provided they are effectively engaged and informed.

## Belonging and Inclusion

Providing robust support services is essential to fostering a sense of belonging and inclusion for members, as demonstrated by programs like Mass Service Alliance, WCAC, Just-a-Start, and Green City Force. Recognizing that members have needs beyond service and employment, programs should offer a range of supports, including adequate stipends, health care, transportation subsidies, childcare assistance, and case management. Leaders at WCAC highlighted the importance of acknowledging the impact of trauma and life instability on participants, emphasizing that recognizing these challenges is crucial for program effectiveness.

<sup>8</sup> Northern Arizona University. [Arizona Climate Resilience Corps Presentation for Commission](#).

<sup>9</sup> Maine Commission for Community Service. [Maine Climate Corps](#).

<sup>10</sup> NC Governor Roy Cooper Press Release. [Governor Cooper Announces North Carolina Climate Action Corps](#). September 20, 2023.

<sup>11</sup> California Volunteers Office of the Governor. [2023 California Climate Action Corps Expansion Funding Opportunity](#).

<sup>12</sup> CA Governor's Office of Land Use and Climate Innovation. [Climate Resilience Planning Resources](#).

<sup>13</sup> *Transforming Young People's Climate Concern into Climate Action*, Data for Progress (May 11, 2022), <https://www.dataforprogress.org/blog/2022/5/11/transforming-young-peoples-climate-concern-into-climate-action>

Focus group participants consistently reported the value of comprehensive support systems in their programs, including mental health services, temporary housing assistance, and post-service support such as mentorship, networking, and career readiness. Examples include Green City Force, who offers both individual and group social-emotional support sessions, YearUp, who connects students to resources like housing, food, transportation, and childcare through its Student Services Team, and Building Pathways, who employs a “Retention Coordinator” to ensure participants stay on track and receive the necessary guidance throughout the program.

## Career Pathways

While national and state-level service programs, such as the Service Alliance, Mass Service Alliance, New Profit, and the Corporation for National and Community Service, are advancing toward career pathways and career-oriented education, these models are still in the early stages of development and national scaling. Given the objective of preparing participants for well-paying careers in the climate sector, many of which require substantial training, the Massachusetts Climate Service Corps should serve as an on-ramp to long-term career pathways.

Several national and local models that align with career pathway principles offer valuable lessons. Programs like Building Pathways, PowerCorps, and Just-a-Start each feature demand-driven curricula, variable training durations, and leverage existing training infrastructure. These programs provide multiple tracks, offering young adults diverse career pathways and serving as stepping stones to advanced careers. For example, Just-a-Start is developing a solar technology pathway, while WCAC has initiated a pilot Green Jobs Academy. Training within these programs typically includes a foundational phase focused on work readiness and general skills, followed by specialized training. Additionally, participants may choose to exit before specializing.

Several localized programs offer industry-aligned certifications, such as for weatherization fundamentals, OSHA-10, building science, lead safety, and first aid. Statewide program designs vary in the extent to which these certifications are integrated, with some programs focusing credentialing on crew leadership<sup>14 15</sup>. Information available from state websites indicates that state-level programs vary in the extent to which their grantees’ performance is evaluated based on whether industry-aligned credentialing opportunities are facilitated for their Corps members, with some peer state programs in the process of developing formal performance metrics.

## Alumni Support

Recognizing the importance of ongoing support after program completion to ensure sustained impact, several programs—including WIOA, Just-a-Start, WCAC, and Green City Force—offer post-exit services or maintain contact with their participants. For example, Just-a-Start provides follow-up services for up to one year. Similarly, Green City Force is enhancing its alumni network by offering upskilling opportunities and fostering a sense of community through newsletters and events, drawing parallels to a college alumni association. Mass Service Alliance finds that an alumni engagement plan can be “an effective way strategy for increasing post-service career success.”<sup>16</sup>

<sup>14</sup> Volunteer Michigan. [Michigan Climate Corps Overview & Programs](#).

<sup>15</sup> Serve Colorado. [Colorado Climate Corps](#)

<sup>16</sup> Service Year Alliance, [Developing, Expanding, and Enhancing Service Year Programming: Climate & Environmental Resilience](#), page 43.

# CSC Program Framework

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## Design Principles

The CSC has been designed for priority populations that include individuals from Environmental Justice (“EJ”) neighborhoods or low-income communities, members of federally recognized or state-acknowledged tribes, and members of underrepresented communities in the clean energy workforce.<sup>17</sup> To select an optimal group of participants who would be most prepared to enter climate critical occupations upon completion of the CSC, eligibility requirements for participation should include a focus on 18 and 24 years olds who hold a high school diploma or equivalent, and who demonstrate an interest both in climate change and pursuing a career in a related technical field.

The following design principles should govern the development of the program to ensure the work is comprehensive and able to meet the initiative’s desired outcomes. While regional labor markets and the composition of climate critical occupations vary across the Commonwealth, adopting these principles will ensure consistency of outcomes across the state. The Massachusetts CSC should:

1. Contribute to the talent pipeline for climate critical occupations in demand in specific regions.
2. Ensure equity and inclusion via purposeful recruitment, sufficient wages, and effective support.
3. Provide an integrated sequence of learning and service activities that constitute the start of a career pathway.
4. Incorporate opportunities for connections with a range of adults to help Corps members build social capital and networking skills.
5. Enable a smooth transition from services corps to continued education, training, or career opportunities.
6. Be designed to have a positive impact both on members and community climate challenges.
7. Offer young people the opportunity to tackle climate change via a compensated service opportunity.

Each of these design principles has informed the key program components for the CSC.

## Key Components

To achieve the program’s objectives and incorporate best practices identified through research, the Climate Service Corps (CSC) has been structured around five key components, each outlined below and further detailed in the accompanying tables. The responsibility for implementing and overseeing these components will be shared between MassCEC and the “host organizations”—local entities across the state that will manage Corps members and supervise their activities. MassCEC will select and collaborate with these host organizations to fulfill the program’s goals. The five core program elements are as follows:

**1 | Recruitment, Assessment and Onboarding:** Coordination of all administrative and fiscal processes, the recruitment and partner outreach plans, and service site development. Member applications are evaluated, and members are selected and onboarded for the first cohort.

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<sup>17</sup> Depending on the funding source, participants might be required to be a citizen, national, or permanent resident of the United States, and pass an FBI and National Sex Offender Registry check.

2 | **Durable Skill Development and Coaching:** Training and coaching work designed to prepare new Corps members for work-based learning, service and further training, including the start of durable skill training, participation in career advising, and time for host staff to get to know their members and any unique needs they may have while initiating stipends, benefits, and supports.

3 | **Industry-Aligned Skill Development:** Occupation-specific training for high demand, climate critical occupations. This can vary by host location and will be customized to local labor market information (LMI) and regional workforce needs. It will be driven in part by the availability of effective local trainers, and the host organizations' partnerships and training resources. As an example, one host organization may be focused on solar technician training, while another may offer training relating to housing insulation and building energy efficiency retrofit.

4 | **Climate Service and Work-Based Learning:** Corps members' period of active work/service, tackling local climate challenges. This will be the main component of the experience for Corps members, with a majority of time spent in work/service in the community. This component could be as short as 6 months or as long as 9 months, depending on funding availability. A 6-month duration would provide an accelerated, impactful service/work experience, whereas an additional three months could increase Corps members' ability to deeply engage and grow in their roles, potentially leading to greater impact of the program.

5 | **Placement, Enrollment, Next Step Planning, and Alumni Services:** First Post-graduation year – a 12-month phase for personal pursuit of a career pathway by the Corps graduate, with follow-up services and contact from the host organization.

More details on each element are provided below.

## 1 | Recruitment, Assessment and Onboarding

Purpose	Lay the foundation for the successful and sustainable implementation of a robust Climate Service Corps program.
Design Principles	<ul style="list-style-type: none"> <li>Contribute to the talent pipeline for climate critical occupations in demand in specific regions.</li> <li>Ensure equity, inclusion, and belonging through purposeful recruitment, sufficient wages, and attentive, people-centered supports.</li> </ul>
Goals	<ul style="list-style-type: none"> <li><b>Community Outreach:</b> Build the program brand and visibility as an opportunity for young adults to respond to climate challenges while exploring and training for high-quality career pathways and establish Climate Service Corps as a resource for building community understanding of clean energy and climate resilience priorities.</li> <li><b>Member Recruitment:</b> Identify interested individuals who are viable candidates to complete the Climate Service Corps.</li> <li><b>Partner Management:</b> Ensure partner agencies are prepared to effectively deliver the program model, including Corps member training and support systems.</li> <li><b>Assessment, Selection and Onboarding:</b> Review applications, ensure applicants have the necessary skills and meet the program requirements, and select the upcoming class of Corps members.</li> <li><b>Stipend, Benefits and Supports:</b> Orient members to the various program benefits and supports and ensure they know how to access them. Complete administrative steps to provide an immediate start for stipend.</li> </ul>

Main Activities	<ul style="list-style-type: none"> <li>• Launch marketing campaigns utilizing social media, trusted messengers, word-of-mouth, and relationships to build visibility among target populations and their communities.</li> <li>• Set up supports, such as health care, transportation, and childcare. Trauma-informed approaches are important for the targeted populations and require expertise and lived experience from program staff.</li> <li>• Conduct candidate screening for eligibility requirements, including demonstrated interest and need for support services.</li> <li>• Onboard selected Corps members.</li> <li>• Develop service sites that will offer engaging climate action opportunities to members.</li> <li>• Establish training plans for a well-integrated training plan for durable skills, clean energy awareness, and tailored local training based on LMI and local climate needs.</li> </ul>
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## 2 | Durable Skill Development and Coaching

Purpose	<p><b>Help members to build durable skills and prepare for success in work-based learning experiences focused on climate action, while at the same time exploring possible career options to inform a career pathway choice.</b></p>
Design Principles	<ul style="list-style-type: none"> <li>• Provide an integrated sequence of learning and service activities that constitute the start of a career pathway.</li> <li>• Incorporate opportunities for connections with a range of adults to help Corps members build social capital and networking skills.</li> </ul>
Goals	<ul style="list-style-type: none"> <li>• <b>Preparation for Climate Service:</b> Provide targeted training to ensure members understand program expectations and are equipped with the essential information needed to participate at service and training sites.</li> <li>• <b>Training about “Durable Skills:”</b> Sometimes referred to as employability or soft skills, this training will support development of a range of skills needed by members to be successful in any workplace, and will include topics such as teamwork, professionalism and communication.</li> <li>• <b>Climate Change 101:</b> Introduction to climate challenges and the science behind them</li> <li>• <b>Building trades skills introduction:</b> In light of the pervasive need for skilled trades people in this industry, hosts will offer training for skills needed across a number of the building trades, using resources like the Multi-Craft Core Curriculum developed by a national building trades training organization</li> <li>• <b>Career exploration:</b> Host to provide a range of opportunities to help members observe career options in climate-critical industries</li> </ul>
Main Activities	<ul style="list-style-type: none"> <li>• Execute engaging training with relevant learning objectives and skills attainment goals. Curricula will include common/universal workforce topics such as job readiness, OSHA 10, clean energy and climate resilience career awareness, including MassCEC’s Powering the Future curriculum.</li> <li>• Commence career exploration services to members, such as experiential field trips and job shadowing.</li> </ul>

### 3 | Industry-Aligned Skill Development

<b>Purpose</b>	Equip members with skills needed for specific climate-critical occupations that are in high demand in the program's region
<b>Design Principles</b>	<ul style="list-style-type: none"> <li>• Contribute to the talent pipeline for climate-critical occupations in demand in specific regions.</li> <li>• Provide an integrated sequence of learning and service activities that constitute the start of a career pathway.</li> </ul>
<b>Goals</b>	<p>This component involves providing specific training opportunities that vary by location.</p> <ul style="list-style-type: none"> <li>• <b>High Demand Careers:</b> Identification by hosts of high demand, climate-critical occupations based on local LMI</li> <li>• <b>Available Training:</b> Targeting the identified occupations for which there exists local capacity to deliver effective training that can build a foundation of skills and knowledge for Corps members</li> <li>• <b>Partner Development:</b> Partnerships with those trainers and local experts so that the technical training is incorporated into the program schedule</li> </ul>
<b>Main Activities</b>	<ul style="list-style-type: none"> <li>• Enrolling Corps members in technical training opportunities, preparing them for high demand/high skill careers in climate-critical occupations that are in demand in the region</li> <li>• Ensuring that the technical training is embedded in the program schedule so that Corps members are able to fully participate in both the training and their work-based learning at climate action work sites</li> <li>• Facilitation of career pathway planning so that Corps members understand the connection between the technical training they are receiving and the next phase of their career pathway after the program, e.g. they gain a credential that leads to relevant employment or they gain credits that they can build upon in a certificate program or an associate's degree program</li> </ul>

## 4 | Climate Service and Work-Based Learning

Purpose	Ensure all Corp members benefit from hands-on service experiences addressing climate challenges and gain skills through training, assisting them to pursue the next phase of preparation for a climate-critical occupation.
Design Principles	<ul style="list-style-type: none"> <li>• Provide an integrated sequence of learning and service activities that constitute the start of a career pathway.</li> <li>• Be designed to have a positive impact on both members and community climate challenges.</li> <li>• Offer young people the opportunity to tackle climate change via a compensated service opportunity.</li> </ul>
Goals	<ul style="list-style-type: none"> <li>• <b>Work/Service Site:</b> Explore career opportunities and meaningful work/service tasks in climate critical work at a local site so that members are able to contribute to climate efforts and become well informed about options and can make a choice that is well-suited to their strengths and interests</li> <li>• <b>Career Advising:</b> Build social capital and important relationships with professionals to support their career pathway development and planning for transitions after the Corps service term</li> </ul>
Main Activities	<ul style="list-style-type: none"> <li>• Offer immersive work/service experiences in in-demand tasks (e.g. community outreach) at their work sites</li> <li>• Continue case management and career advising begun at the launch, so that members are able to fully participate in service sites while also planning for their next phase</li> <li>• Facilitate service graduation to mark the end of the service term and celebrate members' accomplishments</li> </ul>

## 5 | Placement, Next Step Planning, and Alumni Services

<b>Purpose</b>	Support graduates as they take the next step in their careers after the Corps program and foster an active alumni network.
<b>Design Principles</b>	<ul style="list-style-type: none"> <li>• Incorporate opportunities for connections with a range of adults to help Corps members build social capital and networking skills.</li> <li>• Enable a smooth transition from services corps to continued education, training, or career opportunities.</li> </ul>
<b>Goals</b>	<ul style="list-style-type: none"> <li>• <b>Social Capital and Networking:</b> Provide opportunities for networking, and especially helping the Corps members stay in touch with their cohort.</li> <li>• <b>Connections to Education:</b> Link graduates to continued education and training in climate-related opportunities across pre-apprenticeships, community college training programs, learn and earn, and other training options in the state.</li> <li>• <b>Connections to Career:</b> Help graduates to tap into job and career opportunities in the climate sector.</li> </ul>
<b>Main Activities</b>	<ul style="list-style-type: none"> <li>• Facilitate regular connection with alumni to keep them informed of other post-program career opportunities and connection opportunities with current corps members and other Alumni and supporters of the program.</li> <li>• Maintain contact information for graduates to track their progress over time.</li> <li>• Initiate referrals to external community-based services and public benefits to assist graduates as needed.</li> <li>• Monitor the efficacy of the program for host orgs' ongoing program improvement and determine whether alumni have persevered in their intended next phase.</li> </ul>

### Success Metrics

The value of the program rests on its positive impact on Corps members, measured by the extent to which they fully participate, are satisfied with all aspects of the program, achieve measurable skill gains, and successfully complete aligned next steps upon program completion. The primary culminating goal of the program is for participants to choose a climate-critical occupation for their career path and take the step directly into employment or additional relevant training.

Suggested success measures for the CSC relating to Corps member outcomes fall into three categories:

#### Persistence, Engagement and Satisfaction Measures

1. **Retention:** Percent of members who remain in the program for the full duration and graduate
2. **Success in Service:** Percent of members with positive references from service sites
3. **Participant Satisfaction:** Percent of members who complete the phases of the Corps and indicate that they were fully satisfied with their experience.

#### Skill Gain

4. **Skill Increase:** Percent of members with measurable skill increase, even if they do not graduate.
5. **Completion of Technical Training Offered:** Percent of members who successfully complete their training program(s), esp. occupation-specific training offered that was selected due to local LMI
6. **Credential Attainment** (e.g., CPR, OSHA 10): Percent that earn certifications and/or industry-recognized credentials

## Post-program Outcomes

7. **Talent Pipeline Success:** Percent of members who advance to a next phase in their career pathway that is related to climate critical occupations, whether in education, training and/or employment
8. **Placement into Relevant Skills Training Program:** Percent of members who enroll in a relevant skills training program upon graduation
9. **Placement with a Relevant Employer:** Percent of members who are hired by an employer in a climate-critical organization after completion of the program, both immediately upon graduation and after completion of further education and training
10. **Alumni Success:** Percent of members who remain connected for the full 12 months after graduation, enabling host organizations to track graduates and confirm pathway participation

## Portrait of a Climate Service Corps Graduate

The Portrait of the Graduate represents the skills and attributes that the program aspires to instill in all participants. By the end of the Climate Service Corps experience, graduates will be:



## Industry-Wide Impact

The Massachusetts Climate Service Corps is designed not only to benefit individual participants but also to drive systemic change across the clean energy sector. By cultivating a diverse, skilled, and mission-driven workforce, the CSC will help address persistent talent shortages and strengthen the overall capacity of the industry to meet the Commonwealth’s ambitious climate goals. The program’s emphasis on equity, hands-on training, and career pathway development will contribute to a more inclusive and sustainable workforce pipeline, setting a precedent for workforce development in other climate-critical fields. Over time, the CSC is expected to serve as a scalable model that informs hiring practices, training standards, and talent development strategies for young people across the broader clean energy ecosystem—accelerating innovation, expanding access, and reinforcing Massachusetts’ leadership in climate action and green workforce development.

## Conclusion

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Massachusetts is poised to set a new standard with its Climate Service Corps, combining meaningful climate service with career-building opportunities for young adults. The state is uniquely equipped to achieve this, due to existing state resources not typically found in other states, such as YouthWorks funding and the MassCEC Equity grants. Massachusetts has long demonstrated a commitment to work-based learning for young adults, as evidenced by initiatives such as Connecting Activities and the Innovation Pathways programs for high school students.

Additionally, the state’s expansion of workforce training through programs like Career Technical Institute funding, MassEducate, and its enduring commitment to high-quality Career Technical Education across technical vocational high schools has significantly enhanced the state’s capacity to meet workforce demands. Furthermore, longstanding training programs provided by community colleges, community-based organizations, and the extensive apprenticeship opportunities offered by building trades and unions further bolster the state’s workforce development infrastructure. The Commonwealth has a robust education and training ecosystem for the needed talent pipeline.

MassCEC’s ongoing initiatives in this space also play a critical role in the successful implementation of the CSC. In recent years, MassCEC has invested significantly in adult training programs focused on climate-critical industries, which will provide follow-on training opportunities. Similarly, the MassCEC Internship Program engages over 300 employers and provides valuable work-based learning opportunities for CSC members as they pursue additional education and training.

The introduction of the Climate Service Corps into this robust ecosystem of education and training opportunities will add a dynamic new dimension. The CSC will provide a transformative experience for participants by combining hands-on service with skill-building and career planning, all of which lead to clear on-ramps to climate-critical occupations.