

The Lasting Careers Plan

Keeping Good Jobs in Energy Infrastructure

The Challenge

Massachusetts is investing billions of dollars to modernize our energy infrastructure. New transmission lines, substations, power generation facilities, battery storage systems, ports, and grid modernization projects will shape our economy for decades.

These projects do more than deliver reliable energy—they create jobs, strengthen local economies, and provide opportunities for Massachusetts workers.

The Commonwealth has made important progress ensuring many large construction projects create good-paying union jobs through Project Labor Agreements, prevailing wage laws, apprenticeship requirements, and workforce commitments.

But too often, those opportunities end when construction ends.

The electricians, technicians, mechanics, engineers, operators, lineworkers, and maintenance professionals who keep these facilities running for the next 20 to 40 years are frequently employed under different labor standards or through contractors with fewer workforce protections.

Communities should not celebrate the creation of good-paying union construction jobs only to watch those jobs disappear once a project becomes operational.

Massachusetts can do better.

Public investment should create lasting careers—not temporary jobs.

Our energy infrastructure will require skilled workers for decades after construction is complete. We should be creating clear pathways that allow today's construction workforce to become tomorrow's operations and maintenance workforce, supporting good-paying union careers throughout the life of every publicly supported project.

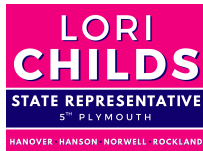
Lori's Plan

One Standard for Publicly Supported Energy Infrastructure

Workers deserve consistent labor standards regardless of the type of energy infrastructure they build or maintain.

Whether a project involves:

- Electric transmission
- Electric substations
- Grid modernization
- Offshore wind
- Utility-scale battery storage
- Hydroelectric facilities
- Nuclear energy
- Natural gas infrastructure



- Emerging energy technologies

The Commonwealth should establish one consistent workforce framework whenever significant public support is involved. Public investment shouldn't create good-paying jobs during construction only to see those opportunities disappear once a project becomes operational. **Public investment should create lasting careers—and public expectations should extend throughout the life of every project.**

Keep Good Jobs After Construction Ends

Construction creates jobs.

Operations create careers.

Massachusetts shouldn't just build energy infrastructure—we should build lasting careers.

Every energy infrastructure project requires skilled workers long after the ribbon is cut. Transmission systems, substations, power plants, battery storage facilities, and other critical infrastructure must be operated, inspected, maintained, repaired, upgraded, and eventually modernized throughout their lives.

Those jobs often last **20 to 40 years**—far longer than construction itself.

Lori believes Massachusetts should focus on one important question that too often gets overlooked:

What happens to the good-paying union jobs once construction crews leave?

The Commonwealth should work to ensure those opportunities don't disappear.

Instead, Massachusetts should create pathways that help workers move from construction into long-term operations and maintenance careers while encouraging high labor standards throughout the life of publicly supported projects.

Lori supports policies that:

- Encourage union operations and maintenance jobs where appropriate.
- Support Labor Peace Agreements for long-term operations and maintenance work.
- Create career pathways from apprenticeship to construction to operations and maintenance.
- Promote high-road labor standards for contractors and subcontractors.
- Encourage workforce planning before projects are approved.
- Invest in long-term careers—not just temporary employment.

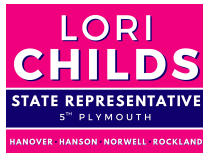
Building the infrastructure is only the beginning. Keeping good jobs in our communities for decades should be part of the plan from day one.

Build the Workforce of the Future

Massachusetts cannot build tomorrow's energy system without investing in today's workers.

Lori supports expanding:

- Registered apprenticeship programs
- Vocational technical education partnerships
- Community college workforce programs
- Labor-management training partnerships
- Veteran workforce initiatives



- Continuing education and skills development
- Career pathways that help workers advance throughout their careers

Every major infrastructure investment should also be an investment in Massachusetts workers.

Support Workers' Freedom to Organize

Workers should have the freedom to organize and bargain collectively without unnecessary interference. Lori supports policies that encourage:

- Labor Peace Agreements where appropriate
- Project Labor Agreements where appropriate
- Collective bargaining
- High-road labor practices
- Safe workplaces
- Stable, skilled workforces

Strong labor-management partnerships help projects succeed while supporting family-sustaining careers.

Hold Every Contractor to the Same Standard

Strong workforce standards should apply throughout the life of a project—not just during construction. Massachusetts should ensure workforce expectations apply to:

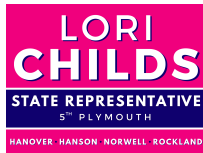
- Project owners
- Operators
- General contractors
- Subcontractors
- Equipment manufacturers
- Maintenance providers
- Marine contractors and vessel operators
- Third-party service providers
- Companies performing construction, operations, maintenance, inspections, repairs, or modernization work

Public commitments shouldn't disappear because work is outsourced for the latter stages of a project.

Measure Results and Protect Taxpayer Investments

When taxpayers support major infrastructure projects, they deserve to know those investments are delivering results. Lori supports public reporting on:

- Employment levels
- Apprenticeship participation
- Local hiring



- Veteran hiring
- Prevailing wage compliance
- Contractor compliance
- Workforce retention
- Labor standards compliance

Good government means measuring outcomes—not just announcing projects.

What Lori Will Do

As your State Representative, Lori will work to:

Create One Statewide Workforce Standard

- Establish consistent workforce expectations for publicly supported energy infrastructure projects across Massachusetts, regardless of technology.

Protect Good Jobs Beyond Construction

- Develop policies that help transition good-paying union construction jobs into long-term union operations and maintenance careers.

Strengthen Apprenticeships and Career Pathways

- Expand apprenticeship, vocational, and workforce development programs that prepare Massachusetts workers for careers building and maintaining our energy infrastructure.

Support Workers' Right to Organize

- Encourage Project Labor Agreements and Labor Peace Agreements where appropriate while protecting workers' freedom to organize throughout a project's life.

Strengthen Contractor Accountability

- Ensure workforce commitments apply to contractors, subcontractors, operators, and long-term maintenance providers—not just developers.

Improve Transparency

- Require workforce reporting so taxpayers know whether publicly supported projects are creating the good jobs they were promised.

Build Partnerships

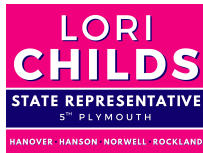
- Work with labor organizations, employers, municipalities, vocational schools, community colleges, and workforce development organizations to prepare the next generation of skilled workers.
-

Why It Matters

Energy infrastructure is built once—but operated for generations.

The apprentices entering the trades today can become the electricians maintaining transmission lines tomorrow. The construction workers building substations today can become the technicians operating them for decades.

That will not happen unless action is taken.



Massachusetts must intentionally create pathways that keep good-paying union careers in our communities long after construction is complete.

Doing so strengthens local economies, supports apprenticeship programs, creates opportunities for young workers, helps employers recruit and retain skilled employees, and ensures the Commonwealth has the experienced workforce needed to maintain a safe, reliable energy system.

Strong labor standards don't just benefit workers. They help deliver safer projects, higher-quality infrastructure, greater workforce stability, and better value for taxpayers.

Lori's Commitment

Publicly supported energy infrastructure should leave behind more than reliable power.

It should leave behind lasting opportunity.

Massachusetts has already shown we can create good-paying union construction jobs on major infrastructure projects. Now it's time to take the next step.

Let's build clear pathways so those good jobs don't disappear when construction ends.

Let's ensure the workers who build our energy infrastructure today have the opportunity to operate, maintain, and modernize it for decades to come.

That's how we create stronger communities, a stronger workforce, and an energy system built to last.

Key Policy Commitments

- ✓ Establish one consistent workforce framework for publicly supported energy infrastructure projects.
 - ✓ Create pathways that transition good-paying union construction jobs into long-term union operations and maintenance careers.
 - ✓ Expand apprenticeship, vocational education, and workforce development programs.
 - ✓ Encourage Project Labor Agreements and Labor Peace Agreements where appropriate.
 - ✓ Hold contractors and subcontractors accountable throughout the entire life of a project.
 - ✓ Promote transparency through workforce reporting and public accountability.
 - ✓ Ensure public investments create lasting local careers—not just temporary construction jobs.
-

The Bottom Line

Massachusetts shouldn't just build energy infrastructure.

We should build careers.

Every publicly supported energy project should create opportunities for workers from apprenticeship through construction, operations, maintenance, modernization, and retirement.

That's how we ensure today's investments continue supporting Massachusetts workers, families, and communities for generations.