

## ***MISSION STATEMENT***

The Brockton Area Workforce Investment Board (BAWIB) cultivates relationships with employers, job seekers and partners to stimulate workforce and economic development.

## ***VISION STATEMENT***

BAWIB will foster relationships and collaborate with regional partners to design education and training initiatives for the workforce in our ten communities, facilitating sustainable growth and regional economic development.

BAWIB serves as the primary source for the development of the regional workforce by investing in our people and our resources. Brokering collaborations between the demands of the workforce and the available resources, BAWIB strives to close the gap through education and training. Utilizing our Career Center partner, CareerWorks, to provide funding to job seekers and employers, BAWIB sets and monitors performance, administration and fiscal management for the region. Our services target underrepresented and disadvantaged segments of our community including unemployed, at risk youth and Veterans in the ten communities that we represent.

Our vision for delivering services to the workforce in the Brockton area includes:

- Promoting, supporting, and developing education and training opportunities to move people to higher paying jobs and increasing attainment of post-secondary degrees;
- Defining employer skill needs and providing appropriate training programs;
- Providing entry-level job skills (for example, English for Speakers of Other Languages and computer literacy) to adults and youth;
- Prioritizing and organizing the work of the Board and refining its committee structure;
- Increasing private sector involvement in the work of the Board; and
- Broadening the Board's resource base (public, private, and foundations).

## ***CORE VALUES***

The Brockton Area Workforce Investment Board, values quality at all levels of the system; customer satisfaction, continuous improvements, and a focus on employer needs among critical existing and emerging industries are its hallmarks. Quality shall be evidenced in the Brockton Area Workforce Investment System by:

- A management-led focus on quality throughout the system, which is clearly delineated in all Memoranda of Understanding signed by partnering organizations.
- A quality-driven strategic plan, both annual and long-range, on which all goals are set and system-wide decisions are based.
- Customer satisfaction drives change; customer satisfaction is measured often and results are freely shared throughout the system.
- Vendors and suppliers shall be held to quality and customer satisfaction standards.

- Service offerings are determined based on the needs of the customer (especially employers) with the focus on critical existing and emerging industries.
- Staff are valued as key partners in the workforce development system, evidenced by measurement of employee satisfaction, employee career development plans, continued investment in employee training, employee participation in planning for continuous improvement, and staff empowerment.

## ***COMPETITIVE ADVANTAGES***

- State designation as local WIB & fiscal agent
- State certification and independent audit documents compliance in fiscal policies and procedures.
- Strong representation from the private sector.
- Demonstrated ability to broker training opportunities with multiple partners.
- Well established community partnerships with the ability to respond to immediate changes in the workforce.
- Concrete measurement system in place to ensure positive movement towards achieving our goals.
- Organizational profile attracts dedicated staff with supported professional development activities.
- Provide direct College & Career training to youth.
- Knowledge of current analysis practices for labor market data providing the ability to develop and commission targeted reports for sector initiatives.
- Established leader for workforce development initiatives.

## ***ORGANIZATION-WIDE STRATEGIES***

- To fulfill the organizational goals with integrity and professionalism.
- To facilitate and broker relationships that result in job creation and/ or retention.
- To implement the marketing plan to create increased awareness of available opportunities.
- To foster professional development and growth for staff that will enhance dedication and motivation.

## CUSTOMER SEGMENTS

### Employers

**Strategy/Services:** To develop sustainable and mutually beneficial partnerships to serve the training, educational, and staffing needs of our SDA's employers in high demand industries.

**Customer Profile** •High Demand Industry Businesses •Temp Agencies •Emerging Entrepreneurs

**Segment Attractiveness:** •Opportunity for partnerships •Staffing help •Connection to Career Center •Public Awareness •Board membership •MA WTFP

**Product/Service:** •Training •Education •Peer to peer connection •Recruitment & Screening services

**Funding:** •Fee for service training •Administrative costs in grants •MA WTFP

**Promotion:** •Social media, LinkedIn, Twitter, Facebook •Electronic mailing •Flyer •Board meetings

**Delivery of Services:** •Collaborative Meetings •Newsletters •Presentations •Individual visits •Technical Assistance •On site staffing recruitments

### Job Seeker

**Customer Profile:** Adult 21+ years of age that meet eligibility requirements with a special focus on the unemployed and underemployed.

**Segment Attractiveness:** Dedicated formula funding – annual (WIA) Focused funding – multiple funding streams

**Product/Service:** Training, Education, Skills

**Promotion:** Flyers, Social Media, Partners, Website, CareerWorks

**Delivery of Services:** Direct and through partnerships- collaborations

### Youth

**Strategy/Services:** Our goal is to provide quality educational, employment and training services to youth in the SDA.

**Customer Profile:** • 14-21 • Low Income • At risk youth, Basic Skills Deficient, Disability, School Dropout, Homeless/Runaway, Foster Child, Pregnant/Parenting, Offender/DYS, Failed MCAS, Not on target to graduate in 4 years, Truant/Attendance Issues, ESOL, Single Parent Household, Parents employed for less than 6 months •

**Segment Attractiveness:** •Services to youth •Accomplish goals

**Product/Service:** •Job Search Skills •Job Application Assistance •Resume Writing

•Interviewing Skills •Internships •Career Awareness & Career Development

•Summer Employment •Job Leads & Referrals •Volunteer Opportunities •GED

Preparation •Work Readiness Workshops •Resource Room/Computer Lab

•Academic Support •Mentoring •Leadership Development •Entrepreneurial

•Referrals to Training and Employment

**Funding:** •WIA •Connecting Activities •YouthWorks •United Way •Fee For Services

**Promotion:** •Word of Mouth •Community Partnerships •Community Networking, •Social media Electronic mailing •Flyer •Board meetings & Youth Council

**Delivery of Services:** •Workshops •One-on-One Meetings •Events •YouthWorks Universal Services •Referrals •Case Management Services

### Community Partners

**Strategy/Services:** To develop sustainable and mutually beneficial partnerships to leverage funds and resources to serve the employment and educational needs of our SDA.

**Customer Profile:** •Nonprofit •Educational, Social and Civic purposes •Community

based

**Segment Attractiveness:** •Leverage funds •Partnerships •To accomplish similar goals  
•Board membership

**Product/Service:** •Training •Education •Job search skills •Peer to peer connection

**Funding:** •Fee for service •/WTF •General Operating

**Promotion:** •Social media, Business Associations •Electronic mailing •Flyer •Board meetings, Community Report

**Delivery of Services:** •Collaborative Meetings •Newsletters •Presentations •Individual visits •Technical Assistance

## Legislative Partnerships

**Strategy/Services:** To inform area elected and appointed officials of the return on investment for public funding and to encourage advocacy for the programs and services we provide.

**Customer Profile:** •Elected or appointed officials •Representing the BAWIB SDA on the local, state or federal level •Key legislators that are not in district but are advocates for components of BAWIB's strategic planning.

**Segment Attractiveness:** •Can create awareness of BAWIB's programs & services  
•Can advocate for funding opportunities •Can broker partnerships with organizations with similar goals •Can help to set policy for the SDA

**Product/Service:** •Successful legislation/Advocacy Funding: •DWD WIB •General Operating funds •Connecting Activities •YouthWorks

**Promotion:** •Press releases •Community Report •Website •Electronic correspondence

**Delivery of Services:** •Board meetings •Social Media •Presentations by program

### FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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#### ***1 To diversify the funding streams available to carry out the organizational goals.***

- 1.1 Develop a strategy for designing a process on grant selection.
- 1.2 To build the capacity of the staff through professional development in Grant writing and acquisition.

#### ***2 To maintain a fiscally responsible organization that practices procedures that are in compliance with federal and state funding agencies.***

- 2.1 Review and monitor on a monthly basis, revenue and expense statements to determine expenditure rate.
- 2.2 Demonstrate best practices through State Certification of fiscal policies & procedures.

#### ***3 To examine cost saving measures that will provide additional dollars for direct services.***

- 3.1 Purchase and redesign facilities that will lower monthly rent and consolidate services.

### CUSTOMER STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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#### ***4 To facilitate the growth of small businesses and job creation through education and training for Entrepreneurship.***

- 4.1 Promote the growth of small businesses by brokering resources that bridge concept to creation.
- 4.2 Sponsor/Cosponsor workshops on available services and programs for emerging businesses.
- 4.3 Sponsor the Youth Entrepreneurship Business Plan Competition for youth 16-18 & 19-21.
- 4.4 To develop a career path for Entrepreneurs

#### ***5 To broker relationships with employers that will enable them to sustain and expand their businesses.***

- 5.1 To increase the number of employers that are engaged in our work.
- 5.2 To increase the number of employers who are engaged in training activities.

#### ***6 To identify the regional job vacancy outlook and facilitate training that will meet that need.***

- 6.1 Develop a quarterly report on regional occupation data that demonstrates job vacancy rate.
- 6.2 Analyze data quarterly on occupational outlook to determine regional job vacancy as it relates to training.
- 6.3 Issue an RFQ to determine vendors who meet the qualifications of group training related to regional job vacancies.

#### ***7 To present career readiness activities for youth 14-21 that will provide a foundation for future employment.***

7.1 Broker employment experiences for youth.

7.2 Work with youth and employers to complete a Work Based Learning Plan on employment experience.

7.3 To conduct Work Readiness Training for youth that prepares them to apply for and obtain employment.

7.4 To provide instruction in Business etiquette and leadership characteristics to youth.

7.5 To provide Financial Literacy classes throughout the year.

***8 To provide educational pathways for in and out of school youth that will increase their educational attainment and identification of occupational goals.***

8.1 To provide youth with access to technology and tutoring for the HS equivalency exam.

8.2 Sponsor a Career Fair for youth that exposes them to different career options

8.3 Sponsor a STEM event that introduces youth to different career occupations in the STEM field.

8.4 To broker successful internships that help youth explore careers.

8.5 Increase Community collaborations for effective delivery of services

8.6 To fund and monitor the delivery of WIA Youth Service elements

***9 To sponsor programming that encourages multiple educational pathways and language acquisition.***

9.1 Increase the capacity of ESOL programming through workplace initiatives and Adult Learning Centers.

9.2 Advocate for public transportation options to provide access to key economic & workforce locations.

**INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS**

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***10 To establish and maintain a customer database to expand organizational outreach goals.***

10.1 To improve communication with our community, business and public entities.

***11 To create awareness of programs and services.***

11.1 Develop marketing plan

11.2 Develop messaging and deliver “On The Road” presentations with Board members for presentations.

11.3 Expand usage of social media tools.

11.4 Compile and publish annual Community Report.

***12 To develop an expert staff through training and professional development.***

12.1 Present opportunities for staff to refine and develop their skills that will enhance services to our customers

12.2 To develop an employee externship program, enabling staff to experience a different working environment and gain additional skills.

***13 To provide quality and diverse benefits at low employee cost.***

13.1 To negotiate the best rates for health services and organizational benefits for services to employees.

**FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS**

*1 To diversify the funding streams available to carry out the organizational goals.*

**1.1 Develop a strategy for designing a process on grant selection. (Sheila Sullivan-Jardim) (06/30/14)**

Measure: Increase the percentage of non allocation funding.

Target: 35%

<b>Team Member Goals</b>	<b>Measure</b>	<b>Target</b>	<b>Start Date, End Date</b>
1.1.1 Research similar organizations and best practices to present policy to the Board at the March meeting (Sheila Sullivan-Jardim)	Presentation at Quarterly Board meeting		10/01/13, 06/30/14
1.1.1.1 Present best practices to the Resource Development Committee (Sheila Sullivan-Jardim)	Consideration by the Committee for approval		10/01/13, 01/07/14

**1.2 To build the capacity of the staff through professional development in Grant writing and acquisition. (Sheila Sullivan-Jardim) (06/30/14)**

Measure:

Target: 4

<b>Team Member Goals</b>	<b>Measure</b>	<b>Target</b>	<b>Start Date, End Date</b>
1.2.1 Provide funding for External Professional Development opportunities (Sheila Sullivan-Jardim)	Staff are preparing grant applications independently		10/01/13, 06/30/14
1.2.2 Foster mentoring in grant writing process (Sheila Sullivan-Jardim)	Jr staff will take the lead on grant applications		10/01/13, 06/30/14

*2 To maintain a fiscally responsible organization that practices procedures that are in compliance with federal and state funding agencies.*

**2.1 Review and monitor on a monthly basis, revenue and expense statements to determine expenditure rate. (Mary Bohan) (06/30/15)**

Measure: Monthly expenditures are within 10% of expected expenditure rate. Target: 10%

Team Member Goals	Measure	Target	Start Date, End Date
2.1.1 Present monthly financials to the Management Committee one week prior to meeting. (Mary Bohan)	Distribution of Financials		10/01/13, 06/30/14

**2.2 Demonstrate best practices through State Certification of Fiscal policies & procedures. (Mary Bohan) (06/30/14)**

Measure: State Certification Target: Yes/No

*3 To examine cost saving measures that will provide additional dollars for direct services.*

**3.1 Purchase and redesign facilities that will lower monthly rent and consolidate services. (Sheila Sullivan-Jardim) (10/31/14)**

Measure: Facility selected and purchased Target: Yes/No

**CUSTOMER STRATEGIC OBJECTIVES & ORGANIZATION GOALS**

*4 To facilitate the growth of small businesses and job creation through education and training for Entrepreneurship.*

**4.1 Promote the growth of small businesses by brokering resources that bridge concept to creation. (Sheila Sullivan-Jardim) (06/30/14)**

Measure: Funding received for Pilot program

Target: Yes/No

Team Member Goals	Measure	Target	Start Date, End Date
4.1.1 Develop a pilot program for early Entrepreneurs that will aid in the acceleration of their business, housed in the Center for Workforce Development. (Sheila Sullivan-Jardim)	The design & implementation of the accelerator model		10/01/13, 06/30/14

**4.2 Sponsor/Cosponsor workshops on available services and programs for emerging businesses. (Sheila Sullivan-Jardim) (06/30/14)**

Measure: provide regional workshops detailing resources

Target: 2

Team Member Goals	Measure	Target	Start Date, End Date
4.2.1 Work with our Career Center partner to broker available resources for individuals who are unemployed and interested in starting their own business. (Bob Diehl)	Conduct workshops for unemployed individuals		10/01/13, 06/30/14

**4.3 Sponsor the Youth Entrepreneurship Business Plan Competition for youth 16-18 & 19-21. (Krystal Love) (06/30/14)**

Measure: Increase the number of applications

Target: 10%

Team Member Goals	Measure	Target	Start Date, End Date
4.3.1 Increase awareness of business plan competition at the high schools and youth serving agencies in our region. (Krystal Love)	Increase the number of agencies that sponsor youth applications.		10/01/13, 06/30/14

**4.4 To develop a career path for Entrepreneurs (Sheila Sullivan-Jardim) (06/30/14)**

Measure: Design of Career path is developed

Target: Yes/No

*5 To broker relationships with employers that will enable them to sustain and expand their businesses.*

**5.1 To increase the number of employers that are engaged in our work by 10%. (Sheila Sullivan-Jardim) (06/30/14)**

Measure: Number of employers

Target: 10%

Team Member Goals	Measure	Target	Start Date, End Date
5.1.1 Increase outreach to Business Associations and Industrial Parks to create awareness of state, & local business services. (Bob Diehl)	Increase new employer contact by 10%		10/01/13, 06/30/14
5.1.1.1 Refine the Employer database to record accurate information on regional businesses. (Bob Diehl)	Decrease in return mail addresses		10/01/13, 06/30/14
5.1.2 To increase the number of employers who participate in employment experiences for youth. (Krystal Love)	increase the number of new employers		10/01/13, 06/30/14
5.1.3 Continue CEO Roundtable initiative (Sheila Sullivan-Jardim)	Two sectors are selected for implementation annually.		10/01/13, 06/30/14
5.1.4 Implement an OJT component for employers (Sheila Sullivan-Jardim)	Place job seekers at business for OJT.		10/01/13, 06/30/14

**5.2 To increase the number of employers who are engaged in training activities by 10%. (Bob Diehl) (06/30/14)**

Measure: Number of employers who are conducting training

Target: 10%

Team Member Goals	Measure	Target	Start Date, End Date
5.2.1 Promote the Workforce Training Fund for incumbent workers. (Bob Diehl)	To increase the number of applications to the MA WTF		10/01/13, 06/30/14
5.2.2 To inform, guide and collaborate with regional employers in sector grant initiatives. (Sheila Sullivan-Jardim)	Sector grant initiatives are obtained.		10/01/13, 06/30/14

*6 To identify the regional job vacancy outlook and facilitate training that will meet that need.*

**6.1 Develop a quarterly report on regional occupation data that demonstrates job vacancy rate. (Sheila Sullivan-Jardim) (06/30/14)** Measure: Reports are generated and distributed. Target: 4

**6.2 Analyze data quarterly on occupational outlook to determine regional job vacancy as it relates to training. (Bob Diehl) (06/30/14)** Measure: Identify the top five occupations regionally Target: 4

**6.3 Select six vendors who meet the qualifications of group training related to regional job vacancies. (Bob Diehl) (06/30/14)** Measure: Vendors are identified by occupation. Target: 6

*7 To present career readiness activities for youth 14-21 that will provide a foundation for future employment.*

**7.1 Broker employment experiences for youth. (Krystal Love) (06/30/14)** Measure: Increase the number of youth who participate in employment Target: 10%

**7.2 Work with youth and employers to complete a Work Based Learning Plan on employment experience. (Krystal Love) (06/30/14)** Measure: Work Based Learning Plans are completed Target: 95%

**7.3 To conduct Work Readiness Training for youth that prepares them to apply for and obtain employment. (Krystal Love) (06/30/14)** Measure: Youth attend training prior to placement Target: 100%

**7.4 Youth receive instruction in Business etiquette and leadership characteristics (Krystal Love) (06/30/14)** Measure: Youth attend training is increased from prior year. Target: 10%

**7.5 To provide Financial Literacy classes throughout the year. (Krystal Love) (06/30/14)** Measure: Classes are provided to youth Target: 6

*8 To provide educational pathways for in and out of school youth that will increase their educational attainment and identification of occupational goals.*

<b>8.1 To provide youth with access to technology and tutoring for the HS equivalency exam. (Krystal Love) (06/30/14)</b>	Measure: Recruit and admit 20 out of school youth in the GED program.	Target: 20
<b>8.2 Sponsor a Career Fair for youth that exposes them to different career options (Krystal Love) (06/30/14)</b>	Measure: Increase the number of agencies & schools that bring youth to the Fair.	Target: 10%
<b>8.3 Sponsor a STEM event that introduces youth to different career occupations in the STEM field. (Krystal Love) (06/30/14)</b>	Measure: Increase the number of exhibitors at STEM event	Target: 15
<b>8.4 To broker successful internships that help youth explore careers. (Krystal Love) (06/30/14)</b>	Measure: increase internships by 10%	Target: 10%
<b>8.5 Increase Community collaborations for effective delivery of services (Bob Diehl) (06/30/14)</b>	Measure: MOU's are established for shared goals and objectives	Target: 6

<b>Team Member Goals</b>	<b>Measure</b>	<b>Target</b>	<b>Start Date, End Date</b>
8.5.1 Implement Youth Asset map with Community partners (Krystal Love)	Youth Asset map becomes operational		10/01/13, 06/30/14

<b>8.6 To fund and monitor the delivery of WIA Youth Service elements (Sheila Sullivan-Jardim) (06/30/14)</b>	Measure: to provide ten elements to qualified youth	Target: 80%
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*9 To sponsor programming that encourages multiple educational pathways and language acquisition.*

<b>9.1 Increase the capacity of ESOL programming through workplace initiatives. (Bob Diehl) (06/30/14)</b>	Measure: Conduct Learn at Work activities	Target: 2
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<b>9.2 Advocate for public transportation options to provide access to key economic &amp; workforce locations. (Sheila Sullivan-Jardim) (06/30/14)</b>	Measure: Availability of transportation is improved	Target: Yes/No
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## INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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*10 To maintain a customer database to expand organizational outreach goals.*

**10.1 To improve communication with our community, business and public entities. (Rachel Adams) (06/30/14)** Measure: The design and development of the database Target: Yes/No

*11 To create awareness of programs and services.*

**11.1 Develop marketing plan (Rachel Adams) (06/30/14)** Measure: Marketing plan is approved by the Marketing Committee. Target: Yes/No

**11.2 Develop messaging and deliver On The Road presentations with Board members for presentations. (Sheila Sullivan-Jardim) (06/30/14)** Measure: Presentation is developed Target: Yes/No

**11.3 Expand Social media contacts (Rachel Adams) (06/30/14)** Measure: Google Analytics shows 5% growth monthly Target: 5%

**11.4 Compile and publish annual Community Report. (Sheila Sullivan-Jardim) (06/30/14)** Measure: Report is distributed Target: Yes/No

*12 To develop an expert staff through training and professional development.*

**12.1 Present opportunities for staff to refine and develop their skills that will enhance services to our customers (Sheila Sullivan-Jardim) (06/30/14)**

Measure: Each staff member exercises staff development activities.

Target: 10

**12.2 To develop an employee externship program, enabling staff to view a different working environment. (Bob Diehl) (06/30/14)**

Measure: Approval by the Management Committee for inclusion in the HR manual.

Target: 3

*13 To provide quality and diverse benefits at low employee cost.*

**13.1 To negotiate the best rates and services to medical providers for employees. (Sheila Sullivan-Jardim) (12/26/13)**

Measure: Level costs or less for medical benefits.

Target: Yes/No

BAWIB's Strategic Plan and implementation process will be communicated to the Board through the monthly Management Committee and the quarterly Full Board meeting. It will also be available on the organization's website that will have a mechanism for feedback.

Staff will be informed of plan progress during weekly staff meetings with the senior staff and monthly meeting with all staff members.

The strategy director for the organization is the Executive Director who will receive guidance from the Board Chair and Officers. The Executive Director will publish an annual report to the community disclosing the funds used, employers served and initiatives implemented. Monthly reports to the Board will be presented in a scorecard format that will detail progress of individual goals. There will also be a midterm evaluation and a formal annual review of the plan as targeted and the plan as implemented.

**Board Team**

Tom Thibeault, Executive Director, Brockton Housing Authority

Fred Clark, Executive Vice President and Vice President for External Affairs, Bridgewater State University

John Lloyd, Managing Partner, INNOV Group

**Staff Team**

Bob Diehl, Associate Director, BAWIB

Jason Hunter, Coordinator of Employer Services, BAWIB

Krystel Love, Director of Youth Services, BAWIB

Sheila Sullivan-Jardim, Executive Director, BAWIB

