



# NORTH SHORE WORKFORCE INVESTMENT BOARD

---

Strategic Plan 2012 - 2014

December, 2011

# Table of Contents

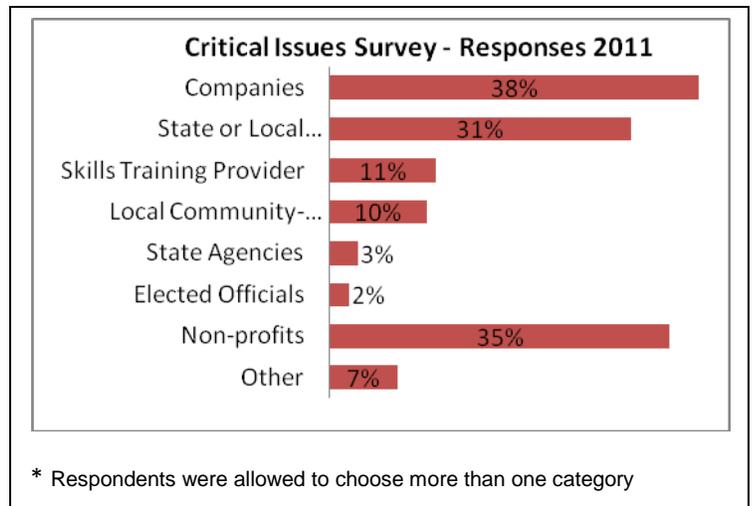
Introduction. . . . .	1
History and Movement Toward Innovation. . . . .	3
Analysis of Current Environment. . . . .	6
<i>North Shore Labor Market Demand.</i> . . . .	8
<i>Summary of Strategic Challenges.</i> . . . .	11
Mission and Vision. . . . .	12
Strategic Goals. . . . .	13
<i>North Shore Workforce System.</i> . . . .	13
<i>Skills Gap.</i> . . . .	17
<i>Youth Pipeline.</i> . . . .	21
<i>Partnership and Stakeholders.</i> . . . .	26
<i>Resources.</i> . . . .	28
Performance Management and Evaluation . . . . .	31

## Introduction –

In 2008, the North Shore Workforce Investment Board (NSWIB) completed its first Strategic Plan, which has led the organization through the past three rather tumultuous years of workforce service to the region. This document updates the Strategic Plan, finding direction from current labor market information, board-led research into service patterns for job seekers and companies, surveys and discussions with partners and other stakeholders, and economic development research that looks to the future. The mission, vision, goals and objectives developed under the 2008 plan remain virtually the same, but the activities and benchmarks designed to reach these goals have been updated to reflect current realities. The **full membership of the NSWIB**, along with several partners, participated in the development of this Plan, and will be responsible for carrying it out.

Research to develop this plan consisted of:

1. An online “**Critical Issues Questionnaire**” was sent to over 482 community and business leaders on the North Shore during July and August 2011. 90 responses were received from various organizations and sectors. The overall response rate was 19%. (see Appendix 5 for more detailed information on all responses as well as a comparison with 2008 results)



2. A new Labor Market Blueprint, including in-depth research into the current workforce development realities of the region
3. An Economic Development Snapshot, providing data on non-workforce development activity such as venture capital investment, business loans, commercial rentals and expansion, and government support.

Throughout the process, WIB staff discussed plan activities with WIB committees which include non-WIB members who represent various stakeholders in the region to get their input and comments. Some of the insights evident to us include:

1. Lack of occupational skills still remains the number one issue keeping individuals from finding work.
2. However, when filtered by type of respondent, education and training providers see lack of basic skills as a critical hindrance to employment; companies do not see this as an issue and remain committed to lack of occupational skills as the primary reason for unfilled positions.
3. Lack of knowledge on how to get these skills AND on how to find a job are seen as more challenging than in 2008.
4. The need for information on local labor force needs is seen as more critical for our educational providers.
5. Coordination with Economic Development continues to be important.
6. The cost of doing business has become more of a concern across the region.
7. Not surprisingly, the recession has most definitely slowed hiring in a serious way; job creation seems to be a key response to this issue.

## *History and Movement Toward Innovation –*

The North Shore WIB was established under the name of the Southern Essex Regional Employment Board (changed to Workforce Investment Board upon the full implementation state-wide of the Workforce Investment Act in 2000) by the City of Salem and its then-Mayor Stanley Usovicz on July 1, 1999. Prior to this point, the region was covered by the Greater Lowell Regional Employment Board, which temporarily took over the region in 1994. Several leaders on the North Shore, including Mayor Usovicz, Congressman John Tierney, and North Shore Community College President Dr. George Traicoff, believed that the North Shore region held a unique identity and would be better served by its own Board which would manage its own resources. The Greater Lowell REB leadership agreed with this principle, and worked together with the Mayor to find appropriate leadership and develop a Board that met the letter and spirit of federal legislation. This Board was certified by the Commonwealth of Massachusetts and began operations on July 1, 1999.

During 1999 – 2000, the Board hired an Executive Director, who hired additional staff, including an Administrative Assistant, Workforce Planner, Contract Administrator, and Budget Manager. Office space was leased across the street from City Hall, and required systems were put in place to manage financial resources according to City procedures and funding source requirements. A Committee structure was developed that allowed for participation by Board members in areas of interest, and a full Board meeting schedule and protocol was established to ensure that required work was done in a timely and inclusive manner. From the beginning the Board welcomed non-board members onto committees in a belief that full community participation was required in order to provide quality appropriate services.

The Board began its work by applying for resources to perform an initial Labor Market Blueprint for the area that would allow for informed decision making. This work was performed by the University of Massachusetts in 2000 and again in 2002, beginning a tradition of data driven action that has continued to this day. In 2005, the Board expanded staffing to include a Data Analyst who provides on-going data research into labor market trends and issues in the region. In 2006, the WIB began an initiative with the Career Centers called the Data Academy, where staff joined together to analyze specific issues of concern on an on-going basis. Topics have included diverse themes from WIA performance measures to an examination of the mature worker engagement of career center services.

In addition, in 2000, the Board developed its initial Career Center Charter, clearly outlining its goals and expectations of the Centers for an initial two year period. Like the Blueprint, this action established a tradition of continuous review and improvement in a strong collaborative fashion

among the Board, the City of Salem, and required Career Center partners that has continued every two years, with the fifth Charter in place at this time.

Other policy-level practices begun and continuing include strong commitment to the emerging workforce through creative programming and review and support to Youth vendors and partners, support to the local Adult Education (i.e. Title II of WIA) community, public information strategies including an active website, periodic e-newsletters, routine communications with local, state, and federal elected officials, and participation in various community groups including Chambers of Commerce, local Foundations, etc.

The WIB has also encouraged the development of two career center initiatives that enhance both services to youth and business customers. Business plans were drafted through a collaboration of WIB and career center staff, with board input, to set programming goals and objectives. Funding for these initiatives has been primarily based on WIA but through the involvement of our partner agencies at the one-stop we have been able to diversify the funding streams.

In addition to the above, the Board developed a strong belief in the sector-approach for addressing labor force challenges in the region. Following the advice outlined in the Blueprints and other labor market research, and using Board member leadership, several industry-based collaboratives have been developed including those in the Financial Services, Construction and Related Trades, Health Care, and Manufacturing. This practice has led to several successful projects that address structural problems with the way the workforce is prepared for work in these industries. This strategy is still in use today. A senior staff member of the WIB is currently participating in the Aspen Institute's Sector Academy, a year-long professional development opportunity that will further build on this expertise in serving our critical and emerging sectors.

The Board has also been fortunate to participate in national projects that allow for growth through relationships with other WIBS. The Department of Labor's National Business Learning Partnership has provided the opportunity to learn about improved business service tactics from NOVA, the WIB in Sunnyvale California. Once this project was completed, the Board was paired with the WIB in Clovis, New Mexico, which was interested in replicating our data-driven approach to program management and improvement. These relationships provide for a global understanding of workforce development challenges and solutions and have added depth (through introspective analysis) to the overall North Shore WIB organization. A further partnership with the Des Moines, Iowa, WIB has led to an on-going, revenue producing relationship where the North Shore WIB has led Des Moines in a strategic planning process of their own. It is hoped that this experience will lead to more such projects, allowing the WIB to grow at a time of reducing federal and state support.

Another national project offered to the WIB involved the Sector Strategies Project of the National Governors Association. Through this project, the Commonwealth of Massachusetts invited the Board to participate in several national meetings to share with other states various strategies and tactics that support sector-based workforce development activities.

In 2003, the Board determined that the name “Southern Essex” was not appropriate for the region, and voted to change its name to the North Shore Workforce Investment Board. This change included the development of a new logo and publication of new marketing documents. In 2005, the Board participated in a detailed review of its mission, performing a SWOT review that led to an updated mission statement and structure more appropriate to the need at that time.

In 2008 the WIB applied to the Commonwealth of Massachusetts for designation as a High Performing WIB. This process involved documenting systems and procedures that ensure efficient and effective leadership and service to companies and job seekers in the region, development of strong partnerships, creativity in design of solutions to complex workforce problems, and accountability over public resources. The WIB received this designation during the initial review process, one of only two WIBs in the Commonwealth to do so in the initial round. Since receiving this designation, the WIB has continued to perform at high levels, reaching WIA and other performance standards, developing new sector initiatives, performing and disseminating labor market research and assisting other regions to attain this status.

The importance of change, growth, improvement, adaptability, and accountability remain on forefront of the North Shore WIB’s ability to be pro-active and effective serving the region. Through the development and utilization of this strategic plan, the WIB has made a next step in ensuring that it will continue to strive towards innovation.

## Analysis of the Current Environment –

The North Shore Workforce Investment Board covers nineteen cities and towns north of Boston, Massachusetts. In 2010, the North Shore area was home to 409,411 individuals, down from 445,300 in 2000, representing a decrease of 35,899 or 9.6%. The unemployment rate of the North Shore stands at 7.0%, and generally follows the average for the State within one or two tenths of a percent.

If it was not for new immigrants in the North Shore communities, the population decline over the last decade would have been more severe. Thirteen percent of the North Shore population is foreign born and of this population, 28.3% entered the country after 2000. Applying these percentages to 2010 population total we are able to determine that the North Shore is home to 53,223 foreign born residents and that 15,062 of these residents entered the country after the year 2000. Had these residents not immigrated to the North Shore, the population decline over the last decade would have increased to negative 11%.

### Percentage Distribution of Residential Population by Gender, Nativity Status and Race-Ethnicity<sup>1</sup>

Area Demographics	North Shore	Massachusetts	New England	U.S.
<b>Total</b>	<b>409,411</b>	<b>6,547,629</b>	<b>14,708,768</b>	<b>308,745,538</b>
<b>Gender</b>				
Male	47.90%	48.30%	48.6%	49.20%
Female	52.10%	51.70%	51.4%	50.80%
<b>Nativity Status<sup>2</sup></b>				
U.S. Born	87.0%	86.0%	87.6%	87.1%
Foreign Born	13.0%	14.0%	12.4%	12.9%
Foreign Born entered since 2000	28.3%	29.9%	44.8%	34.7%
<b>Race-Ethnicity</b>				
White, non-Hispanic	79.8%	76.1%	80.3%	63.7%
Black, non-Hispanic	3.6%	6.0%	5.3%	12.2%
Hispanic	11.7%	9.6%	8.2%	16.3%
Other, non-Hispanic	4.9%	8.3%	6.3%	7.8%

When examining specific regions within the North Shore region itself, specifically, Lynn, Salem, and Gloucester where the majority of our career center customers reside both Lynn and Salem have significantly higher Hispanic populations than the North Shore. These populations in Lynn and

<sup>1</sup> U.S Census Bureau, 2010 Census, [www.census.gov](http://www.census.gov)

<sup>2</sup> U.S Census Bureau, 2006-2009 American Community Survey, [www.census.gov](http://www.census.gov)

Salem tend to be in need of Adult Basic Education and English as a Second Language training. While the population in Gloucester is predominantly white, this population includes a sizable Portuguese population (9.7%) that shares many of the same needs as the Hispanic populations in Lynn and Salem.

In addition to growth in the immigrant population, the North Shore has experienced a growth in the older worker population that exceeds the state as a whole, New England, and the U.S. The chart below portrays this reality.

**Percentage Distribution of the Civilian Labor Force by Age<sup>3</sup>**

Age	North Shore	Mass.	New England	U. S.
16-24	13.5%	14.3%	14.6%	15.4%
25-44	40.2%	43.4%	42.0%	44.6%
45-54	25.0%	23.7%	24.3%	22.9%
55-64	16.8%	14.5%	14.9%	13.4%
65+	4.5%	4.1%	4.2%	3.7%

This data speaks to the need to support older workers and the companies that employ them as decisions are reached around retirement and re-tooling of company skill needs.

Finally, the North Shore’s labor force is generally in synch with the state in regard to educational attainment, representing in general a relatively well-educated cohort. However, this does not minimize the realities of our immigrant workforce or those born in the US who lack a high school diploma and/or the ability to read and calculate at a college level. These individuals face huge challenges in obtaining and maintaining employment at self-sufficiency wages.

---

<sup>3</sup> U.S Census Bureau, 2006-2009 American Community Survey, [www.census.gov](http://www.census.gov)

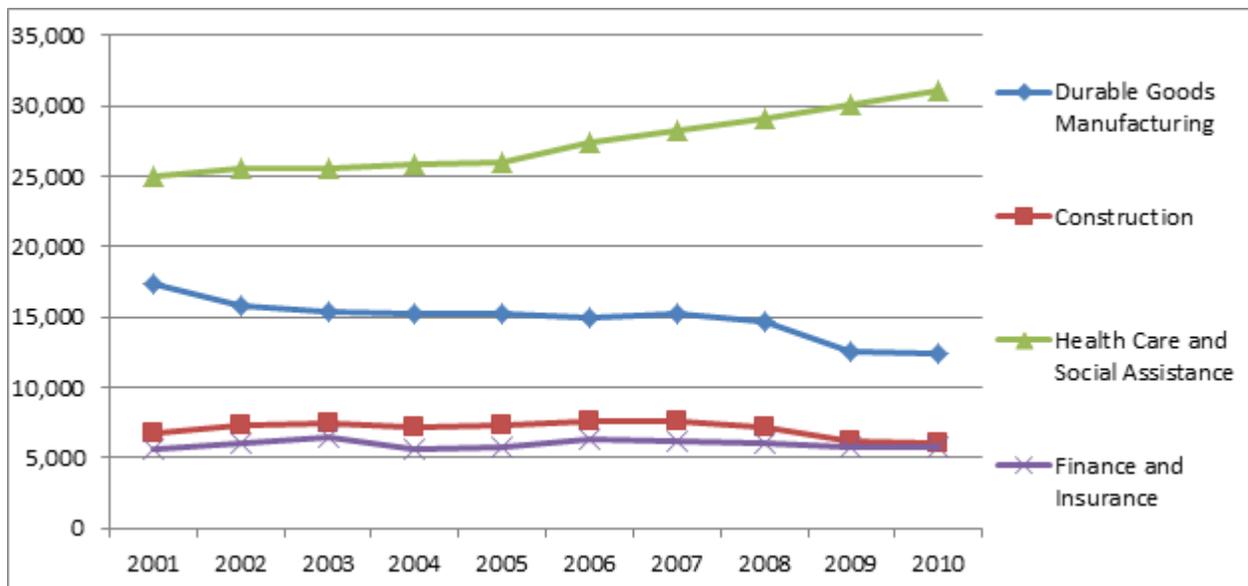
## North Shore Labor Market Demand –

The North Shore Workforce Investment Board continually examines the needs of businesses and individual job seekers in an effort to address these needs in a mutually beneficial and efficient manner. In 2010, the NSWIB commissioned its fourth Labor Market Blueprint in an effort to develop an updated strategic overview of the region's labor market and provide information to a wide variety of market stakeholders, particularly as the region moves through the current recession and into hopefully better times. In addition, as part of this research, the NSWIB commissioned an Economic Development Snapshot, developed by the new North Shore Alliance for Economic Development, which provides information on non-workforce trends that could be used as predictive for new workforce programming.

The selection of critical industries from a workforce perspective was based on the following factors:

- Number of jobs
- Skill and education requirement
- Wage levels of critical occupations
- Career ladder opportunities
- Projections of Future employment opportunities

### North Shore Critical Industry Employment<sup>4</sup>



<sup>4</sup> Massachusetts Executive Office of Labor and Workforce Development, ES-202 Employment and Wage program, detma.org.

The selection of industries from an economic development point of view was based on an interviewing process with banks, venture capital/investment managers, government and non-profit business organizations, business parks/real estate brokers and leasing agents, and construction and real estate developers. A point score relating to high, moderate, and minimal growth projections was developed based on these interviews. The results to a very large extent (although not completely) mimicked the results of the workforce development research, and are reflected in the chart below:

	Banking Community	Non-Traditional Investors	Real Estate Community	Construction Community	Government/Non-Profit	Total
<b>Health Care</b>	High	High	High	High	High	25
<b>Life Science/Bio-Tech</b>	Moderate	Moderate	High	High	Moderate	19
<b>Manufacturing</b>	High	Minimal	High	High	Moderate	19
<b>Financial Services</b>	High	Moderate	Moderate	High	Moderate	19
<b>Creative Economy</b>	High	Moderate	Moderate	Moderate	Moderate	17
<b>Tourism</b>	High	Minimal	Minimal	Minimal	High	13
<b>Green/Clean</b>	Minimal	Minimal	Moderate	Moderate	Minimal	9
<b>Construction</b>	Minimal	Minimal	Minimal	Minimal	Moderate	7

**A summary of all findings is as follows:**

**Health Care** continues to be the largest employer on the North Shore with a total of 31,058 employees total. This industrial sector provides wide variety employment opportunities for individuals of all levels of educational attainment. In addition, employment has risen steadily for the last five years (13.4%) and was the only industry that showed employment gain during the recession. It also scored the highest in the economic development review, where several building projects, (leading to job creation in construction, were part of the limited commercial building in the region), and strong career ladders leading to high paying jobs reflect a consensus around its valuable place within the North Shore economy.

**Durable Goods Manufacturing** is a component of the Manufacturing sector but it accounts for 75% of the total employment (16,530 employed) in Manufacturing. The average weekly wage (\$1,664) is significantly higher than the overall average weekly wage (\$905) in our region. Economic Development interviews placed Manufacturing second to health care in importance. Banks identified the presence of small machine shops as a niche business that brings appropriate returns. Manufacturing has caught the attention of policy makers across the state and region, and the North Shore should provide the impetus for future investment and the development of quality jobs.

**Financial Services** has historically and continues to be a significant employer in the North Shore. The presence of many small banks has resulted in little disruption to the industry over the past few years of recession and the industry has added 12 new establishments from 2009 to 2010. The average weekly wage remains very strong (\$1,433) and continues to provide career ladders and job opportunities for residents with all levels of education. These statistics are supported from an economic development side, where interviews provided Financial Services with a similar score to Manufacturing.

**Construction** has taken a severe beating during the recent recession and continues to reflect higher unemployment rates than in 2007 – 2008. The clean tech connection, which has been seen by many as a tool to turn this industry around, still requires work and potential federal and state policy changes to have this impact. However, the presence of strong career ladders and opportunity with training to earn solid wages (average weekly wage \$1,121 vs. the North Shore average of \$905) leads the NSWIB to maintain construction as a critical industry deserving of support over the next three years.

**The Life Sciences industry**, based in health care and research and including medical devices, drugs, diagnostics, tools, services and laboratories, is identified as emerging and bears watching over the upcoming time frame. This industry has a high skill demand, but does provide quality job opportunities for area residents and has the potential to grow.

More specific information and data on population trends and employment for the North Shore, along with recommendations upon which this Strategic Plan is based, is available on [www.northshorewib.com/resources](http://www.northshorewib.com/resources).

## *Summary of Strategic Challenges –*

Through the planning process, the following key strategic challenges were identified as critical factors in choosing the goals, objectives and activities that will be the focus of the NSWIB over the next three years:

- Policies and funding structures often create barriers that limit program development and impede access for customers.
- In the highly skilled labor market of the north shore it is difficult to get low-skilled individuals on career pathways.
- Education and training programs that work for working adults, from admission criteria, to remediation, to scheduling, to cost are insufficient to meet demand.
- Business needs and opportunities are constantly shifting and changing, with what appears to be an on-going increase in skill levels for all workers, and the NSWIB must be proactive in forecasting those needs and developing creative programs that adapt to job seeker's varied and complex skills and abilities to fill market needs.
- Business increasingly mention the cost of hiring as a serious concern.
- Technology has changed and improved in such a way that companies can be more efficient with fewer workers, leading to an overall slow pace of job creation.
- Resources (space, funding, time, etc.) to meet the needs of immigrant workforce are limited.
- North Shore workforce is aging, creating vacancies in certain industries and an increased need for some of the adult workers to develop new skills as they change careers.
- Educators face practical and/or systemic barriers to teaching in ways that engage and connect youth and adults to the work world – particularly required skills such as Science, Technology, Engineering and Math.
- A number of youth cannot obtain quality work experiences during the school year and summer.
- Strategic alignment of workforce development and economic development opportunities is progressing through the establishment of the North Shore Alliance for Economic Development, but continued support and focus is required.
- WIB must continue its focus on partnership development in order to engage stakeholders and increase recognition and visibility on the North Shore.
- Focused attention needs to be given to aligning limited staffing, funding, technology and Board capacity with key priorities.
- Public funds are increasingly limited and the need to look for alternative funding sources and partnership is growing for all in public service.

## *Mission and Vision –*

**Mission:** We put the North Shore to work

Through collaborative leadership, the North Shore WIB ensures that programming across multiple organizations and educational institutions meets evidence-based business and worker needs for highly valued skills in our very competitive labor market.

**Vision:** The North Shore Workforce Investment Board is an integrative force, bringing together business, education, economic development and other public entities striving to ensure that our region has skilled workers to meet the demand of employers in the region.

- Companies (i.e. employers) and Workers together make the North Shore an economically viable place to live and prosper
- Companies come to and remain on the North Shore because the workers are here
- Companies can find and keep the employees they need
- Workers and Companies have options for training that are easily accessible and meet their specific needs based on their backgrounds, interests, and capabilities

*This Vision is based on the North Shore WIB's key values and strategic points of focus, which include:*

- **Communication** – Relentless communication and collaboration with all of our stakeholders to tell our story and demonstrate our high value
- **Integration** – Building relationships, developing partners, and including all perspectives to enhance workforce development strategies
- **Innovation** – Promoting creativity and flexibility in all aspects of workforce development
- **Investment** – Investing in people for the future, building skills and increasing earnings and revenues
- **Regionalism** – Approaching workforce development with a variety of issues in mind that can impact the entire north shore region
- **Alignment** - Horizontal and vertical with all partners, state, federal and local; Alignment of our resources with our strategic objectives
- **Excellence** – Establishing outcomes for services, programs, and customer service that can be tracked for continuous improvement
- **Economic Development** – Recognizing the inherent connection between economic and workforce development, working to establish a coherent relationship that leads to the vibrant North Shore business environment
- **Customer Services** – Meeting businesses and workers where they are and responding according to their individual circumstances and requirements
- **Diversity** – Embracing the unique assets of immigrants, youth, mature workers, and others on the north shore, so that all workers can be economically self-sufficient by combining education and training with the right career pathway

## North Shore WIB Strategic Goals: 2012 – 2014

Based on a comprehensive analysis of regional labor market needs, challenges and priorities, the North Shore Workforce Investment Board sets forth the following five strategic goals:

### GOAL 1: THE NORTH SHORE WIB WILL BUILD THE CAPACITY OF THE NORTH SHORE WORKFORCE SYSTEM TO RESPOND TO LABOR MARKET NEEDS.

**Objective #1:** Increase coordination and collaboration with educational and human service organizations on regional economic development initiatives and advocate for policy changes at the federal and state level that will help local partners increase the capacity of the workforce system.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Participate with the North Shore Alliance for Economic Development</p> <p>1.1 Continue to participate in the development of this Alliance with other municipal, education, business, and civic leaders. Work with Alliance on identifying one to two goals from each recommendation within the Economic Snapshot to work on.</p> <p>1.2 WIB will actively choose and participate in at least one activity/program with this new Alliance</p>	<p>2012 – 2014</p> <p>2012 - 2014</p>	<p>1.1.1 One to two goals have been met from Economic Snapshot recommendations</p> <p>1.1.2 The North Shore WIB will continue to have a seat on the Executive Committee of the Alliance</p> <p>1.2.1 Completion of program/activity designed to mutually support economic and workforce development</p>
<p>Eliminate policy barriers.</p> <p>1.3 Develop a list of 3-5 key policy changes that could be made to positively impact workforce capacity</p> <p>1.4 Advocate locally and jointly with other WIBs for identified policy and funding changes.</p> <p>1.5 Disseminate a bi-annual report to the legislature documenting programs and outcomes for the North Shore region</p>	<p>2012,2013</p> <p>2012</p> <p>2012-2014</p>	<p>1.3.1 At least one significant policy change impacting workforce capacity will have been accomplished.</p> <p>1.4.1 WIB regularly attends the North of Boston Mayors group meetings and reports on activities and services available as well as other issues of concern.</p> <p>1.5.1 (and 1.6.1) Staffers of elected leaders currently not attending regularly will attend WIB meetings</p>

1.6 Strengthen relationship with local political leaders such as Congressman John Tierney who represents the North Shore and is the only New England Legislator on the Labor Committee and Thomas McGee, the Chair of the Mass. Workforce Committee.	2012-2014	
--	-----------	--

**Objective #2:** Build on existing strengths in identifying current scale and scope of worker and employer needs while being responsive and forward thinking on changing workforce trends and gaps that may arise.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Career Center Charter  2.1 Continue to conduct bi-annual reviews of Charter to ensure that services provided to companies and individuals continually improve and respond to current needs	2012 - 2014	2.1.1 Active charter exists at all times. Additional focus areas include: -Career Center services are out in the community. - Infrastructure costs have decreased -Additional training funds are available
2.2 Continue initiatives in four critical sectors:  2.2a <u>Healthcare Learning Network</u> – build skills of low skilled workers and others to get into college healthcare programs  2.2b <u>Durable Goods Manufacturing</u> – work with North Shore Technology Council, the E-Team Machinist Program, and North Shore community college on creating paid training programs  2.2c <u>Construction</u> – work in conjunction with voc-tech high schools and re-establish a leadership group with construction industry to create specific pathways for workers to enter the trades.	2012 -2014  2012-2014  2012-2014	2.2.1 Board representation for all of the sector initiatives  2.2a.1Healthcare – HCLN is recognized and available across the community as a viable college-prep resource – other courses, e.g., Technical Nurse Assistant and Enhanced LPN programs.  2.2b.1 Durable goods – a partnership between the durable goods manufacturing industry and North Shore Community College that leads to an Associate Degree or Certificate will exist additional companies participate in this program.  2.2c.1 Construction – grant funds will have been secured to support a joint training program for construction workers –connect this with the green/clean initiatives.

<p>2.2d <u>Small Business Cluster Development</u> - Begin working from a sectorial perspective with small businesses – solve common workforce needs utilizing the Workforce Training Fund as well as other sources.</p>	<p>2012 - 2014</p>	<p>2.2d.1 Application has been submitted to the Workforce training fund as a ‘Consortium Grant’ with NSWIB as the intermediary group.</p>
<p>Leverage emerging industry</p> <p>2.3 Continue to work with North Shore InnoVentures group</p> <p>2.4 Research workforce needs of biotech industry to determine how best to provide career opportunities for local residents based on these needs, with a focus on youth and/or other demographic groups in the region.</p>	<p>2012-2014</p> <p>2012</p>	<p>2.3.1 Collaborative with North Shore Innoventures group to solve two workforce development needs</p> <p>2.4.1 The North Shore WIB has at least one board member from the biotech industry.</p> <p>2.4.2 Potential program called “tech trek” (also in youth pipeline section) to introduce youth to the biotech industry by having tours through companies, etc.</p> <p>2.4.3 Biotech industry participates in WIB externship project continue working with Metro Southwest to fully implement LIFT</p> <p>2.4.4. Potential training project is identified and in the planning stage with local educational entities</p>
<p>Improve services for targeted populations – Older Workers</p> <p>2.5 Conduct needs assessment on target populations</p> <p>2.6 Maintain comprehensive data base of all agencies and programs that provide services to targeted populations – identify barriers and gaps</p> <p>2.7 Identify areas for potential partnerships</p>	<p>2012 – 2014</p> <p>2013</p>	<p>2.5.1 (and 2.6.1) At least two updated publications are on the WIB website summarizing findings and suggested services/programs.</p> <p>2.6.1 Listing available and on website.</p> <p>2.7.1 Increased education and training</p>

and/or expansion of existing programs that will reach targeted populations	2013	<p>service availability for mature workers on the north shore either through additional resources and slots available in traditional programs or new program development – included targeting funding opportunities from non-traditional funding sources e.g. ARRP</p> <p>2.7.2 Improved services/relationships with one companies that are seeking ways to retain older workers in skilled jobs or to help older workers transition into new work situations.</p>
<p>Implement a Forecasting Project</p> <p>2.8 Update Blueprint and similar data projects on an on-going basis (complete new Blueprint no later than 2014)</p> <p>2.9 Annually interview WIB members in each critical sector on what they predict their sector will look like in five years.</p> <p>2.10 Create a database and schematic by critical sector and emerging industry to predict future opportunities and potential challenges</p>	<p>2014</p> <p>2012 – 2014</p> <p>2012 - 2014</p>	<p>2.8.1 Blueprint complete</p> <p>2.8.2 An annual interview protocol for each critical sector and emerging industry exists and is implemented</p> <p>2.9.1 Representatives from each critical sector and emerging industry have been interviewed annually</p> <p>2.10.1 Data from the interviews has been entered into the schematic and has been incorporated into annual program planning activities</p>
<p>Share LMI, Strategic Planning and Program Experience/Expertise as a fee base services</p> <p>2.11 Develop a fee-based services for other workforce development organizations that utilize internal talents and experience</p>	<p>2012</p> <p>2012-2014</p>	<p>2.11.1 Marketing materials have been developed that highlight available services</p> <p>2.11.2 Four new clients have utilized and benefited from services of NSWIB</p>



Increase use of technology as a tool through which students learn specific skills required in vacant job positions.		
1.4 Evaluate HCLN as the initial WIB-Supported technology-based training program to determine its effectiveness and viability, including its potential replication in other industry sectors.	2012 – 2013	1.4.1 Report listed on Website
1.5 Investigate other evidence-based practices on how technology can augment learning strategies and increase access to training services	2012-2014	1.5.1 Distribute findings on technology and how it can assist training for 2 of the other critical industries other than health care.
1.6 Share “best-practice” research with education and training partners	2012	1.6.1 Best Practices listed on website

**Objective #2:** Facilitate alignment of education, training, workforce and economic development activities so that employer and worker needs are met.

Activity:	Timeframe:	Benchmarks/Indicators of Success
To Increase number of education and training opportunities that align occupational skills with ABE core skills.		
2.1 Seek continued grant funding and/or other venues to expand the Healthcare Learning Network so that more front line health care workers can participate in education and training programs that are tailored specifically to their career ladder and can lead to becoming a Licensed Practical Nurse or other allied health professional.	2012	2.1.1 Health Care Learning Networks remains a viable option for local health care industry beyond the terms of the current grant
	2013	2.1.2 Perform an in-depth evaluation of on-line learning and how it can best be used to increase access by



<p>Alignment with ABE Providers and Occupational Skills Training</p> <p>2.5 Work with DESE and local ABE applicants the next 5-year RFP procurement cycle to ensure that contextualized instruction (with an occupational focus) and/or career awareness/exploration is included.</p>	<p>2012 - 2014</p>	<p>2.5.1 The MA Department of Elementary and Secondary Education requires ABE vendors to provide occupationally focused contextualized instruction and/or career awareness as part of its next 5-year RFP. In addition, the WIB/Career Centers participates in at least two Workplace Education grants that support the development of higher level skills in low skilled individuals.</p>
<p>Expand language learning opportunities</p> <p>2.6 Contact vendors and gather data on ESOL waitlist and/or other sources that accurately describe ESOL needs on the North Shore.</p> <p>2.7 Provide support to vendors in creating partnerships that will integrate ESOL services into existing education and training programs</p>	<p>2012-2014</p> <p>2012 – 2014</p>	<p>2.6.1 Clear and up-to-date data exists that portrays the demographics of the North Shore and the ability of local organizations to provide language-related resources to North Shore residents in need.</p> <p>2.7.1 Language-related resources have increased for immigrant populations addresses their training needs.</p> <p>2.7.2 Participation from at least two community-based organizations that have focus on the immigrant population on the skills gap committee</p>

**GOAL 3: THE NORTH SHORE WIB WILL ENHANCE THE YOUTH PIPELINE BY INCREASING AND ALIGNING EDUCATION, TRAINING AND EMPLOYMENT PROGRAMS.**

**Objective #1:** Facilitate stronger connections between secondary schools, vocational education, workforce development (including CBO's) and higher education.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Continue outreach to vocational/technical schools, comprehensive high schools and after-school programs.</p> <p>1.1 Provide North Shore labor data to support course of study and physical plant resources needed for students to be prepared for 21<sup>st</sup> century labor market</p> <p>1.2 Increase sector-based programming by bringing employers into the schools and developing pre-employment training programs</p> <p>1.3 Develop new concept of “tech trek” with 3 to 5 biotech companies that provides tours, etc. through north shore biotech companies.</p>	<p>2011 - 2012</p> <p>2012</p> <p>2012 - 2013</p>	<p>1.1.1 Voc Tech staff continue involvement with Youth Council – the WIB provides on-going LMI and related advice on skills needed within NS growth industries and occupations.</p> <p>1.2.1 Voc Tech representatives are convened annually by the WIB for a presentation on north shore labor market information and/or roundtable discussion with critical industry employers</p> <p>1.2.2 Voc Tech Schools will continue to increase the number of work-based learning internships available to students</p> <p>1.2.3 Assist Voc Tech schools with outreach to middle school staff and families in relation to labor market data and career ladder information as requested</p> <p>1.3.1 Tech Trek program implemented in Connecting Activities schools with at least five biotech companies. Other activities include career days, externship programs, guest speakers, and other career exploration techniques. The Youth Council has at least one active member from the North Shore Tech</p>

		Council.
Increase connections for educators to connect curricula to the work world		
1.4 Expand teacher externship opportunities that allow teachers to take graduate courses that also include work experience in North Shore businesses	2012 - 2013	1.4.1 Will work with Metro Southwest WIB and others to formally establish the externship program as a regular summer activity on the North Shore.
1.5 Respond to requests and provide information to principals, curriculum leaders and guidance counselors for labor market data needed to inform curriculum development	2012 - 2014	1.5.1 Programs of study created in schools where educators have requested information or technical assistance from the WIB have a direct link with workforce development  1.5.2 Work with the Northeast Regional Readiness Center at Salem State University to provide professional development on work force issues to local school systems
1.6 Develop an education brief on how the North Shore WIB's Labor Market Blueprint is applicable to secondary education and suggested ways it could be used in curriculum development and teacher training	2012	1.6.1 All North Shore Superintendents, principals and guidance counselors receive a briefing on using the Labor Market Blueprint. There is an increase in the number of educators who contact the NSWIB when designing curricula. The Youth Blueprint is made available to at least all middle and high school students in the region.
1.7 Encourage development of an understanding across all high schools of the current STEM crisis that helps educators appreciate the dilemma and leads to partnerships for creative solutions		1.7.1 Two Events will be held with STEM companies and local school districts where educators and companies design and plan projects for students in STEM areas.

<p>1.8 Continue to work with partners to smooth the transition of high school graduates into community college</p> <p>1.9 Develop a project based summer employment program that combines English literacy activities with summer jobs</p>	<p>2012 – 2013</p> <p>2012 - 2014</p>	<p>1.8.1 Youth council supports and works with the SSU/NSCC and others as they implement better readiness and assessment techniques for local high school students.</p>
<p>Increase after school and summer employment opportunities for teens</p> <p>1.10 Publicize data to change the perception that teens don't want/can't work</p> <p>1.11 Based on continual evaluation of F1rstJobs and other youth programs, enhance current workshops for teens in schools on basic employment skills, career pathways, and educational/training requirements.</p>	<p>2012 – 2014</p> <p>2013</p>	<p>1.10.1 Continue to increase funding from Foundations and other sources to support F1rstJobs and youth summer employment in line with F1rstJobs goals. – goal of 20% increase</p> <p>1.10.2 Continue to increase participation of businesses in providing summer jobs or funds to support jobs that are in line with F1rstJobs goals. Goal of 20% increase. Year round planning finalized for implementation.</p> <p>1.10.3 Increased participation of private industry on Youth Council and other youth partnerships</p> <p>1.11.1 Increased number of teens in school who have participated in employment workshops through Connecting Activities and F1rstJobs by 20%</p>

**Objective #2:** Improve and expand programs for immigrant youth and youth who have dropped out of school and/or are under/un-employed.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Increase preventative interventions in collaboration with schools</p> <p>2.1 Collaborate with North Shore multiple pathways partners to continue implementing plan based on the Search Institute’s “Survey of Student Resources and Assets” Report on North Shore youth.</p> <p>2.2 Collaborate with Partner group on leveraging the plan as a strategy for getting into schools and promoting strength-based model for supporting youth and preventing drop-out.</p> <p>2.3 Align Connecting Activities School liaisons with the multiple pathways group to increase integration and collaboration among North Shore youth serving providers and school personnel.</p>	<p>2012 - 2013</p> <p>2012</p> <p>2013</p>	<p>2.1.1 (and 2.2.1) Funding received to carry out this work – from Comm Corp, USDOL, or other sources.</p> <p>2.3.1 2-3 new school staff/districts become partners of the Youth Council.</p> <p>2.3.2 Increased numbers of students who are failing or need improvement on the MCAS are targeted and served with other grant-funded resources/services; schools understand youth provider system resources and work collaboratively to target vulnerable youth for career readiness opportunities and supportive services.</p> <p>2.4.1 continue to increase the number of youth served by Connecting Activities</p> <p>2.5.1 Increased employer participation at breakfast meetings, youth council and related activities.</p>

<p>2.4 Advocate with MA Department of Elementary and Secondary Education to expand Connecting Activities funding</p> <p>2.5 Host annual breakfast/event to bring together school staff, youth service providers and employers to provide opportunities for labor market information/youth related issues.</p>	<p>2012</p> <p>2012- 2013</p>	
<p>Redesign GED programs as strength-based “alternative” programs rather than “failure” programs</p> <p>2.6 Require Youth GED programs to provide information and skill development for transition into college and certificate programs based on Career Ladder and Labor Market Information</p>	<p>2012</p>	<p>2.6.1 Youth GED programs are fully aligned with Blueprint and have included career pathway information/counseling for all students.</p> <p>2.6.2 Policy in place for occupational training certificates offered to youth participating in WIA Youth programs and sufficient funding made available for 20% of youth.</p>

**GOAL 4: THE NORTH SHORE WIB WILL INCREASE, STRENGTHEN AND STRATEGICALLY ALIGN RELATIONSHIPS WITH FEDERAL, STATE AND LOCAL PARTNERS/STAKEHOLDERS.**

**Objective #1:** Create a marketing plan to educate and increase public understanding of the benefits of the NSWIB and increase interest and desire of stakeholders to partner with and support the work of the NSWIB.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Identify and initiate collaborations with new partners from education, business, non-profit, and economic development sectors</p> <p>1.1 Articulate value of existing partnerships and programs</p> <p>1.2 Identify potential partners who would benefit from partnering with the NSWIB. Work collaboratively with employers from each critical sector and emerging industry to identify new opportunities and leverage resources to implement new programming</p>	<p>2012-2014</p> <p>2012</p> <p>2012-2014</p> <p>2012</p>	<p>1.1.1 The WIB website is updated weekly and provides the community with a clear picture of all WIB initiatives, research, projects, and activities.</p> <p>1.1.2 New Newsletter Design</p> <p>1.2.1 Two to three new WIB members each year. (One member from Life Sciences)</p> <p>1.2.2 WIB committee structure is continually examined with each WIB member actively participating and each committee having at least three non-WIB members participating as well. (revisit membership)</p> <p>1.2.3 Each current industry partnership has at least two new members and at least two new partnerships exist.</p>

<p>Identify and Build on Social Media outlets to inform public of our workforce development efforts and ability to convene stakeholders.</p> <p>1.3 Use Twitter and Facebook to bring customers to NSWIB Website and North Shore Career Centers site as well</p>	<p>2012</p> <p>2013</p> <p>2013</p>	<p>1.3.1 Weekly posting that are relevant to WD and bring users into main website</p> <p>1.3.2 Increase followers of our Twitter page to 200</p> <p>1.3.3 Have QR codes that link information on our website (i.e. research) labeled on publications and documents of the WIB and Career Center.</p>
<p>Strategically organize NSWIB staff and Board connections</p> <p>1.4 Place a NSWIB staff member on each Chamber of Commerce Board in the region and integrate regular updates into planning meetings</p> <p>1.5 Survey every two years NSWIB Board members to identify their potential networks re: service/fraternal organizations and/or other boards service</p> <p>1.6 Articulate in updated marketing plan specific ways that board members and businesses could promote the NSWIB through their networks</p>	<p>2012-2015</p> <p>2012, 2014</p> <p>2012</p>	<p>1.4.1 WIB active on each Chamber board.</p> <p>1.4.2 WIB staff speak at least monthly at board meetings of Chambers, service clubs, etc.</p> <p>1.5.1 WIB board members also speak at their membership organizations and report back prior to each board meeting on these activities and results.</p> <p>1.6.1 Updated marketing plan and approval from main board</p> <p>1.6.2 Two businesses who have received services through the WIB participate in</p>

1.7 Market fee-based services of the NSWIB and North Shore Career Centers for other workforce development organizations that utilize internal talents and experience	2012-2014	marketing efforts/sponsorships.  1.7.1 Business Plan is in place  1.7.2 Marketing materials are in place and complete listing of services available electronically on the website and via other social media outlets.
--	-----------	---

**GOAL 5: THE NORTH SHORE WIB WILL STRATEGICALLY MANAGE AND ENHANCE AVAILABLE RESOURCES TO SUPPORT AND GROW OPERATIONS.**

**Objective #1:** Ensure that the WIB’s internal organizational structure and resources in terms of finances, staffing, technology, facilities, and relationships, etc.; are at the proper levels of capacity, and alignment to grow resources that support the WIB’s strategic goals

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Financial Resources</p> <p>1.1 On a monthly basis as part of existing staff meeting a review of all budget items, grants and funding structures will be completed to ensure that spending is aligned with programmatic goals of this plan</p> <p>1.2 Seek out funding for specific initiatives currently in need at this point in time, including:</p> <ul style="list-style-type: none"> <li>- BSU</li> <li>- F1rstJobs</li> <li>- Construction/green training project</li> <li>- small business support</li> <li>- Manufacturing</li> <li>- Continued LMI</li> <li>- Older workers/immigrants targeted populations</li> </ul>	<p>2012-2014</p> <p>2012-2014</p>	<p>1.1.1 Staff vacancies are filled quickly and efficiently.</p> <p>1.1.2 All grants are fully expended prior to grant completion</p> <p>1.2.1 Projects are supported through dedicated funding mechanisms</p> <p>1.2.2 Update list (annually) of initiatives that require additional funding</p>
<p>Technology Ready</p> <p>1.4 Develop a technology plan that ensures that software and hardware are updated on a scheduled basis that meets the needs of WIB staff</p>	2012	1.4.1 Documented Plan reviewed by executive committee

Staffing		
1.5 Bi-annually review strategic goals to determine talent needed – compare with talent available with staff, board members, other stakeholders to determine if gap exists – work to fill gap.	2012-2014 –2012-2014	1.5.1 Bi-annual Review documented  1.6.1 Annual review of staff salaries
1.6 Bi-annually review staff salaries to ensure competitive compensation plans for staff.		
Facilities		
1.7 As leases expire, develop plans to consolidate to save resources, better serve customers, and invest more in training	–2012-2014	1.7.1 Facilities cost reduced

**Objective #2:** Building on its existing strengths, fully engage the WIB’s Board of Directors in participating and promoting the work of the WIB as an integrative force for the North Shore, and in adding capacity to the WIB’s leadership resources.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Board Membership		
2.1 Review WIB nominating process to improve recruitment of appropriate talent to meet strategic goals.	2012	2.1.1 All WIB members are actively engaged in one committee that allows them to feel productive and have a direct impact on WIB strategic goals for the benefit of the region.  2.1.2 Performance Measures achieved as well as charter goals and objectives met.
2.2 Develop orientation package for new board members	2012	2.2.2 (and 2.1.1) All WIB members support at least one WIB project, e.g., F1rstJobs, etc., either personally or through their place of business.
2.3 Continually review WIB subcommittee structure to coincide with strategic planning goals and deploy WIB members appropriately to each	2013	2.3.1 Meetings are taking place on a routine basis – with agenda and minutes posted on website (when applicable).

2.4 Recruit other stakeholders to participate on committees in line with their talent and expertise.

2012-2014

2.4.1 Each sub-committee has a minimum of 2 non-board members participating

## *Performance Management and Evaluation –*

The North Shore Workforce Investment Board is committed to continually and methodically measuring and analyzing its organizational success. By linking its new strategic plan to a Continuous Quality Improvement (CQI) strategy, the North Shore WIB seeks to create an environment in which stakeholders take ownership of improved workforce outcomes and where high value is placed on teamwork, collaboration and communication.

To achieve this vision, the North Shore WIB will strive to build CQI through the following core steps:

- Strong leadership at all levels will articulate a common vision for workforce development in the North Shore region.
- A new subcommittee structure will align the skills of Board members with each of the five goals in the strategic plan.
- Subcommittees will operate from a common understanding of the North Shore's labor supply and demands. This information will be continually updated through on-going research as well as new Blueprint publications every two to four years.
- The objectives and activities under each goal will provide an agenda by which the subcommittee can monitor the plan's progress and assess success (see Appendix 2). The Bi-Monthly Status Report will act as a reference and offer a quality control mechanism for each committee and the overall organizational adherence to the strategic plan.
- Each subcommittee will collect and use data (through the bi-monthly Status Report) relative to the subcommittee's specific goal activities to facilitate effective decision-making.
- CQI methods will be applied by each of the five subcommittees to test and refine changes.

The North Shore WIB recognizes that quality is a relative concept, not an absolute, and has consistently been recognized locally for the high quality of its programs, services and staff. However, in an effort to ensure successful implementation of its strategic plan, the North Shore WIB believes that implementing a newly aligned CQI strategy will create a systematic approach that provides methods and tools to enhance the practice of quality.

In addition to the CQI strategies identified, the North Shore WIB will continue to utilize effective methods for program management and evaluation which include:

- The Data Analysis Academy to examine data a local level with multiple stakeholders participating;

- Our bi-monthly Career Center charter review process, utilizing the Workforce System Committee of the Board as the mechanism for this review and collaborative process;
- Monitoring of all vendors (youth and adult);
- Active communication with community stakeholders and customers, both individuals and companies, to make sure we are responsive to their needs; and
- A continued emphasis on data (both quantitative and qualitative) as a foundation for sound decisions of policy and program directions.

All of these strategies are described in detail through the activities and benchmarks identified above.