METRO NORTH WORKFORCE DEVELOPMENT AREA GREATER BOSTON REGION WIOA LOCAL PLAN FISCAL YEAR 2018

Metro North Regional Employment Board Sunny Schwartz, Executive Director

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#### WIOA LOCAL PLAN OVERVIEW

#### FISCAL YEARS 2018-2021

Massachusetts' WIOA 4-Year Local Plan, as required at WIOA section 108, is the culmination of a deliberate strategy to align all of the WIOA required activities in a coherent manner that averts duplication. The MA WIOA Local Plan builds upward and outward from the documents listed in the Table of Contents, which coalesce into the first year of the Massachusetts 4-year local plan.

For FY18, the Commonwealth has focused on Local Memoranda of Understanding (MOU) that articulate integrated service strategies for priority WIOA populations and Regional Data Packages, comprised of critical data and analysis illustrating employer demand and worker supply in each of the seven new planning regions. In addition, the Local Plan includes the local Strategic Plan for the Workforce Board that describes local career pathway models, and current local data and information addressing the needs of the local Adult Basic Education population as well as performance indicators and participant summaries to support customer service planning.

#### SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT

#### DATA PACKAGE

#### DEMOGRAPHIC CONTEXT

*Population growth*: Projections through 2035 show the share of older residents in Massachusetts increasing, with working age population declining.

*Trends in race, ethnicity, and national origin*: Population growth is driven by immigration, and by the growth of non-white racial groups.

*Regional commuter patterns*: Illustrates percentage of residents employed in region but living outside it, residents living and employed in the region, and the percentage of residents living in region but employed outside it.

#### EMPLOYER DEMAND SUMMARY

*General employment patterns*: Comparison of state and regional unemployment rates between 2005 and January 2017, along with a comparison of median state wages and median regional wages.

*Industry data*: A comprehensive view of regional sector makeup, organized according to total wages and total employment. Prominent industry groups are highlighted and arranged according to average weekly wages. The largest fifteen employers of each top industry in the region are identified and ranked.

*Occupational data*: Jobs and professions defined by SOC codes are indexed according to share of employment, employer demand, and Demand Star Ranking.

#### CAREER PATHWAYS

Projected employment through 2024 and median annual earnings for key career pathways important to the region.

#### INVESTIGATING THE EMPLOYMENT SUPPLY GAP

*Supply gap ratio*: A proxy measure for understanding which occupations present labor supply deficiencies that are outstripped by employer demand. It shows which occupations have more job openings than qualified workers to fill those same job openings.

Labor supply/employer demand = supply gap ratio

#### ADULT BASIC EDUCATION SURVEY

#### SURVEY RESULTS ANALYSIS

The Massachusetts Department of Education's Adult and Community Learning Services (ACLS) Request for Proposal for Adult and Community Learning Service grants will provide adult education direct services in each of the 16 workforce development areas. The grants will support the development of innovative adult education programs to effectively serve shared customers. This section provides comprehensive information that will assist bidders in aligning Adult Education activities and services with the workforce system.

### Greater Boston Regional Data Package Massachusetts Workforce Skills Cabinet 2017



### Table of Contents

This report contains critical data and analysis illustrating employer demand and worker supply in the region. Developed under the auspices of the Massachusetts Workforce Skills Cabinet to inform workplace service strategies.

- I. Regional Map
- II. Demographic Context and Overview
- III. Employer Demand Data
- IV. Supply Gap Data

#### **Regional Structure – Workforce Skills Cabinet Planning Regions**

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6 1. Berkshire Region: Includes Berkshire Workforce Area 2. Pioneer Valley Region: Includes Franklin/Hampshire and Hampden Workforce Areas 3. Central Mass Region: Includes North Central and Central Massachusetts Workforce Areas 4. Northeast Region: Includes Greater Lowell, Lower Merrimack, and North Shore Workforce Areas 5. Greater Boston Region: Includes Boston, Metro North, and Metro South/West Workforce Areas 6. Southeast Region: Includes South Shore, Brockton, Bristol, and New Bedford Workforce Areas 7. Cape Cod and Islands Region: Includes Cape Cod and Islands Workforce Area

### II. Demographic Context and Overview

- Population trends in age, race, ethnicity, and immigration
- Commuter patterns in and out of the region
- Data summary

### Projected State Population Growth by Age, 2010-2035

The share of older residents is increasing, while the share and number of the working age population is declining.





UMass Donahue Institute, Long-term Population Projections for Massachusetts Regions and Municipalities, March 2015

other U.S. territories.

### State Trends, Race/Ethnicity and Place of Origin

Massachusetts population growth is driven by immigration and growth in diverse populations.

| Massachusetts                          | 2000      | 2012-2014 | Share of Total<br>Population 2012-2014 | Absolute Change | Percent Change | Average Annual<br>Growth Rate |
|--|-----------|-----------|--|-----------------|----------------|-------------------------------|
| Total Population*                      | 6,131,752 | 6,447,295 | 100%                                   | 315,543         | 5.1%           | 0.4%                          |
| Nativity                               |           |           |  |                 |                |                               |
| Native Born                            | 5,279,860 | 5,326,213 | 83%                                    | 46,353          | 0.9%           | 0.1%                          |
| Foreign Born**                         | 851,892   | 1,121,082 | 17%                                    | 269,190         | 31.6%          | 2.1%                          |
| Race/Ethnicity                         |           |           |  |                 |                |                               |
| White, non-Hispanic                    | 5,026,398 | 4,817,401 | 75%                                    | -208,997        | -4.2%          | -0.3%                         |
| Black, non-Hispanic                    | 300,758   | 407,723   | 6%                                     | 106,965         | 35.6%          | 2.4%                          |
| Asian, non-Hispanic                    | 224,242   | 375,130   | 6%                                     | 150,888         | 67.3%          | 4.0%                          |
| Hispanic                               | 412,496   | 678,193   | 11%                                    | 265,697         | 64.4%          | 3.9%                          |
| Other race, non-Hispanic               | 167,858   | 168,848   | 3%                                     | 990             | 0.6%           | 0.0%                          |
| *Civilian non-institutional population |           |           |  |                 |                |                               |

### Regional Trends, Race/Ethnicity

Population growth in Greater Boston is driven by non-white residents; increases in the Hispanic and Asian population are most notable.



Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015

### Regional Trends, Place of Origin

The foreign-born population demonstrates the most dramatic increase in the Greater Boston area.



#### Total Population Estimate, All Ages: 2,369,596

#### **Regional** Trends, Education

Although much of Greater Boston is highly educated, a portion of residents require additional remediation or language support.



Total Population Estimate, 25+: 1,629,236

Total Population Estimate, 18+: 1,362,887

Demographic Deep Dive

#### **Regional** Commuter Patterns

Greater Boston sends approximately 200,000 residents outside the region to work, and attracts approximately 600,000 residents from outside its borders, resulting in a net increase of workers in the Greater Boston area.



### Summary of Demographic Trends

- As our State's population ages, the share of working age and young people is declining.
- Population growth in Greater Boston is driven by nonwhite and immigrant populations.
- Greater Boston attracts more workers to the region than it loses to outside the region

# **III. Employer Demand Data**

- A. Context
- B. Industry Overview
- C. Occupation Overview
- D. Career Pathways

A. Context

# **Employer Demand Data**

- Contextual data illustrates broadly the employment patterns in the region.
- Industry data shows which employers are prominent in the region.
- Occupation data shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.
- This data is organized across several different criteria, and should guide your consensus and decision-making process.
- Consider how to layer in criteria to view and set priorities regionally.

### State and Regional Unemployment Rate

Greater Boston's unemployment rates trend about a .5-1 percentage point below those of the State.



# Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



# Median Wage

Greater Boston has the highest regional median wage, approximately \$6,000 higher than the State's median wage.



**Annual Median** 

Occupational Employment Statistics Wages, 2015

# Industry Terminology

| Industry Sector  | Sectors that represent general categories of economic activities, 2 digit NAICS                                     |
|------------------|---|
| Industry Group   | More detailed production-oriented combinations of establishments with similar customers and services, 4 digit NAICS |
| Total Employment | Total number of workers   |

### **Greater Boston Region Sector Makeup**

by total employment

|  |  |   |  | Manufacturing          | 78,747                    | Public<br>Admin<br>64,47                   | nistrati   | on   |
|--|--|---|--|------------------------|---------------------------|--|--|--|
|  | Professional and Technical<br>Services 215,024 | Accommodation and<br>Food Services<br>136,127 | Finance and<br>Insurance<br>104,001            | lafa wa at'a a         | Wholesale<br>Trade 52,802 |  | Other<br>Services, Ex.<br>Public Admin<br>52,301 |  |
|  |  |   |  | Information<br>62,144  | Transpor<br>tation<br>and | Managent of<br>Composed<br>S and<br>Enterp | anie   | Arts,<br>Entertai<br>nment,<br>and<br>Recr |
| Health Care and Social<br>Assistance 273,641 | Educational Services 165,568                   | Retail Trade 126,864                          | Administrative<br>and Waste<br>Services 95,892 | Construction<br>58,989 | Warehou<br>sing<br>50,709 | Real E<br>Renta                            |  | and U                                      |

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016

### **Greater Boston Region Sector Makeup**

by total wages

|   |   |  | Information,<br>\$141,170,453             | Managemer<br>Companies<br>Enterprises<br>\$123,929,13    | and  | Wholesa<br>Trade,<br>\$100,60          |  |
|---|---|--|---|--|--|--|--|
|   | Health Care and Social<br>Assistance, \$321,893,030 | Educational Services,<br>\$237,479,701 | Public<br>Administration,<br>\$96,608,038 | Administrative<br>and Waste<br>Services,<br>\$93,334,880 | Accomi<br>ation ar<br>Food<br>Service<br>\$71,738<br>9 | nd ta<br>ar<br>s, W<br>3.92 sii        | ranspor<br>tion<br>nd<br>/arehou<br>ng,<br>56,94 |
| Professional and Technical<br>Services, \$526,235,403 | Finance and Insurance,<br>\$250,954,413             | Manufacturing,<br>\$164,817,471        | Construction,<br>\$96,250,385             | Retail Trade,<br>\$89,058,528                            | Other<br>Servic<br>es, Ex.<br>Public<br>Admin<br>,     | Real<br>Estate<br>and<br>Rental<br>and | rtain<br>ment<br>,                               |

Other Services \$43M RE \$41M Arts \$28M Utilities \$9M Agriculture \$1M

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#### DUA/BLS Quarterly Census of Employment and Wages,

QTR 3 2016

### Health Care and Social Assistance Industry Groups



DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine

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### Professional and Technical Industry Groups



# **Educational Services Industry Groups**



### Finance and Insurance Industry Groups



### Accommodation and Food Services Industry Groups



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# Manufacturing Industry Groups



# C. Occupation Overview

C1: Occupations Indexed by Share of Employment

- C2: Occupations Indexed by Employer Demand
- C3. Occupations Indexed by Demand Star Ranking

What jobs are people doing, and what types of work do employers need people to do.

# **Occupation Terminology**

| Employment Share | Number of employees currently working in a specific industry or sector across all employers |
|------------------|---|
| Occupation       | A job or profession, not specific to an industry, defined by SOC code                       |

# Top 15 Occupations by Share of Employment, 2015



**Retail Salespersons Registered Nurses** Janitors and Cleaners, Except Housekeeping General and Operations Managers Waiters and Waitresses Office Clerks, General Secretaries and Administrative Assistants, Except Legal, Medical, and Executive Cashiers Accountants and Auditors **Customer Service Representatives** Software Developers, Systems Software Software Developers, Applications Management Analysts Bookkeeping, Accounting, and Auditing Clerks First Line Supervisors of Office and Administrative Support

Occupational Employment Statistics, 2015 Short-Term Projection Employment Base

# Top 10 Occupations by Employment Share, 2015 Sub-BA todo



# Top 10 Occupation by Employment Share, 2015, BA+



# Employer Demand Terminology

| Employment Projections   | Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers   |
|--------------------------|--|
| Weighted Employer Demand | <ul> <li>Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged</li> <li>Note: there are many different ways to measure "employer demand." The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find middle ground.</li> </ul> |

### Top 15 Occupations by Indexed Employer Demand, All Education Levels


### Top 15 Occupations by Indexed Employer Demand, Sub-BA



# II.C.3: Top 15 Occupations, BA+, by Indexed Employer Demand

#### Software Developers, Applications 13,704 **Registered Nurses 2**7,262 **Registered Nurses** 11,523 Software Developers, Applications 15.937 Accountants and Auditors 12,472 Accountants and Auditors 9,275 Marketing Managers 9,902 Marketing Managers 8,048 Medical Scientists, Except Medical Scientists, Except Epidemiologists 8,783 7,554 **Epidemiologists Computer Systems Analysts** 7,766 **Computer Systems Analysts** 6,138 Network and Computer Systems 7,291 Management Analysts 6,066 Administrators Network and Computer Systems Management Analysts 7,207 5,670 Administrators Medical and Health Services Managers 6,706 **Financial Managers** 4,747 Market Research Analysts and **Financial Managers** 6,227 3,937 Marketing Specialists

Statewide

# Terminology

**Demand Star Ranking** 

Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage.

Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.

# Selected 4- and 5- Star Occupations Requiring a High School Diploma

| Occupation  | Related Industry                    | Median Wage |
|---|-------------------------------------|-------------|
| Customer Service Representatives  | Finance and Insurance               | \$41,177    |
| Production, Planning, and Expediting Clerks                                     | Manufacturing                       | \$51,918    |
| Executive Secretaries and Executive Administrative Assistants                   | Educational Services                | \$60,420    |
| Legal Secretaries   | Professional and Technical Services | \$55,553    |
| Medical Secretaries   | Health Care and Social Assistance   | \$41,657    |
| Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | Professional and Technical Services | \$45,943    |
| Office Clerks, General  | Health Care and Social Assistance   | \$36,566    |
| FirstLine Supervisors of Construction Trades and Extraction Workers             | Construction                        | \$81,360    |
| Brickmasons and Blockmasons   | Construction                        | \$83,849    |
| Carpenters  | Construction                        | \$63,691    |
| Construction Laborers   | Construction                        | \$63,216    |
| Operating Engineers and Other Construction Equipment Operators                  | Construction                        | \$70,550    |

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Occupational Employment Statistics Wages, Conference Board Help Wanted OnLine

# Selected 4- and 5-Star Occupations Requiring an Associates/Certificate

| Occupation Title                                   | Associated Industry                 | Wages Annual Median |
|--|-------------------------------------|---------------------|
| Web Developers                                     | Professional and Technical Services | \$79,864            |
| Computer User Support Specialists                  | Professional and Technical Services | \$60,892            |
| Computer Network Support Specialists               | Information                         | \$78,221            |
| Electrical and Electronics Engineering Technicians | Manufacturing                       | \$67,847            |
| Paralegals and Legal Assistants                    | Professional and Technical Services | \$48,778            |
| Preschool Teachers, Except Special Education       | Educational Services                | \$36,150            |
| Respiratory Therapists                             | Health Care and Social Assistance   | \$72,186            |
| Dental Hygienists                                  | Health Care and Social Assistance   | \$85,307            |
| Cardiovascular Technologists and Technicians       | Health Care and Social Assistance   | \$78,211            |
| Diagnostic Medical Sonographers                    | Health Care and Social Assistance   | \$84,805            |
| Radiologic Technologists                           | Health Care and Social Assistance   | \$73,065            |
| Magnetic Resonance Imaging Technologists           | Health Care and Social Assistance   | \$85,609            |
| Surgical Technologists                             | Health Care and Social Assistance   | \$49,341            |
| Licensed Practical and Licensed Vocational Nurses  | Health Care and Social Assistance   | \$55,133            |

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Occupational Employment Statistics Wages, Conference Board Help Wanted OnLine

# Selected 5-Star Occupations Requiring a BA+

| Occupation Title   | Associated Industry                 | Annual Median Wages |
|--|-------------------------------------|---------------------|
| General and Operations Managers                                  | Professional and Technical Services | \$129,718           |
| Advertising and Promotions Managers                              | Professional and Technical Services | \$117,321           |
| Marketing Managers   | Professional and Technical Services | \$133,966           |
| Sales Managers   | Retail Trade                        | \$141,627           |
| Public Relations and Fundraising Managers                        | Educational Services                | \$114,665           |
| Administrative Services Managers                                 | Professional and Technical Services | \$100,505           |
| Computer and Information Systems Managers                        | Professional and Technical Services | \$140,912           |
| Financial Managers   | Finance and Insurance               | \$129,369           |
| Industrial Production Managers                                   | Manufacturing                       | \$107,964           |
| Purchasing Managers  | Manufacturing                       | \$122,377           |
| Compensation and Benefits Managers                               | Professional and Technical Services | \$129,819           |
| Human Resources Managers   | Professional and Technical Services | \$118,626           |
| Training and Development Managers                                | Professional and Technical Services | \$123,377           |
| Construction Managers  | Construction                        | \$110,573           |
| Education Administrators, Preschool and Childcare Center/Program | Educational Services                | \$67,598            |
| Education Administrators, Elementary and Secondary School        | Educational Services                | \$106,439           |

Occupational Employment Statistics, 2017 Projections and 2024 Projections, Occupational Employment Statistics Wages, Conference Board Help Wanted OnLine

## D. Career Pathways

• Projected employment and median earnings for key career pathways important to the region

# **IT Career Pathway**



# Accounting Career Pathway





# Nursing Career Pathway



Occupational Employment Statistics, 2014-2024 Projections; Occupational Employment Statistics, 2015 Wages

# **Construction Career Pathway**



Occupational Employment Statistics, 2014-2024 Projections; Occupational Employment Statistics, 2015 Wages

# Hotel Career Pathway



Occupational Employment Statistics, 2014-2024 Projections; Occupational Employment Statistics, 2015 Wages

# IV. Supply Gaps

- A. Calculating Supply Gap Ratio
- B. Calculating Labor Demand & Labor Supply
- C. Supply Gap Analysis

### How do we calculate a supply gap ratio?

Supply Gap Ratio = Projected Qualified Individuals Per Opening

- Supply Gap Ratio is a *proxy measure* for understanding what occupations are likely to not have enough talent to meet employer demand.
- Supply / Demand = Supply Gap Ratio
  - 100 qualified individuals / 50 potential openings = supply gap ratio of 2
    - 2 qualified individuals per opening (More supply than demand)
  - 6 qualified individuals / 12 potential openings = supply gap ratio of 0.5
    - 0.5 qualified individuals per opening (Less supply than demand)

### Calculating the Supply Gap Ratio

Supply Gap Ratio = Projected Qualified Individuals Per Opening

- Supply Gap Ratio is a *proxy measure* for understanding which occupations are likely to NOT have enough talent to meet employer demand.
- Supply / Demand = Supply Gap Ratio
  - 100 qualified individuals / 50 potential openings = supply gap ratio of 2
    - 2 qualified individuals per opening (More supply than demand)
  - 6 qualified individuals / 12 potential openings = supply gap ratio of 0.5
    - 0.5 qualified individuals per opening (Less supply than demand)

### Calculating Labor Demand & Labor Supply

| <b>Demand</b><br>How many potential job openings do are expected<br>for a given occupation?  | <b>Supply</b><br>How many qualified individuals are potentially<br>available to fill a relevant job opening?  |
|--|---|
| <ul> <li>for a given occupation?</li> <li>Average of total number of jobs for each occupation across three data sets</li> <li>2017 projections from openings and replacement (OES)</li> <li>2024 projections from openings and replacement (OES)</li> <li>Help Wanted Online annualized 2016 job postings</li> </ul> | <ul> <li>available to fill a relevant job opening?</li> <li>Sum of available workers or graduates related to an occupation from multiple data sets</li> <li>Unique UI claims, 2016 (DUA)</li> <li>Relevant completer data <ul> <li>Voc-Tech completers, 2013-2015 average (DESE), 50% available*</li> <li>Community College completers, 2013-2015 average (DHE), 90% available</li> <li>State University completers, 2013-2015 average (DHE), 71% available</li> <li>Private University completers, 2013-2015 average (iPEDS), 55% available</li> </ul> </li> <li>*All retention figures are statewide, studies cited in Data Tool <ul> <li>*Occupations requiring post-secondary education only</li> </ul> </li> </ul> |
|  |   |

### How do we calculate demand and supply?

| Demand  | Supply  |
|---|---|
| How many potential job openings do we expect for a given occupation?  | How many qualified individuals do we potentially have available to fill a relevant job opening?   |
| Average of total number of jobs for each occupation across three data sets  | Sum of available workers or graduates related to an occupation from multiple data sets  |
| <ul> <li>2017 projections from openings and replacement (OES)</li> <li>2024 projections from openings and replacement (OES)</li> <li>Help Wanted Online annualized 2016 job postings</li> </ul> | <ul> <li>Unique UI claims, 2016 (DUA)</li> <li>Relevant completer data         <ul> <li>Voc-Tech completers, 2013-2015 average (DESE), 50% available*</li> <li>Community College completers, 2013-2015 average (DHE), 90% available</li> <li>State University completers, 2013-2015 average (DHE), 71% available</li> <li>Private University completers, 2013-2015 average (iPEDS), 55% available</li> </ul> </li> <li>*All retention figures are statewide, studies cited in Data Tool         <ul> <li>**Occupations requiring post-secondary education only</li> </ul> </li> </ul> |

### More Openings than Qualified: Regional Sub-BA Occupations

Among all occupations requiring an Associates or Certificate, a number of four and five star occupations in STEM fields do not have enough regional supply to meet employer demand.



Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree, 100+ Demand Index Only

Source: OES Projections 2014-2024, OES Projections 2015-2017, HWOL 2016 average, PEDS, Massachusetts Department of Higher Education, Department of Unemployment Assistance

### State Supply Gap Overview: BA Clusters

Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



Occupations requiring a Bachelor's Degree, Demand Index 100+ Only

### Regional Supply Gap Overview: Sub-BA Clusters

Computer and Mathematical occupations face the largest supply gap.



Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree, 100+ Demand Index only

### More Openings than Qualified: State BA Occupations

A number of 4 and 5 star occupations, largely in STEM fields, are in short supply.



Occupations requiring a Bachelor's Degree, 4 and 5 stars, Demand Index 100+ only

### Labor Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

 In Greater Boston, can expect a wide variety of supply gaps in 4 and 5 star occupations, including healthcare support and IT/computer/engineering professions.

### **Bachelor's Degree**

 Across the State, we expect supply gaps in 4 and 5 star occupations primarily in STEM fields, with an emphasis on Healthcare and Computer and Mathematical occupations.

#### Metro North Regional Employment Board

#### Local Area Information Related to Adult Education and Literacy

#### 1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

The Metro North Regional Employment Board (REB) is committed to aligning workforce investment activities with adult education and literacy activities in the Metro North region. The REB addresses this commitment in several ways:

- Identification of ABE learners as a population of focus in FY17-20 strategic plan- The REB has recognized ABE learners as a key demographic population in our region and has specifically named this population as an area of focus in its new strategic plan. This identification will ensure that this population remains a focal point in all discussions of workforce investment in the Metro North region.
- WIOA MOU process- The WIOA mandated MOU process with mandated partners has provided a key avenue for the ABE community to provide input and feedback on how to align workforce investment activities with adult education and literacy activities. ABE providers have been an important and active part of these discussions.
- Participation of ABE providers on REB board- ABE providers are represented on the REB's board, providing an important avenue for linking the REB's strategy and workforce investments with the ABE community.
- Individual meetings between REB staff and ABE providers in Metro North- REB staff have made a commitment to meeting with as many of the ABE providers in Metro North as possible. This has allowed REB staff to become knowledgeable about the breadth, scope, and capacity of the ABE providers in Metro North and also to discuss opportunities for partnership and collaboration.

#### 2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

The REB's FY 17-20 strategic plan has identified 3 key target populations as areas of focus: Youth, Persons with Disabilities, and ABE learners. The 20-community Metro North region is highly diverse, with some communities having low poverty rates, high educational attainment, and high median incomes, while others have high poverty rates, low education attainment, and low median incomes. The individuals in need of adult education are also diverse, and they include immigrants (documented and undocumented), English language learners, youth who have dropped out of high school, adults who have not earned their high school credential, and individuals who may have their high school credential but still do not possess sufficient literacy levels to enter into job training or higher education programs. Local knowledge and expertise is critical as the specific needs of a particular community's population varies across the region.

#### 3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

Overall increased capacity and increased investment at the lower literacy levels. In discussions with our region's ABE providers, the REB has heard about long waiting lists for ESOL programs, particularly at the lower literacy levels. Some providers have waiting lists in the hundreds. Some

of our communities also have a need for dual ESOL/Literacy options for immigrants who have low literacy in their native languages but are also trying to learn English at the same time.

#### 4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

The REB has identified 7 key industries/sectors as priorities in its FY 17-20 strategic plan. Almost all present opportunities for career pathways for ABE and ESOL populations. Advanced manufacturing, retail, hospitality/culinary, property management/construction, and health care are areas in which linkages can be made between the ABE community and workforce investment activities in Metro North.

#### SECTION II: WORKFORCE BOARD STRATEGIC PLAN

#### STRATEGIC VISION

The Strategic Plan demonstrates utilization of "business intelligence" to develop data driven strategies based on analysis of Labor Market Information. The Strategic Plan includes strategies for the Board to convene, broker and leverage partnerships with key stakeholders, e.g., WIOA Core Partners, career and technical education, community colleges and other higher education entities, organized labor, and others.

The Strategic Plan develops and/or replicates successful career pathway models and industry sector interventions that involve significant employer engagement activity and includes use of job driven strategies & innovative use of work-based models of training interventions – OJT, apprenticeship, internship, etc. It describes the role of the board in the development of the region's comprehensive economic development strategies as well as the coordination of the workforce activities with economic development strategies.



Metro North Regional Employment Board

#### Metro North Regional Employment Board Strategic Plan FY 2017 – FY 2020 July 1, 2016 – June 30, 2020

Approved at REB Quarterly Meeting: March 15, 2017

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#### I. Executive Summary

In the context of today's changing economic landscape on both the state and federal level, the Metro North Regional Employment Board (REB) is entering a stage of development that is guided by new opportunities as well as challenges. As it moves forward, the REB must continue identifying creative new approaches, consider diverse sources of funding, and streamline existing systems to optimize efficacy and efficiency. The REB will continue to focus on its "dual-customer" philosophy of serving both businesses and job seekers, with a renewed emphasis on employer demand as the starting point. It is the REB's view that this realignment of strategic direction will ultimately serve both businesses and job seekers more effectively.

The REB is operating within the context of a diverse region within a complex system of workforce development. Specific upcoming challenges include:

- The diversity of the Metro North region- 20 different municipalities, each with different leadership, priorities, populations, and needs.
- The skills gap- many industries projected to have shortfall of qualified workers.
- Low unemployment- although unemployment rate is low, many populations continue to struggle to obtain employment, particularly those with barriers.
- Funding uncertainty- federal leadership change, low unemployment rate reduces public funding, high reliance on public dollars.

In order to address these challenges and successfully achieve its goals, the REB has identified four overarching priorities:

- 1) Align workforce and business needs, focused on employer demand-driven strategies.
- 2) Effectively serve all job seekers, with particular attention to those with barriers.
- 3) Raise resources to achieve goals and create effective partnerships.
- 4) Create a system that has measurable success, accountability and visibility ensuring performance excellence and strategic use of resources.

In addition, the REB will be poised to understand current and future workforce trends, anticipating changes in the world of work, workforce policies, and state and federal trends. As the REB launches our new strategic plan, we seek to rebrand our services so that employers perceive the REB as an important resource in addressing their workforce needs, political leaders rely on the REB as an effective leader of workforce development policy and program development, and education and training providers seek to partner with the REB. The REB will be a convener and leader, developing strategic partnerships and policies to address the region's burgeoning workforce needs.

Based on prominence in the region and current growth opportunities, the REB will target the following industries/occupational clusters:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Life Sciences
- Hospitality
- Retail
- Construction/Property Management

In addition to these industries/occupational clusters, the REB will continue to target Science, Technology, Engineering, and Math (STEM), which is not an industry unto itself but is incorporated in many different industries. The REB has chosen to specifically name STEM as a separate area of focus due to the separate goals and priorities associated with this initiative.

The REB will also strive to effectively serve all job seekers, particularly those with barriers. Specific populations the REB will target include:

- Youth
- Individuals with Disabilities
- Job Seekers with Adult Basic Education (ABE) Needs

It is the REB's intention to fulfill its mission, vision, and goals of this FY 2017-2020 strategic plan utilizing a wide range of partners, including, but not limited to, the region's one stop career centers, employers, business associations, higher education institutions, community-based organizations, technical/vocational schools, K-12 schools, and labor unions. In addition, standing committees and industry-led consortia will provide critical leadership and direction as the REB moves forward over the next four years with fulfilling the goals outlined in this strategic plan. The accompanying Benchmarking Chart (separate document) outlines the specific tasks and timeline for each goal and should be used in conjunction with this strategic plan narrative.

#### II. The Metro North Regional Employment Board Mission and Vision

The Metro North Regional Employment Board (REB) will provide visionary leadership of workforce development policy and programming for the region. The REB leadership seeks to understand the workforce challenges and opportunities in the region and create a comprehensive and innovative strategy to address those challenges. The REB will seek to understand the regional labor market and its strengths and weaknesses, offering comprehensive solutions by bringing together partners to execute a shared vision. The REB will solicit continuous feedback from stakeholders and play the pivotal role of convener.

The Metro North Regional Employment Board is a public-private partnership whose mission is to enable area residents to gain the skills to maximize their economic self-sufficiency and provide employers with the workforce they need to effectively compete in the changing world economy. The REB convenes and leverages partnerships to satisfy labor demand needs of the Metro North region. The REB serves as a resource for local employers by understanding employers' workforce needs and initiating efforts to meet them. The vision of the REB is to reduce poverty and unemployment in the region, maximize employment opportunities and earning for residents, and meet employers workforce needs.

#### **III. REB Overview**

The Metro North Regional Employment Board (REB), incorporated in 1995, serves as the Workforce Development Board (WDB) for the Metro North region of Massachusetts. As one of sixteen local Workforce Development Boards established in Massachusetts by the Workforce Investment Act of 1998 and the Workforce Innovation and Opportunity Act (WIOA) of 2014, the REB was formed to: set local workforce policy, determine how state and federal funds are best used for workforce development, align the needs of employers to the needs of area residents, leverage partnerships to meet the regions workforce needs, and oversee the Metro North One-Stop Career Centers where both job search and employer services are provided.

The Metro North region consists of the following twenty cities and towns north of Boston: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham, Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn. The southern part of the region is urban and densely populated, with universities and biotech companies defining an atmosphere of growth and invention. The northern communities lie along the Route 128 belt, known for its clusters of high tech companies. The City of Cambridge, home of Harvard University and MIT and one of the pre-eminent centers of intellectual thought and innovation in this country, acts as the lead city for the Metro North region.

In July of 2007, in order to reduce administrative costs through merging functions, the REB became the fiscal agent for WIOA funds at the request of the City of Cambridge, which is the grant recipient of those funds by federal statute. The REB staff currently consists of ten full-time staff, who annually oversee and administer about \$8M in workforce funding.

The functions of the REB include the following:

- Address business' workforce needs through strategic partnership building
- Coordinate local workforce activities with economic development strategies
- Develop industry-specific consortia focusing on strategic planning and implementation
- Match the needs of business for skilled employees with training opportunities in the area
- Explore and initiate actions that will increase involvement of the private sector in employment, education and training activities for the benefit of residents and employers
- Charter one-stop career centers in the Metro North region and monitor and evaluate their performance along with all existing programs based on the effectiveness and responsiveness of employment and training services
- Develop local workforce development policies and guidelines as necessary to address employer and customer needs
- Lead efforts to develop and implement career pathways
- Oversee the employment and training system in accordance with state and federal policies and guidelines, including coordination with WIOA-mandated partners
- Facilitate linkages between employers and training and education providers
- Assemble and interpret labor market data concerning the growth of economic sectors and specific occupations
- Identify gaps in services and promote linkages among the various programs, providing the broadest possible range of services to residents
- Select eligible providers of youth education and training services through an open, competitive procurement process
- Coordinate youth and adult employment activities

The REB is responsible for leading industry related forums and task forces within the Metro North region and coordinating with other workforce regions when a broader geographic or sectoral strategy is warranted. The vision the REB develops must take into account both the needs of business and of workers, including low-wage workers, long-term unemployed, youth, older workers, ex-offenders, immigrants and refugees, veterans, low-income individuals, and people with disabilities. The REB will take into account the varying needs of these populations and work with its partners to develop strategies tailored to their various needs. In addition, the REB will be a leader in increasing awareness about the need for training, post-secondary education, and adult basic education.

The Regional Employment Board Members are, by law, made up of a majority of business leaders with other members representing education, training, labor and economic and community development. The Members drive the work of the REB largely through REB committees and industry consortia. Key partners include the Chief Elected Officials of the cities and towns in the region, business executives and human resources personnel, one-stop career centers, training providers, colleges, vocational technical schools, economic development organizations, community organizations, government, as well as job seekers and workers. The REB standing committees include:

#### Career Center/ Policy, Funding and Oversight Committee

The REB's Career Center Committee reviews career center performance annually, conducts a more indepth rechartering process every four years, and establishes policies guiding career center priorities and operations. Planning the priorities for and the allocation of federal funds is the responsibility of the REB's Policy, Funding, and Oversight Committee, which also determines the funding for each career center, based on a funding formula that takes into account demographic and performance factors.

#### Metro North Youth Council

The Metro North Youth Council supports the development and implementation of effective workforce training programs to help ensure that local youth experience a successful transition into a productive working adulthood. The key functions of the Metro North Youth Council include: developing portions of the local plan relating to eligible youth; reviewing and recommending youth and education services to be awarded on a competitive basis; networking and sharing best practices; sponsoring other youth activities; supporting efforts to increase funding; coordinating youth service activities in the region; consistently involving youth in planning and evaluation activities, and advising the REB on youth employment issues.

#### Metro North Committee for Inclusive Employment Services

The Metro North Committee for Inclusive Employment Services identifies and develops effective solutions to address, education and employment-related issues for people with disabilities. Members include representatives from career centers, local non-profits, community colleges, disability rights advocates and other relevant stakeholders within the region.

#### Adult Basic Education Transitions to College and Careers Committee

The Adult Basic Education (ABE) Transition to College and Careers Committee was established to address ABE issues within the region and the state as a whole. The primary goals include identifying barriers that ABE students face while advancing their education and careers, as well as developing solutions to address those barriers. Committee members include representatives from career centers, ABE programs, community colleges, and other ABE stakeholders within the region.

The REB also leads the following industry partnerships/consortia:

#### Metro North Retail Advisory Council

The Metro North Retail Advisory Council is focused on developing strategies that assist retail employers with critical workforce needs and help job seekers be prepared for careers in the retail industry. Comprised of local employers, the council will work with the REB and Metro North Career Centers to ensure a detailed and mutual understanding of the workforce needs of retail industry and effective strategies to meet these needs. These efforts will inform the overall design and implementation of the Metro North Program for Retail Opportunities Project, which will address the talent needs of the local retail industry through providing training for job seekers to enter retail careers, job placement, and training for incumbent workers.

#### Metro North Healthcare Partnership

The Metro North Healthcare Partnership is focused on aligning curricula with employer needs, and developing career pathways.

#### Boston and Metro North STEM (Science, Technology, Engineering, and Math) Network

The Boston and Metro North STEM (Science, Technology, Engineering, and Math) Network is a combined network of the REB and the Boston Private Industry Council (PIC) focused on ensuring a pipeline to technical occupations for youth and adults making career transitions, through promoting a skilled and sustainable STEM workforce in the two regions. It is one of four STEM Networks across the state that have been charged with promoting STEM careers and coordinating regional STEM activities.

#### Northeast Advanced Manufacturing Consortium (NAMC)

NAMC is a collaboration among industry, academia, and workforce development that was created to define and implement the Commonwealth's advanced manufacturing strategy within the Northeast region of Massachusetts, covering the four workforce development regions of Metro North, North

Shore, Greater Lowell, and Merrimack Valley. This four-region partnership consists of community colleges, vocational technical schools, workforce development boards, and one-stop career centers. Key areas of focus include: developing the pipeline for job openings; developing training and aligning education/training curricula with employer needs; and promoting manufacturing as a career option.

#### Please refer to Attachment A for REB Committee and Consortia organizational chart.

#### Metro North One-Stop Career Centers

The REB charters the career centers to serve the 20-community Metro North region. The career centers are the front door for employers, job seekers, and workers to receive services, which include job readiness, job matching, and training. The career centers provide a diverse offering of workshops for job seekers focused on job readiness skills, such as resume writing, interviewing skills, and computer classes. The career center staff members develop expertise in the workforce needs of employers and seek to match job seekers with appropriate vacant positions based on skills and interests. The career centers manage the training vouchers and assess which job seekers can best benefit from skills training and which programs are best designed to meet labor market needs. The career centers also provide services to the region's in and out of school youth to prepare them for college and career.

#### IV. Metro North Labor Market Analysis - the General Context

#### Demographic Characteristics<sup>1</sup>

The Metro North region is a highly diverse region comprising 20 cities and towns north of Boston. In terms of demographic characteristics, there is wide variance among the region's cities and towns. The region has a total population of approximately 761,000, which ranges from just below 15,000 in North Reading to as high as over 105,000 in Cambridge. The majority of the region's cities and towns have populations ranging from 20,000 to 60,000.

In terms of race and ethnicity, only 6% of North Reading's population report being a member of a racial minority or Latino/Hispanic ethnicity, compared to three-quarters of Chelsea's population identifying as a racial minority and/or of Latino/Hispanic ethnicity. In between these two extremes, there is wide variance. Twelve of the region's cities and towns have racial minority/Latino/Hispanic ethnicity populations below 20%, while the other 6 have populations over 30%.

Looking at educational attainment, a fifth of North Reading's population and a quarter of Chelsea's have not earned their high school credential, compared to Cambridge where only 2.2% of the population have not earned their high school credential. On the other end of the spectrum, both Arlington and Somerville have over 40% of their populations with a bachelor's degree or higher, while in Everett, Chelsea, and Revere, 13% or less of the population have attained a bachelor's degree.

Poverty is another issue that many of the region's cities and towns face, with wide variance throughout the region. At the extremes, nine of the region's cities and towns have poverty rates<sup>2</sup> below 5% (Arlington, Burlington, Melrose, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester), compared to 7 cities and towns with poverty rates in the double-digits (Cambridge, Chelsea, Everett, Malden, Medford, Revere, Somerville). Chelsea has the highest poverty rate at 22% and Wilmington the lowest at 2.2%.

#### Leading Industries

According to the Massachusetts Executive Office of Labor and Workforce Development's (EOLWD) Labor Force and Unemployment report, of the state's 16 workforce development areas (WDAs), the Metro North region has the second largest labor force in the state at nearly 410,000, accounting for about 13% of the state's labor force as of September 2016 (most recent data available). According to EOLWD's Employment and Wage report, the ten largest industries, ranked by average monthly employment in the first quarter of 2016 (most recent data available), account for approximately 83% of all regional employment:

<sup>&</sup>lt;sup>1</sup> Demographic data from US Census Bureau's 2014 American Community Survey, with the exception of the race/ethnicity data, which is from the 2010 census.

<sup>&</sup>lt;sup>2</sup> "Poverty rate:" percentage of people whose income in the past 12 months was below the federal poverty level.

| NAICS<br>Code | Industry                            | Average Monthly<br>Employment<br>(1st Quarter 2016) | % of Region's<br>Employment |
|---------------|-------------------------------------|---|-----------------------------|
| 54            | Professional and Technical Services | 59,953  | 15%                         |
| 62            | Health Care and Social Assistance   | 57,029  | 14%                         |
| 61            | Educational Services                | 51,223  | 12%                         |
| 44-45         | Retail Trade                        | 38,326  | 9%                          |
| 72            | Accommodation and Food Services     | 31,944  | 8%                          |
| 56            | Administrative and Waste Services   | 23,943  | 6%                          |
| 31-33         | Manufacturing                       | 23,746  | 6%                          |
| 23            | Construction                        | 17,954 4%   |                             |
| 42            | Wholesale Trade                     | 17,729  | 4%                          |
| 51            | Information                         | 16,690  | 4%                          |

Most of these industries are also identified by EOLWD's long-term projection report as being among the fastest growing industries in the Metro North region. The ten industries projected to have the highest increase in number of employees between 2014 and 2024 are:

| NAICS<br>Code | Title                               | Employment<br>2014 | Employment<br>2024 | Change<br>Level |
|---------------|-------------------------------------|--------------------|--------------------|-----------------|
| 62            | Health Care and Social Assistance   | 55,847             | 66,130             | 10,283          |
| 54            | Professional and Technical Services | 56,321             | 60,605             | 4,284           |
| 72            | Accommodation and Food Services     | 30,346             | 32,273             | 1,927           |
| 61            | Educational Services                | 47,743             | 49,118             | 1,375           |
| 51            | Information                         | 15,923             | 17,085             | 1,162           |
| 56            | Administrative and Waste Services   | 25,115             | 26,157             | 1,042           |
| 81            | Other Services (except Government)  | 13,137             | 14,108             | 971             |
| 42            | Wholesale Trade                     | 17,534             | 18,354             | 820             |
| 52            | Finance and Insurance               | 13,676             | 14,411             | 735             |
| 44            | Retail Trade                        | 38,625             | 39,266             | 641             |

#### Identifying Key Industries and Populations of Focus

Population demographics and labor market information (LMI) help to inform which industries and populations the REB will target in the next four years. However, these data are one component of a process that takes into account multiple factors. For industries/occupational clusters, LMI is combined with direct conversations with the region's employers to identify which industries/occupational clusters to target. Most target industries/occupational clusters are identified in the largest and/or fastest growing reports discussed above, while others are industries in which employers have expressed a specific workforce need. Overall, the REB is committed to serving all employers across the region.

In regard to target populations, most target populations are groups for which the REB has existing initiatives, while others are identified due to gaps in the current system. Demographic data and direct conversations and feedback from job seekers can play an important role by assisting the REB and its partners with focusing its efforts on the communities and populations in the region with the most need. Overall, the REB is committed to serving all job seekers in all communities.
### **V. Strategic Planning Process**

The FY 2017-2020 strategic planning process began with a REB Strategic Planning Task Force meeting in October 2015. The Task Force was comprised of about 20 REB Board Members, REB staff, and one-stop career center directors. The Task Force discussed goals, objectives, and priorities that would inform the key elements of the FY 2017-2020 plan. The Task Force met monthly between October 2015 and January 2016, leading up to a March 2016 Task Force meeting at which a summary of recommendations was formulated.

In March 2016, a new REB Chair and Vice Chair were elected, and a new Executive Director began in June 2016. REB staff then updated the Benchmarking Chart and other elements of the strategic plan narrative.

In November 2016, the Task Force finalized the strategic plan draft and decided to recommend it to the full board. At the December 13<sup>th</sup>, 2016 REB meeting, the full board discussed the strategic plan and provided input. On March 15, 2017, the REB Members voted to accept this strategic plan.

### VI. Strategic Priorities: FY 2017 - FY 2020

#### **Challenges**

The REB is operating within the context of a diverse region within a complex system of workforce development. Specific upcoming challenges include:

- 1) **The Metro North region is large, complex and highly diverse.** The Metro North region includes 20 municipalities each with its own mayor/city manager and school district. As demonstrated by the data described in Section IV, the region is split between urban and suburban communities, those with high and low poverty rates, those with high diversity and those that are mostly white, those with individuals with high and low rates of higher education. Effectively managing workforce development policy, programming, and priorities for such a diverse region is a challenge.
- 2) The Skills Gap. While residents remain unemployed, there are job vacancies that cannot be filled, and the need will grow. A report by the Massachusetts Department of Higher Education in partnership with economic consultancy Emsi analyzed key industry clusters and skill gaps<sup>3</sup> across Massachusetts. Comparing an analysis of projected job openings and completions of relevant programs at the area's public higher education institutions, the report concluded that most statewide occupational clusters have gaps at the sub-Bachelor's Degree level, with the largest gaps in engineering and production technologists. In the Greater Boston area in particular, which includes the Metro North workforce development area, the report projects a 42% ten-year gap at the sub-Bachelor's Degree level for the area's key industry clusters. Interestingly, the only gap that requires a Bachelor's Degree or higher the report projected is in the computer and IT professional occupational cluster, one of Metro North's top-ten industries. Overall, Greater Boston is the area with the largest projected gaps in the state across all key industry clusters. These data show that a multi-prong approach is needed if the gaps are to be filled, including increasing the completion rates at the area's higher education institutions (the report noted that, for example, in the engineering sector, a very small percentage of enrollees were actually finishing college-level engineering programs) and looking at other training approaches since most of the gaps are at the sub-Bachelor's level.
- 3) Low unemployment. While low unemployment is good for the economy, it has its challenges. For employers, it is more difficult to find talent as fewer people are searching for work. Additionally, those who remain unemployed tend to be people with significant barriers to employment, including the long-term unemployed, youth, and individuals with disabilities, criminal backgrounds and basic skill deficiencies, among others. Thus, increased and specialized services and additional resources are required to help the unemployed enter the labor market.
- 4) **Funding uncertainty**. The REB and its career centers receive significant resources through the U.S. Department of Labor Workforce Innovation and Opportunity Act (WIOA). In FY16, 63% of the REB's resources came from federal government sources. With lower unemployment, the WIOA allocation to the state and region decreases. In FY '17, the Metro North region received a 19% cut in its WIOA allocation, compared with FY '16 and a 32% cut compared with FY '12. In addition, with unknown and untested federal government leadership, the future of federal government spending on workforce development is uncertain. In these times, it is imperative that the REB diversify funding in order to continue and expand programming.

<sup>&</sup>lt;sup>3</sup> "Gap": shortfall between projected demand for skilled workers and supply of workers with necessary skills and credentials (expressed as a percentage of total projected 10-year job openings).

In order to sustain a workforce board that is ready to take on the workforce challenges of the future, it is critical that the REB be adaptable and ready for change as needs arise.

#### **Strategic Priorities**

To address these challenges and lead a highly effective workforce development system, the REB's FY 2017-2020 strategic priorities are:

- 1) Align workforce and business needs, focused on employer demand-driven strategies
- 2) Effectively serve all job seekers, with particular attention to those with barriers
- 3) Raise resources to achieve goals and create effective partnerships
- 4) Create a system that has measurable success, accountability and visibility ensuring performance excellence and strategic use of resources

#### Priority #1: Align workforce and business needs focused on employer demand-driven strategies

This first priority is the principle that employer needs will drive the vision of the REB and its strategy. The vision and programming will be designed to address business needs including filling vacancies through targeted training, increasing productivity through incumbent worker training, and reducing turnover through promoting good labor practices. It is the REB's vision that focusing on employer demand-driven strategies will ultimately benefit both employer and job seeker. For all levels of employment, starting with an understanding of employers' requirements ensures job seekers and workers are prepared for actual jobs.

While the current career centers serve employers, the career center activities are largely focused on individual job seekers. Therefore, existing programs provided by the career center are to a large extent driven by individual need. Employer services currently provided are largely focused on job fairs, onsite and specialized recruitment events, providing information on employer-targeted state programs, and job postings. Similarly, the REB has not fully engaged employers in workforce development activities in several of its targeted industries. In this strategic plan, the REB and its career centers will be driven by, and be responsive to, the demands of the employers in the local labor market. Activities and services provided will tie back to employer demand. The career centers will focus more on job matching, and the REB will engage employers in key strategic initiatives of training, planning, and partnership building. The REB and its career centers will be responsive to employers' workforce needs, which will promote success for job seekers, ensuring that they are being prepared to satisfy employer demand. A key goal is that the REB and career centers are valued by employers because staff understand the workforce needs of industry and companies and respond quickly to their needs for talent.

Given that there are a vast number of employers in the region, the REB will prioritize investing in companies that:

- Have jobs with defined career pathways for those with the desire and willingness to pursue them, or are committed to partnering with the career center to develop defined career pathways
- Are experiencing a talent shortage
- Have a need to fill jobs or promote staff to jobs which have a family supporting wage and benefits
- Provide opportunities for on-the-job-training, internships, mentoring, and follow up support.

In its work with business and industry, the REB will strive to:

- Provide quality business services
- Design and implement practices that engage industry sectors, use economic and labor market information, sector strategies, and career pathways
- Assist businesses in identifying and hiring skilled workers and accessing other supports, including education and training for their current workforce
- Develop a business strategy that:
  - Aligns with regional workforce development priorities
  - Aligns with economic development efforts in the region
  - Provides a plan to reach employers across the whole Metro North region
  - Responds well to the demands of the employers in the local labor market
  - Aligns business workforce needs with job seekers' assets.

Utilizing an employer driven philosophy, the REB has identified the following industries/occupational clusters as the key areas of focus in FY '17-'20 based on labor market information and direct conversations with employers:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Life Sciences
- Hospitality
- Retail
- Construction/Property Management
- Science, Technology, Engineering, and Math (STEM)

The specific work to be done in each industry/occupational cluster will vary. Some industries are industries in which the REB has extensive experience while others are newly identified in this strategic plan. For example, in the advanced manufacturing industry, the REB has been a partner in a well-established consortium for many years, and thus the work in the next four years will primarily be focused on continued support of training and initiatives that build off of the established consortium. In contrast, the construction/property management industry is a newly identified target industry, and thus the work will focus primarily on research, exploration, and partnership development.

This does not mean, however, that the REB will solely be focused on the areas listed above. There are other industries/occupational clusters not listed above, such as banking, financial services, and transportation, which may become focus industries in the future. The REB will continue to conduct research, engage employers, and implement innovative solutions for any industry of need in the Metro North region.

*Please refer to Attachments B-I for more detailed information on labor market information, highlights of past accomplishments, and goals for FY 17-20 for each of these target industries/occupational clusters.* 

#### Priority #2: Effectively serve all job seekers, with particular attention to those with barriers

This priority speaks to the other side of the REB's "dual customer" mission, ensuring that both employer and job seeker are sufficiently served. With that in mind, the REB understands there are certain populations of job seekers that require more services and attention. The REB and its career centers will work with partners to serve all job seekers and workers in the region including individuals with barriers to employment such as the long-term unemployed, individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance. The REB will support programs and services that not only lead to jobs with family-sustaining wages for these populations, but also focus on job retention and career advancement.

In alignment with WIOA guidelines, the REB, through its career centers and other partners, will continue to prioritize low-income populations. These populations include individuals and families receiving public assistance, as well as others who are not receiving public assistance but are still living in poverty. Currently, Metro North's career centers serve low-income populations through the WIOA Adult program, which includes job search, direct placement, occupational training, and ABE/ESOL services, and partnerships with agencies such as the Massachusetts Department of Transitional Assistance (DTA), the state agency that oversees the Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) programs. The REB will continue to maintain this focus in the next four fiscal years.

In FY '17-'20, the REB will continue to lead committees and track specific goals/success indicators for the following target populations:

- Youth
- Individuals with Disabilities
- Job Seekers with Adult Basic Education (ABE) Needs

#### Youth

The REB's youth work will focus on serving both in-school and out-of-school youth and both younger and older youth. These efforts will be broadly categorized into career awareness activities, primarily aimed at younger youth, and career preparation/employment activities, primarily aimed at older youth. Currently, the REB manages several youth initiatives including WIOA Youth, YouthWorks and School to Career Connecting Activities. This work is important for the region to ensure future employment opportunities for young people in the region and a pipeline of skilled workers for companies. With WIOA's direction of expanding the portion of funds dedicated to out of school youth to 75% (30% under WIA), the REB will continue to work with and expand providers serving this population. The REB will continue to operate these initiatives on a dual track—for both college and career readiness. The REB will continue to advocate for additional resources to expand the YouthWorks and Connecting Activities funding and encourage providers to place youth in private sector jobs where they can attain real world work experience to prepare them for future employment. Research has shown the strong positive connection between work experience in high school and future employment opportunities. As part of the strategy for Science, Technology, Engineering and Mathematics (STEM) initiative, the REB will expand engagement with high schools and STEM employers, fostering career awareness and employment opportunities for youth. The REB will seek funding to expand its work with youth for college and career readiness and employment services. In addition, the Metro North Youth Council will be essential in moving the REB's youth work forward in FY 17-20.

#### Individuals with Disabilities

The REB manages two grants focused on individuals with disabilities, the Disability Employment Initiative (DEI) and Ticket to Work. The REB will maintain a strong focus on serving job seekers with disabilities, primarily through its one stop career centers. Utilizing strategic partnerships with providers and employers, the REB will focus on how to better provide accommodations for job seekers with disabilities (i.e. via assistive technologies) and promote the skills and credentials of these job seekers with employers. The Metro North Committee for Inclusive Employment Services (MNCIES) Committee will lead the REB's efforts on these initiatives.

#### Job Seekers with Adult Basic Education (ABE) Needs

The REB will continue to support focused efforts to all individuals with ABE needs, including those in need of basic skills development, those without a high school diploma/equivalency credential, and English for Speakers of Other Languages (ESOL) learners. The REB currently manages a Massachusetts Department of Elementary and Secondary Education (DESE) Adult Basic Education (ABE) grant focused on career pathways in the healthcare industry. Given that many of Metro North's cities and towns have high percentages of its populations without basic education credentials, the REB will support efforts that enable the region's residents to attain the necessary skills needed for the region's jobs. The REB will look to explore its ABE work beyond the healthcare industry and explore ways to address the various barriers to employment that ABE students face. The ABE Transitions to College and Careers (ABETCC) Committee will help to inform the REB's work in this area.

*Please refer to Attachments J-L for more detailed information on current initiatives and goals for FY 17-20 for each of these target populations and associated committees.* 

#### Priority #3: Raise resources to achieve goals and create effective partnerships

The REB needs to raise resources to carry out its vision. In FY '16, 99% of the REB's funds were from the public sector. There are significant opportunities to bring in additional resources and expand workforce development funding for the Metro North REB. The REB has a record of success in securing funding from the U.S. Department of Labor, Workforce Competiveness Trust Fund, Massachusetts Department of Elementary and Secondary Education, and National Emergency Grants, among others. The funding from these sources will be expanded with an aggressive and strategic focus on partnership building and grant writing. In addition, other sources that will be targeted include:

- Corporate foundations
- Other State and Federal programs outside the Department of Labor
- Expansion of MA Workforce Training Fund grants
- Advocate for increased state spending on workforce development
- Advocate for a jobs linkage in some of the Metro North cities and towns, where developers pay a small fee which is used for job training

To accomplish these fundraising goals, the REB will dedicate staff time toward resource development grant writing, advocating for increased funding, and engaging businesses to become funders. Given the unique opportunity of the Workforce Training Fund in Massachusetts and shrinking unemployment, incumbent worker training will become even more critical to move low wage workers up the career ladder and keep workers trained for the jobs of the future. The REB will dedicate staff time to expanding Workforce Training Fund grants in the region and applying for consortium grants. Additional funds beyond WIOA will allow for flexible and creative strategies such as sector based training, incumbent worker training, and integration of adult basic education and occupational training.

The REB will work with other partners in the system to increase their funding to be able to serve more people and address critical workforce needs. The REB serves as a convener and leverages partnerships to satisfy labor demand needs of the Metro North region. Thus, the REB will foster partnerships among key workforce development entities in the region, engaging and empowering stakeholders to be involved and play leadership roles. The REB will foster partnerships that build on the strengths of each partner including:

- One-stop career centers: Provide job readiness services such as resume development and interview preparation, match employers and job seekers, provide services to businesses such as job fairs, onsite recruitments, and job postings, and serve as an access point for unemployment claims through co-location of Department of Unemployment Assistance staff. Front door for the unemployed, jobseekers and employers.
- Employers: Provide input into skills needed for jobs, hire workers, mentor workers, and promote worker. Become champions and models to other businesses.
- Higher education institutions: Provide academic remediation, college credit, certificates, degrees, and access to financial aid.
- Community-based organizations and related government assistance agencies: Provide wrap around services (case management, housing assistance, entitlement coaching, job placement, job retention), English for Speakers of Other Languages, adult basic education, skills training, and job readiness.
- Vocational technical schools: Lead vocational training including access to facilities, equipment, and instructional expertise.

- K-12 schools: Educate youth through high school graduation. Provide career readiness and career awareness training to students and engage students in summer and after school employment.
- Labor unions: Assist with identifying job openings and developing new training programs, particularly for targeted populations. Engage workers in incumbent worker training and advancement and work with management to execute.

Collaborations that integrate the strengths of each partner will be encouraged and facilitated through the REB. In addition, employers will be involved in every partnership to ensure the training and services provided to job seekers and workers matches industry need.

Key strategies will include leveraging resources to focus on sector based partnerships and training for industry recognized credentials including:

- Developing more sector partnerships focusing training on high demand industries and occupations. Organize industry employers to cooperate together to jointly address workforce needs.
- Emphasizing training that leads to an industry recognized credential and facilitating more partnerships involving colleges with other providers to increase access to college credit, financial aid, and credentials.
- Exploring the utilization of the region's vocational education facilities for adult education in the afternoon and evening to expand adult access to vocational training.
- Initiating training partnerships between community-based organization, vocational technical schools, and colleges to leverage the strengths of each partner.
- Ensuring youth graduate high school, have access to college, and understand career options and the labor market.

# <u>Priority 4: Create a system that has measurable success, accountability and visibility – ensuring performance excellence and strategic use of resources.</u>

It is the REB's priority to create a workforce development system in this region that is transparent, accountable, and visible, both internally and externally. The REB must operate with well-informed data and be transparent about funding distributions. Based on an analysis of the labor market and evaluation of current services, the REB will determine the best use of resources.

The REB will measure its progress on these success indicators:

Internal success indicators:

- Employers perceive the REB and career centers as an important resource in addressing their needs. Employer contacts are tracked over time and year to year increases are measured.
- Political leaders see and look to the REB as an effective regional leader of workforce development policy.
- A strategic plan guides the work of the REB and is updated regularly as the labor market changes.
- The REB Members drives the work of the REB with a strong employer voice.
- Stakeholders involved in the system are at the table, contributing ideas and implementing coordinated strategies. The REB tracks the number and types of partnerships and the education and skill gains and job placements associated with each effort.
- REB revenue is diversified. The REB increases outside funding support and the additional resources are targeted for workforce development activities in the region as prioritized by the REB.
- More individuals receive education, training and employment services resulting in job placements and advancement.
- Evaluation and labor market information determines future distribution of resources.

External success indicators:

- Unemployment decreases.
- Poverty decreases.
- Companies grow their workforce as they can find the trained talent they need to fill vacant positions.
- Business leaders and workers understand the career pathways in the industry and the steps that are needed to advance.
- Workers in lower wage jobs receive the skills and support they need to climb the career ladders. Those entry level jobs are filled by unemployed residents entering the workforce. In turn, after they gain work experience, the new entry level workforce is trained to move up the career ladder if desired and replaced with new employees entering the workforce.
- More revenue is secured for workforce development services and programs in the region.

#### Career Center Success

A key role of the REB is leadership and oversight of the one stop career centers. The career centers in the Metro North workforce region have been effective in serving large numbers of customers (16,558 FY2016). The priorities of WIOA and the Baker administration require the REB to position the One-Stop Career Centers to be increasingly demand driven. To accomplish this, the REB will require the Career

Centers to focus on developing solutions that address businesses' workforce problems as the top priority. The demand driven strategies will enable them to provide significant value to employers by saving them time and money in recruitment. With an effective demand driven strategy, employers will seek their assistance with filling vacancies and solving other workforce problems. Thus, clients will be helped with increased job placement and advancement.

Career Center success indicators:

- High job placement rate.
- All job seekers are effectively served, including those with barriers to employment.
- Employers are engaged in the work supported by the REB and report value in working with the Career Centers.
- Employers reach out to the Career Centers when they have vacancies.
- Employers become champions who reach out to and involve other employers in their industry.

### **VIII. Conclusion**

Over the next four years, the REB will apply best practices and innovative approaches to enhance and expand its work. The region is committed to an all-out effort to address residents' and businesses' workforce development needs. The Metro North REB will make a concerted effort to implement new strategies that will address skills gaps, enable vulnerable residents to success in the labor market, and increase business productivity with a stellar workforce. In FY 2017 - FY 2020, the REB will work to engage all workforce development stakeholders into meaningful partnership building and bring resources to the region to address workforce needs for youth, adults, and employers. The REB will continue its efforts to: create deeper, effective relationships with businesses; enhance the capacity of career centers to provide focused services tailored to the needs of job seekers and employers; ensure access to career center services by customers with barriers to workforce participation; create new partnerships that foster effective communication among employers, labor, training providers, education providers, community-based organizations, public agencies, and career centers in order to create career pathways and to align education and training with business needs; and expand the horizons for youth most in need.

### **Attachment A: REB Committees and Consortia**

### Metro North Regional Employment Board Committee Structure

Updated 10/25/16



## **Attachment B: Advanced Manufacturing**

### Current Labor Market Information (LMI)

The Advanced Manufacturing sector presents numerous career pathway opportunities for the region's residents to enter into a growing sector. Below is a list of advanced manufacturing positions in the Metro North region and related occupational information.

| Occupation   | SOC Code   | Typical<br>Education                    | # employees in the<br>Metro North Region | Income Range in the<br>Metro North Region |
|--|------------|---|--|---|
| Manufacturing Production<br>Technician   | 17-3029.09 | Associate's Degree                      | 170                                      | \$44,948 - \$62,489                       |
| Manufacturing Engineer   | 17-2199.04 | Bachelor's Degree                       | 560                                      | \$56,527 - \$156,311                      |
| Manufacturing Engineer<br>Technologist   | 17-3029.06 | Associate's Degree                      | 170                                      | \$44,948 - \$62,489                       |
| Electrical Engineer  | 17-2071.00 | Bachelor's Degree                       | 1,110                                    | \$74,865 - \$118,194                      |
| Industrial Engineer Technician   | 17-3026.00 | Associate's Degree                      | 270                                      | \$47,371 - \$70,066                       |
| Sales Representative. Wholesale<br>and Manufacturing. Except<br>Technical and Scientific<br>Products | 41-4012.00 | High school<br>diploma or<br>equivalent | 4,140                                    | \$43,867 - \$107,391                      |
| Mechanical Engineer  | 17-2141.00 | Bachelor's Degree                       | 1,570                                    | \$68,497 - \$106,992                      |
| Sales Representative. Wholesale<br>and Manufacturing. Technical<br>and Scientific Products           | 41-4011.00 | Bachelor's Degree                       | 3,090                                    | \$54,464 - \$113,049                      |
| Industrial Engineer Technician   | 17-2112.00 | Bachelor's Degree                       | 1,020                                    | \$69,422 - \$111,201                      |
| Industrial Production Manager  | 11-3051.00 | Bachelor's Degree                       | 590                                      | \$78,789 - \$127,573                      |
| Engine and Other Machine<br>Assembler  | 51-2031.00 | High school<br>diploma or<br>equivalent |  |   |
| Team Assembler   | 51-2092.00 | High school<br>diploma or<br>equivalent | 1,960                                    | \$20,650 - \$36,798                       |
| Cutting. Punching. And Press<br>Machine Setters. Operators and<br>Tenders, Metal and Plastic         | 51-4031.00 | High school<br>diploma or<br>equivalent | 270                                      | \$26,796 - \$40,443                       |
| Mechanical Engineering<br>Technologist   | 17-3029.07 | Associate's Degree                      | 170                                      | \$44,948 - \$62,489                       |
| Materials Engineer   | 17-2131.00 | Bachelor's Degree                       | ***                                      | \$62,275 - \$82,464                       |
| Electronics Engineer. Except<br>Computer   | 17-2072.00 | Bachelor's Degree                       | 1,750                                    | \$74,309 - \$136,210                      |
| Mechatronics Engineer  | 17-2199.05 | Bachelor's Degree                       | 560                                      | \$56,527 - \$156,311                      |

#### Highlights of Accomplishments to Date

- Created a multi-regional, multi-partner consortium called the Northeast Advanced Manufacturing Consortium (NAMC), consisting of four workforce development boards, seven one stop career centers, three community colleges, multiple technical/vocational high schools, and dozens of employer partners. The consortium was also able to hire three NAMC-focused staff: a director and manager focused on employer engagement and a training manager.
- NAMC has engaged 150 employers in workforce development, training, and hiring activities.
- To date, NAMC has placed 114 out of 142 graduates (80%) at an average hourly wage of \$17.57 across 12 cycles of training. 108 of the 114 placed remain employed, a 95% retention rate.
- Awarded 2015 Massachusetts Executive Office of Housing and Urban Development (EOHED) Advanced Manufacturing outreach grant to increase the "pipeline" of area residents interested and able to enter into an advanced manufacturing career.
- Awarded Mass Development Amp it Up! grant three consecutive years (2013 2016) to promote advanced manufacturing career awareness in the region's high schools.
- Awarded two National Emergency Grant (NEG) programs: a job-driven grant and a sector partnership grant to support slots in NAMC training cycles.
- Awarded a grant from the US Department of Labor (DOL) to expand apprenticeship opportunities to the advanced manufacturing sector, including funds for the related instruction component of registered apprenticeship.

- Increase pipeline development activities, including increased awareness of advanced manufacturing careers among the region's residents (especially to underserved populations, i.e. youth, women, minorities), academic remediation to prepare area residents to meet entry requirements to NAMC training cycles, and increased soft skills training to prepare residents for jobs in the advanced manufacturing sector.
- Research, prepare, and submit funding proposals to support further training cycles, pipeline development, and other initiatives that will address the advanced manufacturing sector's workforce and business needs.
- Evaluate current NAMC administration and staffing structure to ensure maximum efficiency, efficacy, and impact for all partners in the consortium.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within advanced manufacturing. Expand partnership to include these additional partners, including Bunker Hill Community College.

### **Attachment C: Healthcare**

#### **Current Labor Market Information (LMI)**

The healthcare industry has the second highest employment in Metro North, under the Professional, Technical, and Scientific industry, with 56,739 workers employed in the Metro North region.<sup>4</sup> When compared to the state as a whole, the location quotient<sup>5</sup> for healthcare (the Healthcare and Social Assistance Industry Sector) in the Metro North region is .77 (13.8% of Metro North's employment). The table below shows that private hospitals, offices of physicians, nursing care facilities, and home healthcare services have the highest number of jobs in the Metro North region within the healthcare industry.

| NAICS<br>Code | Description   | 2013<br>Jobs | 2015 Jobs | Change | % Change | 2015 Avg<br>Weekly<br>Wage |
|---------------|---|--------------|-----------|--------|----------|----------------------------|
| 6221          | General Medical and Surgical Hospitals (Private)            | 15,121       | 15,677    | 556    | 23.7%    | \$1,306                    |
| 6211          | Offices of Physicians (except Mental Health<br>Specialists) | 4,953        | 4,925     | -28    | -0.6%    | \$1,854                    |
| 6231          | Nursing Care Facilities                                     | 4,679        | 4,472     | -207   | -4%      | \$747                      |
| 6216          | Home Health Care Services                                   | 3,629        | 4,547     | 918    | 25%      | \$817                      |
| 6212          | Offices of Dentists   | 2,667        | 2,826     | 159    | 6%       | \$952                      |
| 6219          | Ambulatory Health Care Services                             | 1,346        | 1,298     | -48    | -3.6%    | \$907                      |
| 6232          | Residential Mental Health Facilities                        | 1,860        | 1,736     | -124   | -6.7%    | \$659                      |
| 6233          | Community Care Facility for the Elderly                     | 1,923        | 2,260     | 337    | 17.5%    | \$601                      |

Table 2: Occupational Employment in Healthcare Industry (2013-2015)\*

\* Executive Office of Labor and Workforce Development average Employment and Wage Report, Second Quarter 2013 and 2015, Metro North WIA.

As shown in Table 2, Home Health Care Services added the highest number of jobs from 2013 to 2015. Regionally, looking at specific cities in Metro North, Burlington (2015 location quotient compared to the state is .90), Cambridge (location quotient is .53), and Winchester (location quotient is 2.41) demonstrate a high healthcare employment concentration in Metro North. The sheer volume of employment in the healthcare sector virtually demands a REB focus on the healthcare industry. Further, the growing number of retirees in the healthcare workforce in combination with the growth in the aging population in need of healthcare services also presents future workforce areas to address.

<sup>&</sup>lt;sup>4</sup> Executive Office of Labor and Workforce Development average Employment and Wage (ES-202), Second Quarter 2015 using 2-digit NAICS code, Metro North WIA.

<sup>&</sup>lt;sup>5</sup> Location quotient is a comparison of a local area's density of jobs compared to statewide. The higher the number, the denser the concentration of jobs in that local area compared to statewide.

#### **Highlights of Accomplishments to Date**

- The REB convened the Healthcare Partnership meetings to discuss the current needs of local employers and educators, and to analyze how healthcare reform will affect the workforce. The Partnership had several guest speakers, including representatives from Blue Cross Blue Shield of Massachusetts Foundation and Jobs for the Future CareerSTAT, present throughout FY13-FY16.
- In December 2013, the Healthcare Partnership submitted a Healthcare Workforce Transformation Planning Grant proposal to Commonwealth Corporation and was awarded \$32,500 in late March of 2014. The partnership included Cambridge Health Alliance, Hallmark Health Systems, Home Care Aid Council, Middlesex Community College, Just A Start, The Career Place, Career Source, Medical-Legal Partnership/Boston, and consultant Brandynn Holgate.
- In the Planning project the partnership engaged in an assessment of frontline healthcare skill needs in health systems transitioning to a patient-centered medical home model. The assessment identified frontline positions in the health clinic, hospital, and physician practice settings. Observations, focus groups, interviews, and online surveys were conducted to identify the roles and responsibilities of the frontline healthcare workers and how their roles were evolving as health systems transitioned to a Patient-Centered Medical Home delivery of care.
- The Metro North Healthcare Partnership then submitted a proposal for the Healthcare Workforce Transformation Fund Training Grant that was awarded \$179,000 to support a twoyear effort beginning in February 2015 through January 2017. Mount Auburn Hospital and Bunker Hill Community College joined the healthcare partnership adding on to the original Planning project partners.
- In the Training project the partnership developed four training modules that were used for incumbent worker training as well as add-on modules to existing training programs. The modules were focused on preparing current and new workers on features of the Affordable Care Act related to changing work roles, the Patient-Centered Medical Home model, and ability to understand and assist patients regarding life issues that may significantly impact health.
- In the Training project Modules 1-3 were developed and delivered to 52 Medical Assistant students by Bunker Hill Community college. The training focused on: operational changes healthcare providers are undertaking to align with patient-centered medical home (PCMH), who are the key healthcare professionals in a PCMH, and skills needed to provide team-based care and preventive care.
- Module 4 was developed and delivered to incumbent workers by Medical Legal Partnership Boston. Module 4 is an innovative curriculum that focuses on supporting the workforce in helping patients overcome barriers to accessing resources. This module is called Social Determinants of Health: Helping Patients Access Needed Community Resources and it introduces trainees to income supports to support low-resource households, strategies to help patients overcome barriers to affordable housing and utilities, and key strategies for supporting vulnerable populations including people with disabilities or survivors of interpersonal violence. The Medical Legal Partnership facilitated nine trainings at Hallmark Health System, Inc., Cambridge Health Alliance, and Mount Auburn Hospital reaching 163 incumbent workers.

• Participated in a regional partnership that focused on serving individuals with disabilities and providing training and placement in healthcare with funding from the Commonwealth Corporation Sector Regional Strategies (SRS) – Employment Programs: Individuals with Disabilities grant. As of June 30, 2016, 20 individuals with disabilities were enrolled in healthcare training and 14 were placed in jobs.

- The Metro North Healthcare Partnership will continue to assess current labor market information and occupational needs, and discuss skills gaps and training alignment needs.
- The Partnership will continue to work on the Training project providing professional development workshops to the career centers and creating an online training format for the developed training modules.
- In the Training project the REB will finalize all evaluation and develop a final business impact assessment.
- Develop proposal(s) as a lead or a partner for healthcare workforce in order to support additional healthcare training.
- Distribute finalized career pathways tool to: schools, youth programs, career centers, and education/training providers. Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within healthcare.
- Continue to strengthen and recruit more members for the Healthcare Partnership, and to provide opportunities for hospitals, long-term care associations, health clinics, educators, and career centers to align workforce needs and create innovative strategies to address healthcare reform in a region leading in the healthcare industry.

### **Attachment D: Information Technology**

#### **Current Labor Market Information (LMI)**

Most occupations in the IT sector have a bright outlook, especially in the Metro North region. The chart below shows recent employment and wage data as of May 2015 (most recent data available) for a variety of occupations within this sector. Note that every listed occupation's median wage is over \$55,000 per year with several in the six figures.

|          |   | Wage Data as of May 2015 |                   |           |                   |             |  |
|----------|---|--------------------------|-------------------|-----------|-------------------|-------------|--|
| SOC Code | Occupation Title                                | Employment               | Median            | Mean      | Entry             | Experienced |  |
| 15-1111  | Computer and Information Research<br>Scientists | 680                      | \$111,570         | \$124,424 | \$77,975          | \$147,649   |  |
| 15-1121  | Computer Systems Analysts                       | 2,740                    | \$85 <i>,</i> 958 | \$90,129  | \$63,516          | \$103,436   |  |
| 15-1122  | Information Security Analysts                   | 270                      | \$87,764          | \$96,251  | \$59,583          | \$114,585   |  |
| 15-1131  | Computer Programmers                            | 1,420                    | \$95 <i>,</i> 298 | \$98,849  | \$67,325          | \$114,611   |  |
| 15-1132  | Software Developers, Applications               | 7,360                    | \$104,106         | \$106,285 | \$61,086          | \$128,885   |  |
| 15-1133  | Software Developers, Systems<br>Software        | 5,340                    | \$112,633         | \$112,500 | \$81,384          | \$128,058   |  |
| 15-1134  | Web Developers                                  | 750                      | \$83,921          | \$86,232  | \$55,659          | \$101,518   |  |
| 15-1141  | Database Administrators                         | 640                      | \$89 <i>,</i> 628 | \$89,815  | \$59,778          | \$104,833   |  |
| 15-1142  | Network and Computer Systems<br>Administrators  | 1,440                    | \$84,194          | \$88,742  | \$63 <i>,</i> 371 | \$101,427   |  |
| 15-1143  | Computer Network Architects                     | 620                      | \$100,306         | \$111,089 | \$71,076          | \$131,096   |  |
| 15-1151  | Computer User Support Specialists               | 3,870                    | \$59,264          | \$63,794  | \$40,766          | \$75,308    |  |
| 15-1152  | Computer Network Support<br>Specialists         | 350                      | \$72,078          | \$76,796  | \$51,764          | \$89,312    |  |
| 15-1199  | Computer Occupations, All Other                 | 1,460                    | \$88,635          | \$89,782  | \$52,346          | \$108,500   |  |

Overall, the IT industry has seen major growth nationally and regionally and will continue to do so. Employers within the Metro North Region have expressed the challenges they have faced in recruiting IT professional for positions domestically and therefore have had to apply for H1B visas in order to fill local positions. In Metro North, employment for IT occupations is projected to increase 21% from 2012 to 2022. The majority of growth was in the sectors of software and IT services. The table below shows these computer and IT occupations in Metro North as well as the change over the ten years span.

| SOC    | Title   | Employment<br>2012 | Employment<br>2022 | Change | % Change | Education Level                       |
|--------|---|--------------------|--------------------|--------|----------|---------------------------------------|
| 151111 | Computer and Information<br>Research Scientists | 592                | 664                | 72     | 1.20%    | Doctoral or<br>professional<br>degree |
| 151121 | Computer Systems<br>Analysts                    | 2,072              | 2,591              | 519    | 2.30%    | Bachelor's degree                     |
| 151122 | Information Security<br>Analysts                | 401                | 565                | 164    | 3.50%    | Bachelor's degree                     |
| 151131 | <b>Computer Programmers</b>                     | 1,809              | 1,992              | 183    | 1.00%    | Bachelor's degree                     |
| 151132 | Software Developers,<br>Applications            | 4,939              | 6,140              | 1,201  | 2.20%    | Bachelor's degree                     |
| 151133 | Software Developers,<br>Systems Software        | 5,416              | 6,709              | 1,293  | 2.20%    | Bachelor's degree                     |
| 151134 | Web Developers                                  | 1,362              | 1,644              | 282    | 1.90%    | Post-<br>secondary<br>certificate     |
| 151141 | Database Administrators                         | 847                | 1,004              | 157    | 1.70%    | Bachelor's degree                     |
| 151142 | Network and Computer<br>Systems Administrators  | 1,599              | 1,794              | 195    | 1.20%    | Bachelor's degree                     |
| 151143 | Computer Network<br>Architects                  | 1,200              | 1,432              | 232    | 1.80%    | Bachelor's degree                     |
| 151151 | Computer User Support<br>Specialists            | 2,976              | 3,749              | 773    | 2.30%    | Post-<br>secondary<br>certificate     |
| 151152 | Computer Network<br>Support Specialists         | 1,175              | 1,380              | 205    | 1.60%    | Post-<br>secondary<br>certificate     |
| 151199 | Computer Occupations, All<br>Other              | 894                | 1,000              | 106    | 1.10%    | Information Not<br>Available          |

Domestic training in the IT sector would be beneficial in reducing the number of H1B visas needed while simultaneously filling the growing number of IT positions within the region.

#### Highlights of Accomplishments to Date

- Convened meetings with regional partners to begin discussions on the opportunities to support IT career pathways locally. Two collaborative efforts with other regions resulted in writing two proposals and applying for two different opportunities. Neither proposal was funded, but the partnership and program development will inform future efforts.
- Conducted substantial research and collaborated with Bunker Hill Community College to develop a career pathway chart that illustrates the entry points and advancement in the IT industry.

- Develop an information technology consortium that will assist in identifying workforce development issues related to the IT industry as well recommend solutions to address issues. Members of the consortium will include employers, training providers, industry associations, career centers, community organizations, and other IT workforce stakeholders and partners.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within IT and computer science.
- Develop an effective IT workforce development program model that promotes entry into the IT career path and allows for advancement within the sector.
- Develop funding proposals with input from consortium and secure funding for IT training, pipeline development, and other key initiatives informed by consortium needs.

### **Attachment E: Life Sciences**

#### **Current Labor Market Information (LMI)**

The life sciences industry remains one of the largest and fastest-growing industries in Metro North. The Commonwealth employs over 113,000 life science workers with a vast concentration in the Metro North/Boston region. According to MassBioEd, the Massachusetts life sciences industry is expected to grow 6.7% with 4,325 jobs needed to be filled by May 2018. With the extraordinary growth in the industry in recent years, employers are having difficulty filling positions. It is critical the region strengthens connections with employers and building bridges to valuable training, in order to develop qualified workers from diverse populations and provide other resources to support the field.

The table below lists occupations with the highest number of jobs in the life science industry in Metro North.

| Occupation                             | # Employees in<br>Metro North | Median Salary<br>in Metro North | Most Common<br>Education Level |
|--|-------------------------------|---------------------------------|--------------------------------|
| Medical Scientist                      | 3,400                         | \$95,775                        | Doctoral/Professional          |
| Clinical Research Coordinator          | 1,200                         | ***                             | Bachelor's                     |
| Biological Technician                  | 1,210                         | \$49,149                        | Bachelor's                     |
| <b>Regulatory Affairs Manager</b>      | 1,180                         | \$118,907                       | Bachelor's                     |
| Regulatory Affairs Specialist          | 1,120                         | \$84,331                        | Bachelor's                     |
| Quality Control Systems Manager        | 830                           | \$113,114                       | Bachelor's                     |
| Quality Control Analyst                | 670                           | \$55,603                        | Bachelor's                     |
| Medical and Clinical Lab Technicians   | 590                           | \$41,406                        | Bachelor's                     |
| Medical and Clinical Lab Technologists | 570                           | \$70,684                        | Bachelor's                     |

Occupational Employment and Wage Statistics Survey, Metro North WDA, Bureau of Labor Statistic, May 2015

- Increase awareness of life sciences career pathways among the region's youth. The REB will connect educators, youth, and employers to ensure youth gain a better understanding of the occupations and career pathways available in the industry. Undertakings will include conducting job shadows, company tours, career exploration days, and facilitating potential internships.
- Investigate and explore the feasibility and necessity for a life sciences industry-wide consortium. The REB will conduct research, analyze LMI, engage employers, and meet with providers to decide if a consortium is feasible and necessary, and, if so, what the goals of the consortium should be.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within life sciences.

### **Attachment F: Hospitality**

#### Current Labor Market Information (LMI)

To address the needs of jobseekers with barriers, it is important to promote industry sectors with a variety of entry level options. The accommodation and food service sector offers such opportunities. The chart below shows recent employment and wage data as of May 2015 (most recent data available) for a variety of hospitality occupations within this sector. A few of the occupations enable experienced workers to make well over \$50,000 annually.

|          |  |            |          | Wage Data         | as of May 20 | )15         |
|----------|--|------------|----------|-------------------|--------------|-------------|
| SOC Code | Occupation Title   | Employment | Median   | Mean              | Entry        | Experienced |
| 35-1011  | Chefs and Head Cooks   | 360        | \$64,382 | \$63,955          | \$44,605     | \$73,629    |
| 35-1012  | First-Line Supervisors of Food<br>Preparation and Serving<br>Workers     | 2,060      | \$34,229 | \$39,873          | \$25,363     | \$47,128    |
| 35-2012  | Cooks, Institution and<br>Cafeteria                                      | 700        | \$38,006 | \$38,233          | \$27,678     | \$43,510    |
| 35-2014  | Cooks, Restaurant  | 4,240      | \$27,868 | \$28,615          | \$21,659     | \$32,093    |
| 35-2021  | Food Preparation Workers   | 2,730      | \$24,950 | \$27,585          | \$21,279     | \$30,739    |
| 35-3011  | Bartenders   | 1,330      | \$24,486 | \$29,056          | \$19,045     | \$34,062    |
| 35-3021  | Combined Food Preparation<br>and Serving Workers,<br>Including Fast Food | 6,540      | \$19,671 | \$22,239          | \$19,119     | \$23,799    |
| 35-3022  | Counter Attendants,<br>Cafeteria, Food Concession,<br>and Coffee Shop    | 4,340      | \$19,583 | \$20,601          | \$19,296     | \$21,253    |
| 35-3031  | Waiters and Waitresses   | 7,570      | \$25,222 | \$27,101          | \$19,138     | \$31,082    |
| 35-3041  | Food Servers, Nonrestaurant  | 470        | \$21,435 | \$23 <i>,</i> 468 | \$19,383     | \$25,510    |
| 35-9011  | Dining Room and Cafeteria<br>Attendants and Bartender<br>Helpers         | 580        | \$23,248 | \$25,179          | \$20,254     | \$27,641    |
| 35-9021  | Dishwashers  | 2,350      | \$21,830 | \$23,568          | \$19,293     | \$25,706    |
| 35-9031  | Hosts and Hostesses,<br>Restaurant, Lounge, and<br>Coffee Shop           | 1,420      | \$22,615 | \$23,308          | \$20,356     | \$24,783    |
| 11-9081  | Lodging Managers   | 30         | \$60,414 | \$76,809          | \$54,393     | \$88,018    |
| 37-1011  | First-Line Supervisors of<br>Housekeeping and Janitorial<br>Workers      | 580        | \$53,189 | \$55,178          | \$41,757     | \$61,889    |
| 37-2012  | Maids and Housekeeping<br>Cleaners                                       | 2,110      | \$25,661 | \$28,247          | \$19,776     | \$32,483    |
| 39-6012  | Concierges   | 40         | \$38,729 | \$37,433          | \$29,511     | \$41,393    |
| 43-4081  | Hotel, Motel, and Resort Desk<br>Clerks                                  | 270        | \$30,034 | \$31,695          | \$24,654     | \$35,216    |

Moreover, employers in the Metro North Region have reached out to the career centers for assistance in hiring workers in the accommodation and food service sector, especially in the Burlington area where the major shopping center is located. Overall, this sector is projected to employ over 35,000 people in the Metro North Region by 2022 with a 15% increase over a span of ten years. The table below shows this growth over a ten year period.

| SOC    | Title   | Employment<br>2012 | Employment<br>2022 | Change | % Change | Education<br>Level                      |
|--------|---|--------------------|--------------------|--------|----------|---|
| 351011 | Chefs and Head Cooks  | 584                | 652                | 68     | 1.10%    | High school<br>diploma or<br>equivalent |
| 351012 | First-Line Supervisors of<br>Food Preparation and<br>Serving Workers        | 2,012              | 2,411              | 399    | 1.80%    | High school<br>diploma or<br>equivalent |
| 352012 | Cooks, Institution and<br>Cafeteria   | 1,041              | 1,192              | 151    | 1.40%    | Less than high<br>school                |
| 352014 | Cooks, Restaurant   | 2,811              | 3,446              | 635    | 2.10%    | Less than high<br>school                |
| 352021 | Food Preparation Workers  | 1,711              | 1,820              | 109    | 0.60%    | Less than high<br>school                |
| 353011 | Bartenders  | 2,691              | 3,263              | 572    | 1.90%    | Less than high<br>school                |
| 353021 | Combined Food<br>Preparation and Serving<br>Workers, Including Fast<br>Food | 5,051              | 5,936              | 885    | 1.60%    | Less than high<br>school                |
| 353022 | Counter Attendants,<br>Cafeteria, Food<br>Concession, and Coffee<br>Shop    | 2,871              | 2,963              | 92     | 0.30%    | Less than high<br>school                |
| 353031 | Waiters and Waitresses  | 6,418              | 7,261              | 843    | 1.20%    | Less than high<br>school                |
| 353041 | Food Servers,<br>Nonrestaurant  | 834                | 1,020              | 186    | 2.00%    | Less than high<br>school                |
| 359011 | Dining Room and<br>Cafeteria Attendants and<br>Bartender Helpers            | 849                | 959                | 110    | 1.20%    | Less than high<br>school                |
| 359021 | Dishwashers   | 1,502              | 1,698              | 196    | 1.20%    | Less than high<br>school                |
| 359031 | Hosts and Hostesses,<br>Restaurant, Lounge, and<br>Coffee Shop              | 1,297              | 1,459              | 162    | 1.20%    | Less than high<br>school                |
| 371011 | First-Line Supervisors of<br>Housekeeping and<br>Janitorial Workers         | 655                | 724                | 69     | 1.00%    | High school<br>diploma or<br>equivalent |
| 396012 | Concierges  | 166                | 219                | 53     | 2.80%    | High school<br>diploma or<br>equivalent |
| 434081 | Hotel, Motel, and Resort<br>Desk Clerks                                     | 235                | 295                | 60     | 2.30%    | High school<br>diploma or<br>equivalent |

#### **Highlights of Accomplishments to Date**

- Participated in a regional partnership that focused on serving individuals with disabilities and providing training and placement in culinary arts with funding from the Commonwealth Corporation Sector Regional Strategies – Employment Programs: Individuals with Disabilities grant. As of June 30, 2016, 22 individuals with disabilities were enrolled in culinary arts training and 17 were placed in jobs.
- Conducted research on grant opportunities to promote career pathways in culinary arts and secured a US Department of Labor – Disability Employment Initiative grant. Awarded over \$530,000 for the region over a 3.5-year period to promote career pathways in culinary arts as well as train and place individuals with disabilities in culinary arts jobs. As of June 30, 2016, 23 individuals with disabilities were enrolled in culinary arts training.
- Conducted research on grant opportunities to promote career pathways in hospitality and secured a Workforce Competitive Trust Fund grant. Awarded \$160,000 for the region over a 2-year period to promote a career pathway in hospitality as well as train and place immigrants in hospitality jobs.

- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within culinary arts and hospitality.
- Fund as well as leverage existing partnership and program model to provide training to individuals with disabilities, which will result in earning industry recognized certifications and being placed in the culinary arts sector.
- Develop and fund a successful regional partnership and program model focused on supporting a career pathway in hospitality, resulting in training and placing residents in hospitality careers.
- Expand training capacity to meet labor market demand for hospitality careers, especially the major influx of jobs expected to be created, directly and indirectly, from the Wynn Boston Harbor casino project. Wynn expects to hire over 1,000 hospitality employees when the casino opens in summer 2019, necessitating an increase in capacity to prepare local job seekers for those positions.

### **Attachment G: Retail**

#### **Current Labor Market Information (LMI)**

The local retail industry includes a broad range of building materials and other home-related retail supplies, general merchandise and food stores, auto dealers, apparel stores, home furnishings and miscellaneous retail. There is a large number and variety of retailers within the Metro North boundaries. Specifically, there are 210 retail establishments with 50 or more employees (excluding full-service restaurants,) according to AtoZ Databases, including 80 establishments with 100 or more employees, 30 with 200 or more. As the chart shows below, there are several entry-level occupations in the retail industry with modest salaries.

|          |   | Wage Data as of May 2015 |          |                   |          |             |  |
|----------|---|--------------------------|----------|-------------------|----------|-------------|--|
| SOC Code | Occupation Title                                  | Employment               | Median   | Mean              | Entry    | Experienced |  |
| 41-1011  | First-Line Supervisors of<br>Retail Sales Workers | 2,110                    | \$43,419 | \$50,228          | \$29,078 | \$60,803    |  |
| 41-2011  | Cashiers  | 8,130                    | \$20,254 | \$23,805          | \$19,104 | \$26,155    |  |
| 41-2021  | Counter and Rental Clerks                         | 680                      | \$30,254 | \$32,837          | \$23,290 | \$37,611    |  |
| 41-2022  | Parts Salespersons                                | 310                      | \$42,464 | \$42,465          | \$24,851 | \$51,272    |  |
| 41-2031  | Retail Salespersons                               | 9,960                    | \$24,075 | \$29,617          | \$20,789 | \$34,031    |  |
| 41-3099  | Sales Representatives,<br>Services, All Other     | 3,680                    | \$78,116 | \$86 <i>,</i> 456 | \$47,515 | \$105,927   |  |

Moreover, there were 1,121 job ads in the retail sector within the Metro North communities, as of January 2016, 514 of which are for "retail salespersons," and the remainder for managers and other retail occupations (according to WantedAnalytics.com). Information from retail employers suggests that the large number of openings is due in large part to the high employee turnover rate. With regard to the mismatch between retail labor supply and employer demand, the BLS Job Openings and Labor Turnover Survey (JOLTS) reports that "Job Openings" in Retail Trade, as measured by the JOLTS report (a better indicator of labor demand than job ads), rose from 3.1% of total retail employment in 2014 to 3.8% in 2015, an increase of 23%.

An indicator of labor turnover, the national "quits rate" in Retail Trade averaged 2.9% of total retail employment from July to October 2015, vs. 1.9% for Total Nonfarm employment during the same time period. It is anticipated that this rate will increase as the economy continues to improve. The chart below shows projections over a ten year span with a 6.8% increase within the Metro North Region. More specific to the Metro North region, discussions between the region's career center staff and major retailers have indicated significant difficulty in hiring retail workers due to the percentage of applicants who do not possess the requisite customer service skills or who fail drug testing and/or credit checks<sup>6</sup>. Therefore, additional training and case management for participants interested in the sector would be beneficial to the employment landscape for the region.

<sup>&</sup>lt;sup>6</sup> From first hand conversations, companies expressing the difficulty include Macy's, Lord and Taylor, Target, Sears, CVS, and Home Depot.

| SOC    | Title                      | Employment<br>2012 | Employment<br>2022 | Change | % Change | Education Level |
|--------|----------------------------|--------------------|--------------------|--------|----------|-----------------|
| 411011 | First-Line                 | 4,023              | 4,116              | 93     | 0.20%    | High school     |
|        | Supervisors of             |                    |                    |        |          | diploma or      |
|        | Retail Sales               |                    |                    |        |          | equivalent      |
|        | Workers                    |                    |                    |        |          |                 |
| 412011 | Cashiers                   | 9,672              | 10,090             | 418    | 0.40%    | Less than high  |
|        |                            |                    |                    |        |          | school          |
| 412021 | <b>Counter and Rental</b>  | 1,053              | 1,117              | 64     | 0.60%    | Less than high  |
|        | Clerks                     |                    |                    |        |          | school          |
| 412022 | Parts Salespersons         | 296                | 322                | 26     | 0.80%    | Less than high  |
|        |                            |                    |                    |        |          | school          |
| 412031 | <b>Retail Salespersons</b> | 10,169             | 10,980             | 811    | 0.80%    | Less than high  |
|        |                            |                    |                    |        |          | school          |
| 413099 | Sales                      | 3,073              | 3,596              | 523    | 1.60%    | High school     |
|        | Representatives,           |                    |                    |        |          | diploma or      |
|        | Services, All Other        |                    |                    |        |          | equivalent      |

#### **Highlights of Accomplishments to Date**

• Conducted research on grant opportunities to promote career pathways in retail and secured a foundation grant. Resulted in being awarded \$400,000 from the Walmart Foundation for the region to promote a career pathway in retail, train and place jobseekers in retail jobs, and provide incumbent worker training to help employees advance in the retail sector. There is also an opportunity to earn an additional \$400,000 the following year if the program is effective the first year.

- Develop a retail advisory council that will assist in aligning retail related training to the employers needs as well as identifying other workforce development issues in the retail industry. Members of the consortium will include employers, career centers, economic development, and other retail workforce stakeholders and partners.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within retail and customer service.
- Meet deliverables of Walmart Foundation funded training program that includes customer service training for entry-level retail positions, incumbent worker training for existing employees to move up in their careers and meet the workforce needs of retail employers, and preparation for National Retail Federation certifications.
- Seek additional funding after Walmart Foundation grant is completed if there is a sustained need for pre-employment and incumbent worker training.

### **Attachment H: Construction/Property Management**

#### **Current Labor Market Information (LMI)**

The construction and property management occupation clusters are two growing clusters in Metro North that provide many opportunities for the region's residents to gain entry into long-term careers at family sustaining wages. The construction industry is already one of Metro North's top-ten industries, and both occupation clusters are projected to add many more jobs over the next ten years. Below are some examples of occupations in these clusters, growth rate projection, required education level, and mean wages:

| SOC<br>Code | Title  | Change<br>Level<br>(2014-2024) | Education Level                      | 2015 Mean Annual<br>OES Wage |
|-------------|--|--------------------------------|--------------------------------------|------------------------------|
| 372012      | Maids and Housekeeping Cleaners                                  | 229                            | Less than high<br>school             | \$28,247                     |
| 372011      | Janitors and Cleaners,<br>Except Maids and Housekeeping Cleaners | 183                            | Less than high<br>school             | \$36,540                     |
| 499071      | Maintenance and Repair Workers, General                          | 161                            | High school diploma<br>or equivalent | \$48,186                     |
| 472111      | Electricians   | 158                            | High school diploma<br>or equivalent | \$62,335                     |
| 373011      | Landscaping and Groundskeeping Workers                           | 93                             | Less than high<br>school             | \$34,723                     |
| 472152      | Plumbers, Pipefitters, and Steamfitters                          | 89                             | High school diploma<br>or equivalent | \$77,731                     |
| 472031      | Carpenters   | 70                             | High school diploma<br>or equivalent | \$69,030                     |
| 472061      | Construction Laborers  | 59                             | Less than high<br>school             | \$55,527                     |

- Develop and distribute career pathway charts to one-stop career centers, adult education providers, and other stakeholders. Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within construction/property management.
- Investigate feasibility/necessity of an industry-wide consortium.
- Meet with relevant stakeholders (employers, providers, job seekers, unions) to develop a plan for training and/or other relevant initiatives.
- Develop relationships with the region's labor unions, particularly those in the building trades
- Increase access to construction and property management employment for non-traditional populations including women and minorities.
- Secure funding to support initiatives.

### Attachment I: Science, Technology, Engineering, and Math (STEM)

#### **Current Labor Market Information (LMI)**

Metro North is a region rich with Science, Technology, Engineering, and Math (STEM) employers and higher education. Compared to MA the location quotient for STEM (using the Professional, Scientific, and Technical Services industry as a proxy for STEM occupations) in the Metro North Region is 1.64 (14% of Metro North's employment). More specifically, certain communities within the Metro North including Cambridge (2015 location quotient compared to MA is 3.2), Watertown (location quotient 1.3), and Burlington (location quotient 1.9) show some of the highest STEM employment concentrations in Metro North. With about 57,901 workers employed in occupations relating to STEM, the REB has made it a priority to support the development of a highly educated and skilled workforce that is grounded in the subject knowledge of science, technology, engineering, and math.

As of December 2015, 164,400 individuals were unemployed in MA.<sup>7</sup> While there are job opportunities available, a significant portion of current job openings require highly skilled workers in STEM. There is still an inability to supply employers with a labor force that meets the skill requirements necessary to fill STEM positions.<sup>8</sup>

In order to identify specific STEM occupations that are needed, and to analyze job growth in Metro North, the REB categorized STEM into five high-level occupational categories. The REB defines STEM using these five high-level occupational categories:

- Computer and Mathematical
- Life, Physical, and Social Science
- Architecture and Engineering
- Healthcare Practitioners and Technical Occupations
- Production Occupations

The table below shows registered nurses, software developers, and computer systems analysts has the highest number of jobs within STEM in the region.

http://lmi2.detma.org/lmi/LaborArea\_comparison.asp.

<sup>&</sup>lt;sup>7</sup> MA Executive Office of Labor and Workforce Development Department of Unemployment Assistance; Labor Force, Employment and Unemployment Massachusetts and Labor Areas,

<sup>&</sup>lt;sup>8</sup> Jobs Creation Commission Final Report, Jobs Creation Commission pursuant to Chapter 7 of the Acts of 2008 as amended by Section 127 of Chapter 359 of the Acts of 2010, 2012

| SOC     | Description  | 2013<br>Jobs | 2014<br>Jobs | Change | %<br>Change | Median    | Avg.      |
|---------|--|--------------|--------------|--------|-------------|-----------|-----------|
| 15-0000 | Computer and Mathematical Occupations              | 28,100       | 27,140       | -960   | -3.5%       | \$93,784  | \$97,858  |
| 15-1132 | Software Developers, Applications                  | 5,810        | 6,260        | 450    | 8%          | \$104,548 | \$110,046 |
| 15-1133 | Software Developers, Systems Software              | 5,890        | 5,430        | -460   | -8%         | \$114,307 | \$115,237 |
| 15-1121 | Computer Systems Analysts                          | 3,890        | 4,010        | 120    | 3%          | \$83,797  | \$89,132  |
| 19-0000 | Life, Physical, and Social Science                 | 15,670       | 14,690       | -980   | -6%         | \$73,951  | \$83,226  |
| 19-2031 | Chemists   | 1,400        | 1,290        | -110   | 8%          | \$70,510  | \$79,499  |
| 19-4021 | Biological Technicians                             | 960          | 890          | -70    | -7%         | \$48,515  | \$52,026  |
| 19-1029 | Biological Scientists, All Other                   | 810          | 690          | -120   | -15%        | \$57,155  | \$77,274  |
| 17-0000 | Architecture and Engineering                       | 13,790       | 15,050       | 1,260  | 9%          | \$84,966  | \$91,185  |
| 17-2051 | Civil Engineers                                    | 1,910        | 1,850        | -60    | -3%         | \$79,008  | \$85,429  |
| 17-2072 | Electronics Engineers, Except Computer             | 1,690        | 1,750        | 60     | 3.6%        | \$109,444 | \$115,577 |
| 17-2141 | Mechanical Engineers                               | 1,120        | 1,570        | 450    | 40%         | \$91,088  | \$94,160  |
| 29-0000 | Healthcare Practitioners and Technical Occupations | 28,640       | 29,930       | 1,290  | 4.5%        | \$66,616  | \$80,874  |
| 29-1141 | Registered Nurses                                  | 8,730        | 8,500        | -230   | -2.6%       | \$85,474  | \$85,906  |
| 29-2061 | Licensed Practical/Licensed Vocational Nurses      | 1,830        | 2,060        | 230    | 12.6%       | \$50,970  | \$51,180  |
| 29-2041 | Emergency Medical Technicians and Paramedics       | 1,050        | 1,120        | 70     | 7%          | \$34,981  | \$36,526  |
| 51-0000 | Production Occupations                             | 17,240       | 17,630       | 390    | 2%          | \$35,736  | \$39,788  |
| 51-2092 | Team Assemblers                                    | 2,210        | 1,960        | -250   | 11%         | \$28,724  | \$31,415  |
| 51-9198 | Helpers – Production Workers                       | 1,210        | 1,460        | 250    | 21%         | \$23,585  | \$27,110  |
| 51-1011 | First-Line Supervisors and Operating Workers       | 1,230        | 1,270        | 40     | 3%          | \$62,181  | \$68,954  |
|         | Total  | 103,440      | 104,440      | 1,000  | 1%          |           |           |

Table 3: Metro North Employment in STEM Occupations. Sub-category STEM occupations represent top three highest number of jobs within each of the five high-level STEM occupational categories.\*

#### Highlights of Accomplishments to Date

- The STEM Partnership met quarterly. The partnership reviewed labor market information concerning occupations and skill sets needed in the STEM field, and discussed current goals.
- In June 2013, the REB STEM Partnership hosted its 3<sup>rd</sup> annual STEM event designed for educators, training providers, and career center staff entitled "Bridging the Workforce Gap: In-Demand STEM Occupations in the Metro North Region."
- On September 23, 2013 the Governor's STEM Council announced that the REB was awarded \$75,000 to implement the @Scale Future City Working Cities Expansion Project. In collaboration with the Boston Society of Civil Engineers (BSCES) the REB had submitted an @Scale STEM proposal to the Department of Higher Education to expand the BSCES lead regional Future City

Competition to ten Working Cities in Metro North, North Shore, Greater Lowell, and Merrimack Valley Workforce Investment Regions. The @Scale Future City Working Cities Expansion Project was successfully refunded and received another \$75,000 to expand outreach to implement Future Cities in working cities through December 2015.

- On November 13, 2013 at the 10<sup>th</sup> Annual MA STEM Summit, Governor Deval Patrick announced that the Metro North Regional Employment Board had been designated to lead the 8<sup>th</sup> Regional STEM Network, to be called the "Metro North STEM Network." The designation acknowledged the REB's leadership in STEM activities and was accompanied by \$40,000 per year to support administration of the network.
- In April 2015 the STEM Network held its 5<sup>th</sup> Annual STEM event as part of the Cambridge Science Festival. The event drew 135 attendees.
- The STEMPower Workforce Network, a project funded by @Scale and coordinated by the Central MA WIB, began in January 2014. In this project, all sixteen Massachusetts WIBs/REBs and their One-Stop Career Centers collaborated to create a statewide network committed to developing and sustaining a skilled workforce that meets the needs of STEM sectors.
- Submitted a proposal to the Commonwealth of Massachusetts to combine the Boston and Metro North STEM Networks starting in FY 17 into a single, bi-regional network. If funded, the Boston Private Industry Council (PIC) and the REB will work together on an integrated, coordinated approach to STEM activities across the two regions.

- Build on the efforts of the Metro North and Boston Regional STEM Networks by integrating into a single, bi-regional network. It will reflect the regional development perspective that policy makers, educators and corporations are adopting, and will reflect the needs and realities of students and workers.
- Unify regional efforts and strengthen overall alignment with industry and early education, K-12, higher education, and the workforce systems.
- Focus on and align STEM Network's initiatives with the Governor's STEM Council priorities:
  - Expand Work-based Learning Programs
    - Compile information about STEM-based summer jobs across the expanded region and expand the number of youth in STEM related jobs and internships
    - Promote employer partnerships for STEM-based internships and career exploration activities
  - Expand STEM Early College and Career Pathways
    - Promote pathway programs at community colleges and other providers to expose and connect more local high school students
    - Provide labor market information and career panels to schools
    - Collaborate with Community Lab Programs in Boston and Cambridge

- $\circ$   $\;$  Broaden and Deepen Computer Science and Engineering Initiatives
  - Collaborate with local partners to promote state digital literacy standards and technology curricula
- Support out of school time activities to promote STEM interest and awareness in elementary and middle grades
  - Recruit and prepare STEM volunteers
  - Cultivate partnerships to deploy volunteers across schools
- Connect STEM-industry representatives, educators, and community partners to develop greater exposure, interest, and preparation in STEM-related fields of study and professions. Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within STEM.

### **Attachment J: Youth**

The REB's Youth work includes leading the Metro North Youth Council and managing/administering the following grants and initiatives:

- WIOA Youth Services- Supported by funding from the Workforce Innovation and Opportunity Act (WIOA), staff from Metro North's one-stop career centers visit community-based and other local organizations to conduct outreach to high school dropouts and other disconnected youth to encourage them to return to school, attend alternative WIOA programs, and/or to assist them with job search. Under WIOA Youth programming, career center youth staff provide career exploration and employment readiness workshops and case management services to in-school and out-of-school youth enrolled in about 10 programs each year.
- School to Career Connecting Activities- Supported by funding from the Commonwealth of Massachusetts, staff at Metro North's one-stop career centers connect youth in area high schools to internships, targeting opportunities in priority industries. Youth staff are currently working with students in the following communities: Chelsea, Malden, Revere, Somerville, and Woburn, in many cases exposing them to their very first employment experience.
- YouthWorks- Supported by funding from the Commonwealth of Massachusetts, the REB supports YouthWorks programs focused on placing youth in employment in six communities: Cambridge, Chelsea, Everett, Malden, Revere, and Somerville. The Metro North Youth Council meets bimonthly to coordinate these regional youth activities and to support career exploration events, such as Construction Career Day.
- The Metro North Youth Council supports the development and implementation of effective workforce training programs to help ensure that local youth experience a successful transition into a productive working adulthood. The key functions of the Metro North Youth Council include: developing portions of the local plan relating to eligible youth; reviewing and recommending youth and education services to be awarded on a competitive basis; networking and sharing best practices; sponsoring other youth activities; supporting efforts to increase funding; coordinating youth service activities in the region; consistently involving youth in planning and evaluation activities, and advising the REB on youth employment issues.

#### **Highlights of Accomplishments to Date**

- In FY 16, the "WIOA Transition Services" program served over 200 youth in the region. Youth enrolled in these programs are high school dropouts (55%), most of whom lack basic skills (63%), and many with a disability (40%). Seventy-five percent (75%) of WIOA Youth funds are dedicated to serving out-of-school youth, to assist them in attaining a GED, exploring career options, and pursuing further education opportunities.
- In FY 16, the Summer YouthWorks program placed about 460 youth in summer jobs.
- In FY 16, the Connecting Activities program assisted in the successful annual career fairs were hosted at Malden and Somerville High School. In Revere activities included working with the alternative school at Coast Collaborative by providing one on one sessions for the full range of

workforce readiness services. At Woburn High School an evening interview preparation workshop, a hiring event, and an industry panel discussion which attracted 100 students was held.

#### Goals for FY 17-20

Goals for Metro North Youth Council:

- Continue to meet bi-monthly, strengthen partnerships, and increase youth involvement with the Council.
- Outreach to engage more employers to support summer and year round job opportunities for youth.
- Participate in current youth outreach programs such as the Cambridge Science Festival.
- Identify gaps and develop more career awareness opportunities for youth through job shadows, career panels, and company tours.
- Utilize and share career development resources to educators and youth like Dr. Kit and Massachusetts Career Information System.
- Expand the number of youth accessing year round and summer jobs.
- Seek and secure funding to meet needs for youth employment and career awareness.
- Compile a list of programs and services currently available to youth in the region, including wrap-around supports, in order to identify gaps in services and programming.

Youth related success indicators:

- Numbers of youth receiving a job, internship or skill credential is increased.
- Numbers of youth retaining employment and advancing their careers is increased.
- Numbers of out of school youth served increases dramatically and outcomes tracked for skill credential attainment and job placement.
- High school graduation rates and college enrollment increases.
- Number of youth jobs and internships increases, including in the STEM fields.
- More employers are engaged in providing YouthWorks, Connecting Activities, and other youth jobs leading to more private sector jobs for youth enrolled in these programs.

### **Attachment K: Individuals with Disabilities**

The REB's work with individuals with disabilities includes leading the Metro North Committee on Inclusive Employment Services (MNCIES) and managing/administering the following grants and initiatives:

- Disability Employment Initiative (DEI)- Supported by funding from the U.S. Department of Labor (DOL) and administered through the Massachusetts Department of Career Services (DCS), the REB's DEI initiative is focused on training and preparing area residents with disabilities for careers in healthcare and culinary arts. Partners include Metro North's one stop career centers, Triangle, and Bunker Hill Community College.
- Ticket to Work- Supported by the Social Security Administration (SSA), the Ticket to Work program is focused on placing individuals with disabilities into employment so they may transition from public support to economic self-sufficiency.
- The Metro North Committee for Inclusive Employment Services identifies and develops effective solutions to address, education and employment-related issues for people with disabilities. Members include representatives from career centers, local non-profits, community colleges, disability rights advocates and other relevant stakeholders within the region.

#### **Highlights of Accomplishments to Date**

 Became an Employment Network as well as funded and will continue to fund a program that supports individuals with disabilities finding employment and becoming financial self-sufficient so that they no longer need to utilize disability insurance.

#### Goals for FY 17-20

Goals for Metro North Committee on Inclusive Employment Services (MNCIES):

- Conduct focus groups with relevant stakeholder groups to formulate recommendations to One Stop Career Centers to improve their service delivery to job seekers with disabilities
- Investigate and fund assistive technologies that will assist One-Stop Career Centers with serving job seekers with disabilities
- Information gathering on current services will inform new strategies for the career centers to better serve and accommodate people with disabilities

Disability related success indicators:

- Expand outreach to job seekers with disabilities beyond just those currently receiving Unemployment Insurance assistance.
- One-stop Career Centers are able to sufficiently accommodate job seekers with disabilities via assistive technology.
- An assessment is conducted to evaluate the region's ability to serve job seekers with disabilities and an action plan is formulated to address needs identified in the assessment.
- People with disabilities know about career center services, feel well served by the career centers, and gain meaningful employment.
- Numbers of individuals with disabilities gaining and retaining employment is increased.

### **Attachment L: Adult Basic Education (ABE)**

The REB's work on Adult Basic Education (ABE) includes leading ABE Transitions to College and Careers (ABETCC) Committee and managing/administering the following grant/initiative:

- Adult Career Pathways- Supported by funding from the Massachusetts Department of Elementary and Secondary Education (DESE), the Adult Career Pathways program is focused on contextualized adult basic education geared towards the healthcare industry. Area providers serve ABE students through traditional ABE classes as well as curriculum contextualized for the healthcare industry.
- The Adult Basic Education (ABE) Transition to College and Careers Committee was established to address ABE issues within the region and the state as a whole. The primary goals include identifying barriers that ABE students face while advancing their education and careers, as well as developing solutions to address those barriers. Committee members include representatives from career centers, ABE programs, community colleges, and other ABE stakeholders within the region.

#### Highlights of Accomplishments to Date

• Funded and will continue to fund in FY17 contextualized ABE training programs focused on career pathways in healthcare which results in ABE students either moving into healthcare training programs, higher education, or employment.

#### Goals for FY 17-20

Goals for Adult Basic Education Transition to College and Careers (ABETCC) Committee:

- Develop process to enable a two-way referral process between One Stop Career Centers and ABE providers, utilizing the WIOA Memorandum of Understanding (MOU) process.
- Formulate solutions to address barriers to employment for ABE students.
- Formulate opportunities to serve ABE students who are identified as ESOL and already possess higher education credentials from their countries of origin.
- Advocate for a broadly defined meaning of the term "barriers" to ensure that learners with the most limited formal education and those without documentation and other marginalized learners have representation.

ABE related success indicators:

- Specific career pathways targeted to ABE students are explored and identified.
- Explore expansion of ABE work beyond healthcare career pathway.
- ABE services are well integrated into career center services.
- Increased emphasis on job retention and career advancement in addition to initial placement.
## SECTION III: MEMORANDUM OF UNDERSTANDING

## METHODS OF INTEGRATED SERVICE DELIVERY

The Local Board convened the OSCC Partners and other stakeholders into "MOU Teams" (defined locally) to strategize integrated, coordinated, person-centric service design and delivery within the One-Stop Career Center for youth, job seekers, and businesses. The OSCC service design is articulated in the Local WIOA Joint Partner Umbrella MOUs, effective July 1, 2017.

The Local Boards engage with businesses to understand their needs and develop an integrated education and workforce system that supports career pathways to prepare residents with foundation, technical, professional skills and information and connections to postsecondary education and training.

WIOA partners are working to construct career pathways aligned with business demand across federal, state and community-based partnerships that will improve foundation skills and facilitate the transition to postsecondary education and training for individuals with barriers to employment, including adults who are undereducated and with limited English proficiency.



## Workforce Innovation and Opportunity Act Metro North Regional Employment Board and WIOA Partners Umbrella Memorandum of Understanding (MOU)

## I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the Metro North Regional Employment Board with agreement of City Manager Louis A. DePasquale, City of Cambridge and the One-Stop Career Center Required Partners, relating to the operation of the one-stop delivery of service in the local workforce area.

The Metro North Regional Employment Board (hereinafter referred to as the REB) will act as the convener of MOU negotiations and together with the One-Stop Career Center (OSCC) Required Partners will shape how local One-Stop Career Center Services are delivered.

This MOU defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs, services and activities authorizing statutes and regulations.

## II. OSCC REQUIRED PARTNERS

In accordance with the Workforce Innovation and Opportunity Act (WIOA) Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the Metro North Workforce Area, the Metro North Regional Employment Board, and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the One-Stop Career Centers and include:

- 1. The Adult Program (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
- 2. The Dislocated Worker Program (Title I), as part of DCS/EOLWD;
- 3. The Youth Program (Title I), as part of DCS/EOLWD;
- 4. The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;

- 5. The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
- **6.** Federal-state unemployment compensation program, as part of the Department of Unemployment Assistance (DUA), EOLWD;
- 7. Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
- 8. Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
- **9.** Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
- 10. Employment and Training Programs under the Supplemental Nutrition Assistance Program, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
- **11. Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
- **12. The Adult Education and Family Literacy Act Program** (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE) and represented by 8 community partners listed:
  - Cambridge Community Learning Center
  - English at Large
  - Intergenerational Literacy Program/Chelsea Public Schools
  - The Immigrant Learning Center, Inc.
  - Somerville Center for Adult Learning Experiences (SCALE)
  - YMCA International Learning Center
  - Bunker Hill Community College Adult Education & Transitions Program
  - Middlesex Community College

## III. DURATION OF THE MOU

This agreement shall commence on July 1, 2017 and shall terminate on June 30, 2020 unless otherwise terminated by agreement of all parties or superseded. MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, including effectiveness, physical and programmatic accessibility if substantial changes occur.

## IV. ASSURANCES

The Metro North Regional Employment Board and the OSCC Required Partners agree to conduct the following activities at a local level:

- 1. Enter into a local MOU with the Local Workforce Development Board relating to operation of the one-stop delivery system.
- 2. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
- 3. Define "shared" customers between Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses.

- 4. Redesign the One-Stop Career Center customer flow and service practices across partner agencies, including ensuring the accessibility and availability of services to "shared" customers.
- 5. Utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
- 6. Track and evaluate the outcomes for individuals who face barriers to employment.
- 7. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of One-Stop Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
- 8. Provide representation on the local workforce boards to the extent possible and/or participate in Local Board ad hoc activities/events or on standing committees.
- **9.** The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the One-Stop Partner infrastructure cost contributions.

## V. MEMORANDUM OF UNDERSTANDING CONTENT

The Workforce Innovation and Opportunity Act (WIOA) Sec. 121 (c) and WIOA Regulations 20CFR Parts 678.500-510 require that a Memorandum of Understanding be executed between Local Workforce Development Boards (Metro North Regional Employment Board) and the One-Stop Career Center (OSCC) Required Partners, with the agreement of the chief elected official.

#### 1. MOU Development Process

The REB convened group and individual meetings with OSCC Required Partners to develop an umbrella MOU to shape the delivery of local One-Stop Career Center Services. Each partner shared information about their organization's customers, services, employer involvement, eligibility requirements, and delivery systems. The partners discussed their role in the workforce system and how they could utilize and expand career center services.

## 2. Infrastructure and Shared Program Costs

The MA Department of Career Services is negotiating agreements on the specific infrastructure and shared program costs at the state level, including the method by which revenue and costs will be supported by each partner. Infrastructure, shared services, and operating costs will be fully transparent and made available to Partners throughout the year.

#### 3. Shared Customers

"Shared customers" have been defined by the partners as meeting the following criteria:

- Formally enrolled in services by more than once core program (at the same time or sequential)
- Want to take the first step toward employment and/or education, are able and willing to work, and want to work

- Are able to complete digital/paper assessments with modifications as needed
- Have a desire for services and are committed to training and /or retooling skills as necessary
- Are prepared to look for work including access to transportation and childcare
- Are willing to sign a release of information form which will allow agencies to share applicable information

### 4. Priority Populations

The partners determined will serve, at a minimum the following populations:

- Unemployment insurance claimants;
- Low-income adults (TANF, homeless across WIOA program);
- Adult Education participants (Title II);
- Individuals with disabilities (Vocational Rehabilitation Title IV);
- Veterans;
- Older workers;
- Re-entry populations;
- Youth, including youth with barriers to employment

#### a) Unemployment Insurance (UI) Recipients

Access to re-employment services will be made available through the one-stop career center and will include:

- UI eligibility services;
- UI Claimant registration for employment services;
- Assistance in finding employment;
- Placement services;

Department of Unemployment Assistance (DUA) staff will contribute to an integrated service delivery strategy at the OSCC in the following ways:

- DUA will ensure that OSCC staffs are trained in UI to allow staff to assist claimants in navigating the process
- DUA staff will be co-located at the OSCCs
- Ensure OSCC visitors have access to "meaningful assistance" from UI staff in order to resolve issues and questions related to their claim;

Any other provision in this agreement notwithstanding: DUA only will provide information under this agreement to another party to this agreement:

- a. upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G. L. c. 151A, § 14P and § 46, and 20 C.F.R. Pt. 603;
- b. following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data; and
- c. following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement.

DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

## b) Low-income Adult including TANF and SNAP Recipients

Each Department of Transitional Assistance (DTA), Chelsea and Malden offices, will designate a lead staff person to work on behalf of the customer. DTA will refer customers to the career centers.

The Local Transitional Assistance Office (TAO) will:

- Co-locate staff at the OSCC to provide support, information and resources to OSCC staff and DTA clients
- Train OSCC with a broad overview of eligibility requirements of the TAFDC and SNAP programs
- Establish formal referral mechanisms between DTA and the OSCC
- Collaborate to ensure that TAFDC and SNAP clients receive the appropriate job readiness, job matching, and employment supports

The OSCC will:

- Dedicate staff liaison(s) for DTA and DTA clients; trained and knowledgeable about DTA programs/requirements
- Make available information on DTA programs, services, and resources
- Ensure OSCC staff is trained to respond to /or make referrals for current or potentially eligible DTA clients about programs, services, and resources available through DTA
- Attend DTA orientations and recruit DTA clients
- Designate space for DTA Full Engagement Worker (FEW) to co-locate at agreed upon scheduled times
- Review, verify, and sign DTA client participation forms for OSCC registered DTA clients

#### c) Adult Education Participants

Metro North has eight ABE agencies providing a range of ABE and ELL programs. Adult and Community Learning Services (ACLS) ensures meaningful access to ABE services by having staff out stationed at the one-stop career centers. This is pending DESE's open and competitive guidelines.

The out stationed staff will:

- Schedule and maintain posted hours at their assigned OSCC
- Develop, monitor, and maintain two-way referral systems with OSCC staff
- Connect eligible ABE students looking for employment or trainings to OSCCs
- Train OSCC staff on ABE program intake, assessment, and referral procedures
- Disseminate information about OSCC services to regional ABE programs

The OSCC will:

- Dedicate staff to become knowledgeable about the region's ABE programs
- Designate space for ABE staff for co-location at agreed upon scheduled times
- Ensure OSCC staff is trained to respond to/or make referrals for potentially eligible customers
- Refer eligible customers to out stationed staff

Bunker Hill Community College can be available to help all target populations with the following:

- Provide information to customers about higher education including programs leading to a certificate and/or Associate degree.
- Provide information to customers about our non-credit offering in our accelerate career programs through Workforce Development.
- Ensure that Training Pro is updated with BHCC credit and non-credit programs that lead to a certificate, degree and/or career program.

• Complete Training Opportunities Programs (TOP a.k.a. Section 30) forms, Individual Training Accounts (ITA), and Transitional Assistance Accounts (TAA) for students attending BHCC's programs.

## d) Individuals with Disabilities

Access to information on Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB) programs, services, and resources will be made available at the OSCCs. Metro North has two Massachusetts Rehabilitation Offices in the region – Malden and Somerville.

MRC will:

- Schedule and maintain posted hours at the OSCC
- Develop, monitor, and maintain two-way referral systems with OSCC staff
- Connect eligible MRC customers looking for employment or trainings to OSCCs
- Train OSCC staff on MRC program intake, assessment, and referral procedures
- Disseminate information about OSCC services to MRC clients
- Conduct a review of the OSCC assistive technology and make recommendations on technology to purchase

MCB will:

- Develop, monitor, and maintain two-way referral systems with OSCC staff
- Connect eligible MCB customers looking for employment or trainings to OSCCs
- Train OSCC staff on MBC program intake, assessment, and referral procedures
- Conduct a review of the OSCC assistive technology and make recommendations on technology to purchase

The OSCC will:

- Dedicate staff liaison(s) for MRC and MCB clients; trained and knowledgeable about respective programs/requirements
- Make available information on MRC and MCB programs, services, and resources
- OSCC staff will be appropriately trained to provide information to legally blind and visually impaired customers about programs, services, and activities available through MCB
- Designate space for MRC to co-locate at agreed upon scheduled times
- Cross-training: OSCC liaison(s) attend "Overview of MRC" services orientation at MRC office

## e) Veterans Services

Veterans' Representatives from the Disabled Veterans' Outreach Program (DVOP) of the Department of Career Services are co-located at the one-stop career centers to provide timely career services. Veterans receive priority of service status and will be provided immediate access to career center services. The Partners will refer Veterans to the one-stop career centers for services.

## f) Older Workers

Senior Community Service Employment Program (SCSEP), through Operation ABLE, will be co-located at the career center to maximize opportunities for older workers to obtain employment.

SCSEP will:

- Schedule and maintain posted hours at the OSCC
- Develop, monitor, and maintain two-way referral systems with OSCC staff

- Maintain accurate records of customer intakes, assessments, IEPs, community service assignments, referrals, and other services provided
- Connect SCSEP individuals looking for employment or training to the OSCCs

The OSCC will:

- Designate space for staff for co-location at agreed upon scheduled times
- Make available information on SCSEP programs, services, and resources
- Dedicate staff liaison(s) for SCSEP clients; trained and knowledgeable about programs/requirements
- Ensure OSCC staff is trained to respond to/or make referrals for potentially eligible customers

#### g) Youth

Through WIOA Youth funding, the Metro North REB funds in-school and out-of-school youth programs throughout the Metro North region. The youth programs support youth, between the ages of 14-24, through an integrated service delivery system. The programs consist of the following elements:

- Career exploration and guidance;
- Tutoring, skills training, and dropout prevention
- Paid and unpaid work experience
- Occupational skills training
- Leadership development
- Supportive services
- Mentoring
- Financial literacy
- Entrepreneurial skills training
- Postsecondary preparation and transition activities
- High school equivalency preparation

The Partners will be provided with overviews of the WIOA youth funded programs and commit to referring potentially eligible youth to the programs.

#### Continuum of Services – Job Seekers and Employers

#### Job Seekers

The partners agree on a continuum of services available for each priority population in the local workforce area based on a career pathway model. Please see Attachment A for a full list of the supports and services provided by the partners. The menu of services available at the Metro North career centers is as follows:

| Job | Seeker | Services |
|-----|--------|----------|
|-----|--------|----------|

| Basic Career Services   | Individualized Career Services  | Training Services  |
|---|---|--|
| Outreach, intake, and orientation to the  | Development of an individual employability  | On-the-Job Training (OJT) and                                    |
| information, services, program tools,   | development plan to identify employment goals,                                      | Apprentice   |
| and resources available through the local workforce system                                    | appropriate achievement objectives, and appropriate combination of services for the |  |
|   | customer to achieve the employment goals  |  |
| Initial assessment of skill level(s),<br>aptitudes, abilities and supportive<br>service needs | Referral to training services   | Incumbent Worker Training  |
| In and out of area job search and   | Comprehensive and specialized assessments of  | Programs that combine  |
| placement assistance  | skill levels and service needs  | workplace training with related<br>instruction which may include |

|   |   | cooperative education           |
|---|---|---------------------------------|
| Access to employment opportunity and labor market information   | Individual and group counseling, career planning  | Skills upgrading and retraining |
| Information and meaningful assistance<br>on UI claim filing   | Case management for customers seeking<br>training services; individual in and out of area<br>job search assistance  |                                 |
| Determination of potential eligibility for<br>workforce Partner services, programs<br>and referral(s)                         | Workforce preparation services (e.g.,<br>development of learning skills, punctuality,<br>communication skills, interviewing skills,<br>financial literacy skills) to prepare individuals for<br>unsubsidized employment or training |                                 |
| Information and assistance in applying<br>for financial aid for training and<br>education programs not provided under<br>WIOA |   |                                 |

### **Employer Services**

| Provide and follow established<br>protocol with businesses, responding<br>to all requests in a timely manner | Assist with disability and communications, including job coaches                                   | Conduct outreach regarding local workforce system's services and products                              |
|--|--|--|
| Provide access to labor market information   | Provide customized recruitment and job<br>applicant screening, assessment and<br>referral services | Develop customize training opportunities<br>to meet specific employer and/or industry<br>cluster needs |
| Conduct job fairs  | Use of one-stop facilities for recruiting<br>and interviewing job applicants                       | Post job vacancies in JobQuest   |
| Provide information disability<br>awareness issues   | Provide information regarding assistive technology and communication accommodations                | Develop, convene, or implement industry or sector partnerships   |

The Partners commit to working together to identify employer needs in the economy and share labor market information. Each partner agrees to designate one staff member to be a dedicated member of the *Employer Services Committee*. The Career Centers will facilitate the Employer Services Committee that will meet at a minimum quarterly to discuss employer outreach and coordination of activities with the employer community. The committee will discuss and share labor market information, identify and share current and future employer needs, and commit to work on strategies to meet large scale business needs in the target areas. The partners will work with employers in the following seven priority industry sectors identified by the REB based on labor market demand, as well as others:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Life Sciences
- Hospitality
- Retail
- Construction/Property Management

## 6. Staff Development and Training

The Partners commit to continuous cross-training across the organizations throughout the length of the MOU. The Career Centers will ensure in partnership with the MOU Partners to commit to the following staff development components:

- *Trainings* The Partners will conduct cross-training to staff on key aspects of work offered by partner agencies so that aligned and integrated services are provided to produce positive outcomes for customers.
- *Staff Presentations* The Partners will conduct presentations on their programs, services available, and activities available through the partner program at the meetings of other partners.
- *Cross-Agency Job Shadowing* The Partners agree to coordinate cross-agency job-shadow opportunities. The job shadow opportunities will provide each agency to become more familiar with the day-to-day operations of each agency.

#### 7. MOU Oversight Committee

Quarterly Meetings – meetings will be held at least 4 times a year. The REB will convene the meetings. The
Partners agree to send at least one staff person in a management and/or programmatic role to each
meeting. The meetings will give the Partners an opportunity to discuss and evaluate the MOU
implementation process.

#### 8. Utilizing Technology

The Partners have begun discussions around how to best utilize technology and a shared intake form, based on an on-going review of current intake forms and systems being utilized by each Partner. At this time, "Massachusetts Job Quest" will serve as the entrance point for all shared customers. Share customers will have access to all the resources available at the Partners. In the first year of this agreement, the Partners will take steps to develop an integrated, shared intake form.

An online directory will be established on the REB's website. The website will consolidate the Partner's contact information, key services, and upcoming events. Each agency commits to providing consistent programmatic updates to ensure the directory remains current. The REB will store presentations and information from meeting meetings electronically so information from partners are accessible.

The one-stop career centers will have a mobile friendly website designed to engage employers and jobseekers. Technological services available include virtual trainings through webinars and video conferencing along with an active YouTube channel. The centers have an active presence on multiple social media platforms including LinkedIn, Twitter, and Facebook. Employers have the ability to enter job orders through an online portal. Assistive technology including ZoomText Magnifier and JAWS screen reader is available for visually impaired customers.

Attachment B lists the OSCC Partner hours of operation, contact information, and time co-located at the one-stop career centers.

## VI. COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS

The WIOA Required Partners agree to participate in the selection process of One-Stop Operators as required by WIOA, at least once every 4 years. The REB will provide various levels of participation by Partners, ranging from Advisory to Voting Members. Decisions will be discussed and openly communicated to Partners prior to review beginning.

#### VII. PERFORMANCE MEASURES

The Metro North Regional Employment in agreement with the OSCC Required Partners agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared

and infrastructure contract costs between a Local Board and the mandated One- Stop Career Center partner, including incentives and penalties. The WIOA performance measures are as follows:

| Adults                             | Measures  |
|------------------------------------|---|
| Employment                         | Employed in the 2nd quarter after exit                                    |
| Employment Retention               | Employed in the 4th quarter after exit                                    |
| Median Earnings                    | Median earnings in the 2nd quarter after exit                             |
| Credential Attainment Rate         | Obtain recognized postsecondary credential by 4th quarter after exit      |
| Measurable Skill Gains             | During program year achieve documented skill gain from education/training |
| Youth                              | Measures  |
| Employment                         | Employed or in education or training in the 2nd quarter after exit        |
| Employment Retention               | Employed or in education or training in the 4th quarter after exit        |
| Median Earnings                    | Median earnings in the 2nd quarter after exit                             |
| Credential Attainment Rate         | Obtain recognized postsecondary credential by 4th quarter after exit      |
| Measurable Skill Gains             | During program year achieve documented skill gain from education/training |
| Employers                          | Measures  |
| Effectiveness in Serving Employers | Increase in new employers   |
| Effectiveness in Serving Employers | Retention rate of repeat employers  |

#### VIII. SIGNATORIES

By signing the MOU, all Parties agree to reviewing and modifying the local MOU on an a- needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA.

#### Funding for Shared and Infrastructure Costs of the OSCC:

The Parties of this MOU agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

#### Data Sharing for Integrated Service Delivery for Shared Customers:

Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be

shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations.

Sandra Smith, Director of Strategy & Programs Microsoft New England Research & Development (NERD) Metro North Regional Employment Board

6/19/

Date

Louis A. DePasquale, City Manager City of Cambridge Chief Elected Official

Sondra hear

Sondra Schwartz, Executive Director Metro North Regional Employment Board Workforce Development Board Executive Director

Christopher Brennan, Executive Director The Career Place Representative for Local Career Center Lead Operator

Linda

Linda Rohrer, Executive Director Career Source Representative for Local Career Center Lead Operator

6/27/17

Date

6/28/2017

Date

06/15/14

Date

6 15 2017

Date

Page 119

Katherine Innis

Kathy Innis, Director - The Adult Learning Center/Links Middlesex Community College

Rennellelegino

Dennis Pellegrino, Veterans Employment Representative **Career Source DCS** Representative

Steven Fernandez, Veterans Employment Representative The Career Place **DCS** Representative

0/20/17

Date

629 2017

Date

Alan White, Regional Director Massachusetts Commission for the Blind **MCB** Representative

Ellen Walker, Regional Director Department of Unemployment Assistance **MCB** Representative

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6/13/2017

Date

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Karen Sampson-Johnson, Area Director - Somerville Massachusetts Rehabilitation Commission MRC Representative

Gail Griffin, Area Director - Malden Massachusetts Rehabilitation Commission MRC Representative

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Joan Cirillo, President & CEO Operation A.B.L.E of Greater Boston Senior Community Service Employment Program

Ellen P Careran

Michael Capone, Chelsea Director MA Department of Transitional Assistance

Martine César, Malden Assistant Director MA Department of Transitional Assistance

6811

Maria Kefallinou, Director Cambridge Learning Center DESE Adult and Community Learning Services

6/21/17

Date

6-26-17

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06/22/17

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Barbara Kiol Sinclar

Barbara Krol-Sinclair, Director Intergenerational Literacy Program/Chelsea Public Schools **DESE Adult and Community Learning Services** 

Kaven Oakley

Karen Oakley, Director The Immigrant Learning Center, Inc. **DESE Adult and Community Learning Services** 

Janice Philpot, Director Somerville Center for Adult Learning Experiences (SCALE) **DESE Adult and Community Learning Services** 

Claime Daugh

Elaine Dougherty, Site Director YMCA International Learning Center YMCA of Greater Boston **DESE Adult and Community Learning Services** 

Darrell W. LeMar, Executive Director **Division of Workforce Development** Adult Education & Transitions Program Bunker Hill Community College **DESE Adult and Community Learning Services** 

6/9/17

Date

6/26/17

Date

6/9/2017

Date

6/14/2017

Date

22 June 2017 Date

Maureen Willis, Executive Director English At Large DESE Adult and Community Learning Services

6/14/2017 Date

#### Metro North - WIOA Partner Services

| Attachment A                                     |                          |   |   |   |   |  |                       |   |   | ADULT                               | BASIC EDUCA  | TION PROVIDERS                           |                                     |                                   |                    |
|--|--------------------------|---|---|---|---|--|-----------------------|---|---|-------------------------------------|--------------|--|-------------------------------------|-----------------------------------|--------------------|
|  | Career<br>Centers        | Massachusetts<br>Rehabiliation<br>Commission(MRC) | Mass Dept. of<br>Unemployment<br>Assistance | Mass Commsion<br>for the Blind<br>(MCB) | Senior Community<br>Service Employment<br>Program (SCSEP) | Mass Dept of<br>Transitional<br>Assistance (DTA) | Veteran's<br>Programs | Camb<br>Community<br>Learning<br>Center | Intergenerational Literacy<br>Program<br>(Chelsea Public Schools) | / Immigrant<br>Leraning Center      | SCALE        | YMCA<br>International<br>Learning Center | Bunker Hill<br>Community<br>College | Middlesex<br>Community<br>College | English :<br>Large |
| lak Daadinaas Samiaas                            |                          |   |   |   |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
| Job Readiness Services                           | ×                        |   |   | ×                                       |   | ×  | N N                   | ×                                       | N N   |                                     | x            | x  | N N                                 | 1                                 | v                  |
| Career Planning/Counseling                       | x                        | x   |   | x                                       | x   | X  | X<br>X                | X                                       | x   | x                                   | X            | X  | Х                                   |                                   | х                  |
| Skills Assessment<br>Labor Market Information    | x                        |   |   | x                                       | X   | X  | x                     | X                                       | X   |                                     |              | v  | Y                                   |                                   | v                  |
|  | x                        | Х   |   | X                                       | X   | х  | X                     |   | X   | X                                   | Х            | x  | х                                   |                                   | х                  |
| Dut of Area Job Search and Relocation Assistance | x                        | x   |   | x                                       | ~   | ×  | Y                     | X                                       | Y   | v                                   | v            | v  | Y                                   |                                   | x                  |
| SoftSkills                                       | X                        | X   |   | X                                       | Х   | х  | х                     | х                                       | Х   | Х                                   | Х            | X  | Х                                   |                                   | X                  |
|  |                          |   |   |   |   |  |                       |   |   |                                     |              | X  |                                     |                                   | -                  |
| Resume Support                                   | Х                        |   |   |   |   |  |                       |   | Х   |                                     |              | Х  |                                     |                                   |                    |
| lob Placement Services                           |                          |   |   |   |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
| ob Search and Placement Assistatnace             | Х                        | Х   |   | Х                                       | Х   | Х  | Х                     | Х                                       | limited   |                                     |              |  |                                     |                                   |                    |
| ob Placement Follow-up and Retention             | х                        | Х   |   | х                                       | х   | х  | х                     | х                                       |   | 1                                   | 1            |  | 1                                   |                                   | 1                  |
| Iob Coaching                                     | Х                        |   |   | Х                                       | х   |  | х                     | Х                                       |   |                                     |              |  | 1                                   |                                   | 1                  |
| /echile Modifications                            |                          | Х   |   | 1                                       | 1   | 1  |                       | 1                                       |   | 1                                   | 1            |  | 1                                   |                                   | 1                  |
| Assistive or Rehabilitative Technology           | Х                        | Х   |   | х                                       | х   |  |                       | х                                       |   |                                     |              |  | х                                   |                                   |                    |
| On-the-Job Training                              | x                        | X   |   | x                                       | X   | х  | х                     |   |   |                                     |              | Future                                   |                                     |                                   | 1                  |
| Worksite Modifications                           |                          | X   |   | x                                       | X   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
| Childcare Assistance                             |                          |   |   |   |   | X (DTA)  |                       |   |   |                                     |              |  |                                     |                                   |                    |
| nternships                                       | x                        | Х   |   | х                                       |   | X (DTA)  |                       |   |   |                                     |              | Future                                   |                                     |                                   |                    |
|  | ~                        | ~   |   | ~                                       |   | х (в л л)  |                       |   |   |                                     | 1            | ratare                                   |                                     |                                   |                    |
| Other Services                                   |                          |   |   | -                                       |   |  | -                     |   |   |                                     |              | -  |                                     |                                   |                    |
| Adult Basic Education Classes                    |                          |   |   | Х                                       |   | Х  |                       | Х                                       | Х   |                                     | х            |  | Х                                   |                                   |                    |
| SL Classes                                       |                          |   |   | Х                                       |   | Х  |                       | Х                                       | Х   | Х                                   | х            | Х  | Х                                   |                                   | Х                  |
| Employer Outreach and Recruitment                | Х                        |   |   | Х                                       | Х   | Х  | Х                     | Х                                       |   |                                     | х            | Х  |                                     |                                   |                    |
| Citizenship Preparation                          |                          |   |   |   |   | Х  |                       | Х                                       |   | Х                                   |              | Х  |                                     |                                   |                    |
| Unemployment Claim Information                   | Х                        |   |   |   |   |  | Х                     |   |   |                                     |              |  |                                     |                                   |                    |
| Computer Workshops                               | Х                        |   |   | Х                                       | Х   | Х  | х                     | Х                                       | Х   | Х                                   | х            | Х  |                                     |                                   |                    |
| Aptitude Testing and Diagnostic Evaluations      | Х                        |   |   | Х                                       |   |  | Х                     |   |   | Х                                   |              |  |                                     |                                   | Х                  |
| Vision Rehabilations Therapy                     |                          |   |   | х                                       |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
| College Counseling                               | Х                        |   |   | Х                                       |   |  |                       | Х                                       |   | Х                                   | х            | Х  | Х                                   |                                   |                    |
| Direct Financial Assistance                      |                          |   | х   |   |   |  | х                     |   |   |                                     |              |  |                                     |                                   |                    |
| Trade Readjustment Allowances (TRA) and Disaster |                          |   |   |   |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
| Unemployment Assistance (DUA)                    | х                        |   | х   |   |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
| Entrepreneurship Class                           |                          |   |   |   |   |  |                       |   |   | Х                                   |              |  |                                     |                                   |                    |
| Paid Community Service Job Placements            |                          |   |   |   | Х   |  |                       |   |   |                                     |              |  | Х                                   |                                   |                    |
| College Credit Transition Classes                |                          |   |   |   |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
|  |                          |   |   |   |   |  |                       |   | _   |                                     |              |  |                                     |                                   |                    |
|  |                          |   |   |   |   |  | 1                     |   |   |                                     |              |  | SMARTT.                             |                                   |                    |
| Database Utillized                               | MOSES                    | MRCIS   | SPARQ                                       | 1                                       | SPARQ   | BEACON   | MOSES                 | SMARTT                                  | SMARTT  | SMARTT                              | SMARTT       | SMARTT/Cognos                            | BHCC Collegue                       |                                   | SMARTT             |
|  | WIGSES                   | Wittelb   | SI ANQ                                      |   | SI ANQ  | BERCON   | MICSES                | State, federal,                         | 51074111  | SWART                               | SIMARTI      | SIVIAITI7 COGIIOS                        | birde conegue                       |                                   | 51417414111        |
|  | WIOA, state, private     |   |   |   |   |  |                       | municipal                               | State (DESE), Chelsea   | State (DESE),                       |              |  |                                     |                                   | State,             |
| Funding Sources                                  | foundation, private fees | Federal and State                                 | DOL & EOEA                                  | 1                                       | DOL & EOEA  | Federal & State                                  |                       | private                                 | Public Schools, private   | private                             | DESE/ACLS    | DESE                                     | State, Federal                      |                                   | Private            |
| anang Jources                                    |                          | Disability that impacts                           | 55 yrs or older and                         | 1                                       | 55 yrs or older   | Income eligibility                               | Military Veteran      |   | 16 years old+   | 1                                   | None         | 18+ years old,                           | None                                | 1                                 | invate             |
|  | career center services   | employment based on                               | income eligible                             | 1                                       | and income eligible                                       | meome enginning                                  | wintary veterall      | 16 years old+                           | 10 years olu+   | 17+ years old,<br>immigrant/refugee | NOTE         | SPL5 or under to                         | NUTE                                |                                   |                    |
|  | to all adults and to     | financial need                                    | income eligible                             |   | and income engible  |  |                       |   |   | adult, non-English                  |              | enroll                                   |                                     |                                   |                    |
|  | youth age 14 and up;     | inialicial fiecu                                  |   |   | 1   |  |                       |   |   | speaking                            |              | enion                                    |                                     |                                   |                    |
|  | eligibility requirments  |   |   | 1                                       |   |  |                       |   |   | speaking                            |              |  |                                     |                                   |                    |
|  | for some grant           |   |   |   | 1   |  |                       |   |   | 1                                   |              |  |                                     |                                   |                    |
| Client/Customer Eligiblity                       | programs                 |   |   |   |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |
|  | referral to community    |   |   | 1                                       |   | Transitional Child                               |                       |   |   |                                     |              |  |                                     |                                   |                    |
|  | resource agencies,       |   | On an ac poods -                            |   | 1   | Care (TCC) &                                     |                       | Poformala                               |   | 1                                   |              |  | Technology, advising,               |                                   |                    |
|  | follow-up services to    |   | On an as needed                             |   | 1   | Transitional                                     |                       | Referrals,                              | Childcare   | 1                                   | Scholarships |  | tutoring. All services              |                                   |                    |
|  | suport job retention     |   | basis                                       | 1                                       | On an as  | Support Services                                 |                       | limted T-passes                         | 5   |                                     |              |  | available to BHCC                   |                                   |                    |
|  |                          |   |   |   |   |  |                       |   |   |                                     |              |  |                                     |                                   |                    |

## PARTNER CONTACT INFORMATION

| Partner Organization   | Address   | Phone<br>Number | Hours of<br>Operation   | Days/Hours OSCC<br>Partners Co-located<br>at Career Centers | Days/Hours<br>Career Center Staff<br>Co-located at OSSC<br>Partners |
|--|---|-----------------|---|---|---|
| Metro North REB  | 186 Alewife Brook Pkwy,<br>Suite 216<br>Cambridge, MA 02138       | 617-864-1597    | Monday – Friday,<br>(8:30 – 5:00)   | N/A   | N/A   |
| Career Source (Cambridge)  | 186 Alewife Brook Pkwy,<br>Suite 310<br>Cambridge, MA 02138       | 617.661.7867    | Monday, Tuesday, Thursday,<br>Friday (8:30 – 4:30)<br>Wednesday (8:30 – 7:00) | N/A   | TBD   |
| Career Source (Chelsea)* *satellite office                                   | 4 Gerrish Ave   | 617.884.4333    | Monday – Friday<br>(8:30 – 4:30pm)  | N/A   | TBD   |
| The Career Place   | 100 TradeCenter,<br>Suite G100<br>Woburn, MA 01801                | 781.932.5500    | M, W, TH, F (8:30 – 5:00)<br>Tuesday (8:30 – 6:30)                            | N/A   | TBD   |
| Department of Transitional<br>Assistance – Chelsea                           | 80 Everett Avenue,<br>3 <sup>rd</sup> Floor<br>Chelsea, MA 02150  | 617.551.1700    | Monday – Friday, (8:00am –<br>5:00pm)   | TBD   | TBD   |
| Department of Transitional<br>Assistance – Malden                            | 245 Commercial St,<br>Malden, MA 02148                            | 781.388.7300    | Monday – Friday, (8:00 –<br>5:00)   | TBD   | TBD   |
| Mass Rehab Commission –<br>Malden  | 157 Pleasant Street<br>Malden, MA 02148                           | 781.324.760     | Monday – Friday,<br>(8:45am – 5:00)   | TBD   | N/A   |
| Mass Rehab Commission –<br>Somerville  | 5 Middlesex Ave<br>Somerville, MA 02145                           | 617.776.2662    | Monday – Friday,<br>(8:45am – 5:00)   | TBD   | N/A   |
| Senior Community Services<br>Employment Program at<br>Operation ABLE (SCSEP) | 174 Portland Street,<br>5 <sup>th</sup> Floor<br>Boston, MA 02114 | 617.542.4180    | Monday – Friday,<br>8:30am – 5:00   | Career Source –<br>Monday- Thurs,<br>9:00am – 3:00pm        | N/A   |

| Massachusetts Commission for the Blind (MCB)                    | 600 Washington St.<br>Boston, MA 02111  | 617.626.7486 | Monday-Friday,<br>(8:45-5:00)  | N/A  | N/A |
|---|---|--------------|--|--|-----|
| Department of<br>Unemployment Assistance<br>(DUA)               | Hurley Building<br>19 Staniford St, 2 <sup>nd</sup> floor<br>Boston, MA 02114 | 617.626.5197 | Monday – Friday,<br>(8:30 – 5:00)  | Career Source – T, F<br>8:30am – 4:30pm<br>Career Place – Th, F<br>8:30am – 4:30pm | N/A |
| SCALE (Somerville Center<br>for Adult Learning<br>Experiences)  | 167 Holland Street<br>Somerville, MA 02144                                    | 617.629.5500 | Mon – Thurs, (8am – 8pm)<br>Friday, (8am – 4pm)<br>Note: Summer hours vary               | N/A  | N/A |
| The Immigrant Learning<br>Center, Inc.                          | 442 Main Street, Malden<br>MA 02148   | 781.322.9777 | Mon-Thu (9:00-4:00), Fri<br>(9:00-2:00)  | N/A  | N/A |
| Cambridge Learning Center                                       | 5 Western Avenue<br>Cambridge, MA 02139                                       | 617.349.6363 | Monday – Thursday (8:30am<br>– 9:30pm)<br>Friday – (8:30am – 5:00pm)                     | Career Source<br>1 staff on Tuesdays   | N/A |
| Intergenerational Literacy<br>Program/Chelsea Public<br>Schools | ELC<br>99 Hawthorne Street<br>Chelsea, MA 02150                               | 617.466.5154 | M, T, Th: (8:30am – 8:30pm)<br>W, F: (8:00am – 5:00pm)                                   | N/A  | N/A |
| English at Large  | 800 Cummings Park Drive,<br>Suite #5550<br>Woburn, MA 01801                   | 781.395.2374 | Monday – Friday,<br>(9:00am – 5:00pm)  | N/A  | N/A |
| YMCA International<br>Learning Center Woburn                    | 523 Main Street<br>Woburn, MA 01801   | 781.935.6499 | Monday: (1:00pm – 9:00pm)<br>Tues, Wed: (8:30am –<br>9:00pm)<br>Thurs,( 8:30am – 5:00pm) | Career Place<br>Tuesday, 1:00pm –<br>4:00pm  | N/A |
| Middlesex<br>Community College                                  |   |              |  | N/A  | N/A |
| Bunker Hill<br>Community College                                |   |              |  | N/A  | N/A |

# PARTNER EMPLOYER RELATIONS

| Partner Organization   | Staff Dedicated to<br>Employer<br>Engagement/Outreach                              | Referral Method for<br>Customers to Employer  | Resources Available to<br>Employers   | Tools to Track<br>Services to<br>Employers        |
|--|--|---|---|---|
| Metro North REB  |  | Refer job seekers to career centers   | LMI, assistance with Workforce<br>Training Fund applications,<br>access to occupational and<br>industry data  | MOSES, internal<br>tracking tools                 |
| Career Source  | 2 full-time business<br>service representatives<br>and .5 marketing<br>coordinator | Screened applicants referred<br>directly to employers, on-site<br>recruitments, job fairs   | LMI, job posting and job<br>description writing support, open<br>position posting, recruitment of<br>qualified talent and job matching,<br>connection to state resources<br>(MassBizWorks), outplacement,<br>computer skills development,<br>professional development | MOSES, internal<br>tracking<br>spreadsheets       |
| Career Place   |  |   |   |   |
| MA Commission for the Blind<br>(MCB)   | VR Counselors, VR<br>Supervisors,<br>Employment Specialists                        | Job Fairs, Hiring Events, Career<br>Centers, Perkins Business<br>Partnership, Cold Calls, Job<br>Development, VRC outreach<br>to employers, Job Search<br>Tools | In-service training, job<br>analysis/modifications, assistive<br>technology, rehab engineering,<br>on-the-job training, job coaching  | internal tracking<br>tools, Excel<br>Spreadsheets |
| Department of Transitional<br>Assistance (DTA)                               |  |   |   |   |
| Mass Rehabilitation<br>Commission (MRC)                                      |  |   |   |   |
| Senior Community Services<br>Employment Program at<br>Operation ABLE (SCSEP) | One regional manager<br>on a limited basis   | Area Program Coordinator<br>refers participants completing<br>community service<br>assignments to employers and<br>career centers                               | Operation ABLE delivers<br>customized computer office<br>training and internships in<br>partnership with business and<br>industry   | SPARQ, internal<br>tracking tools                 |

| SCALE (Somerville Center for<br>Adult Learning Experiences)          |   |  |                          |                                     |
|--|---|--|--------------------------|-------------------------------------|
| The Immigrant Learning Center,<br>Inc.                               |   | Refer job seekers to career<br>center, share information on<br>job fairs.                                      |                          |                                     |
| Cambridge Learning Center  | Yes   | Referrals directly to employers  |                          |                                     |
| Intergenerational Literacy<br>Program/Chelsea Public<br>Schools      | Part of Education and<br>Career Advisor's<br>responsibility | Refer job seekers to career<br>centers, share information on<br>job fairs, refer directly to<br>some employers |                          | Internal database                   |
| English at Large   | Career Access Lab<br>Program                                | Refer job seekers to career<br>center  | Beginner English Classes | Internal tracking tool and database |
| YMCA International Learning<br>Center<br>Middlesex Community College | Part of director's responsibility                           | Refer job seekers to career centers  |                          | Internal tracking<br>tool           |
| Bunker Hill Community College  |   |  |                          |                                     |



Wraparound Services: Childcare, Housing, and Transportation Assistance MA Rehabilitation Commission, MA Commission for the Blind, Unemployment Insurance, Disabled Veterans' Outreach Program, Department of Transitional Assistance, and Career Center customers and recipients may appear anywhere in the continuum<sup>Page 128</sup>

## SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS

## CAREER CENTER PARTICIPANT AND OUTCOME SUMMARIES

#### PROFILE OF CAREER CENTER CUSTOMERS

A profile of customers served at the One-Stop Career Centers in the workforce area during Fiscal Year 2017 (July 1, 2016 – June 30, 2017). Profiles and outcomes data are provided for customers who received services at the One-Stop Career Centers under the WIOA Title I Adult, Dislocated Worker and Youth Programs and the Trade Adjustment and Assistance Program.

#### WIOA TITLE I ADULT PARTICIPANTS SUMMARY

The Adult program provides job search assistance and training opportunities to unemployed and other job seekers, with priority to public assistance recipients, low-income individuals, and those that are basic skills deficient and others who face barriers to employment.

#### WIOA TITLE I DISLOCATED WORKER PARTICIPANTS SUMMARY

The Dislocated Worker program provides job search assistance and training opportunities to individuals experiencing job dislocation resulting from a layoff or business closing or who have exhausted Unemployment Insurance, to help them return quickly to the labor force.

#### WIOA TITLE I YOUTH PARTICIPANTS SUMMARY

The Youth program provided employment and training activities to provide youth assistance in achieving careers and academic and employment success and provides opportunity for training and supportive services.

## WIOA TRADE ADJUSTMENT ASSISTANCE

The Trade Adjustment Assistance (TAA) program assists workers impacted by foreign Trade providing training, employment and case management services, job search and relocation allowances, wage supplements for those 50 or older, and Trade Readjustment Allowances (TRA).

#### WIOA PRIMARY INDICATORS OF PERFORMANCE

The Primary Indicators of Performance for the WIOA Title I Programs, WIOA Title III, Wagner Peyser and WIOA Title II, Adult Education will be used to measure and evaluate performance for the local area. These are federal performance indicators negotiated with the U.S. Department of Labor and the U.S. Department of Education.

### ADDITIONAL PERFORMANCE DATA

Career Center Performance Reports are located at: http://www.mass.gov/massworkforce/ccpr/

# PROFILE OF CAREER CENTER CUSTOMERS METRO NORTH WORKFORCE DEVELOPMENT AREA FISCAL YEAR 2017

| Total Individuals Served                  | 16,838 |     |
|---|--------|-----|
| Gender                                    |        |     |
| Male                                      | 8,849  | 53% |
| Female                                    | 7,989  | 47% |
| Ethnicity                                 |        |     |
| White                                     | 11,108 | 66% |
| Black or African American                 | 1,874  | 11% |
| Hispanic or Latino                        | 2,454  | 15% |
| American Indian or Alaskan Native         | 109    | 1%  |
| Asian                                     | 1,261  | 7%  |
| Hawaiian Native or Other Pacific Islander | 28     | 0%  |
| Other                                     | 2,710  | 16% |
| Age                                       |        |     |
| 18 or under                               | 1,058  | 6%  |
| 19-21                                     | 414    | 2%  |
| 22-45                                     | 6,920  | 41% |
| 46-54                                     | 3,730  | 22% |
| 55+                                       | 4,716  | 28% |
| Education                                 |        |     |
| Less than High School                     | 1,828  | 11% |
| High School Diploma or Equivalent         | 3,469  | 21% |
| Some College/Vocational Degree            | 1,941  | 12% |
| Associate Degree                          | 1,326  | 8%  |
| Bachelors Degree                          | 4,622  | 27% |
| Advanced Degree                           | 3,143  | 19% |
| Self-Identified Persons With Disabilities | 1,132  | 7%  |
| Unemployment Insurance Claimants          | 11,430 | 68% |
| Veterans                                  | 704    | 4%  |
| Employers Served                          | 1,182  |     |
| Employers Listing Job Orders              | 649    | 55% |
| Employers Receiving Referrals             | 444    | 38% |
| Employers Who Hired a Job Seeker Referral | 206    | 17% |
| ı <i>J</i>                                |        |     |

| METRO NORTH WORKFORCE DE            | EVELOPMENT AREA - FY 2   | 017 - 3RD QUARTER ENDI | NG MARCH 2017 |
|-------------------------------------|--------------------------|------------------------|---------------|
| TI                                  | TLE I YOUTH PARTICIPAN   | T SUMMARY              |               |
|                                     | In-School                | Out-of-School          | Total Youth   |
|                                     | Participant Characterist | ics (%)                |               |
| Total                               | 47                       | 71                     | 118           |
| Age 14-18                           | 85%                      | 51%                    | 64%           |
| Age 19-21                           | 15%                      | 37%                    | 28%           |
| Age 22-21                           | 0%                       | 13%                    | 8%            |
| Female                              | 36%                      | 45%                    | 42%           |
| Disabled                            | 43%                      | 52%                    | 38%           |
| HS Student                          | 98%                      | 0%                     | 39%           |
| HS Dropout                          | 0%                       | 85%                    | 51%           |
| Limited English                     | 23%                      | 0%                     | 9%            |
| Math or Reading Level < 9.0         | 21%                      | 32%                    | 28%           |
| Offender                            | 0%                       | 0%                     | 0%            |
| Welfare                             | 6%                       | 15%                    | 12%           |
| Foster Child                        | 0%                       | 1%                     | 1%            |
| Homeless/Runaway                    | 0%                       | 0%                     | 0%            |
| Pregnant/Parenting                  | 4%                       | 17%                    | 12%           |
| Requires Additional Assistance      | 11%                      | 3%                     | 6%            |
|                                     | Enrollments By Acti      | vity                   |               |
| Educ., Trng, & Tutoring             | 35                       | 56                     | 91            |
| ABE/GED or Alternative              | 7                        | 55                     | 62            |
| Financial Literacy                  | 0                        | 0                      | 0             |
| Summer Employment Opportunity       | 34                       | 1                      | 35            |
| Work Experience/OJT                 | 35                       | 56                     | 91            |
| Occupational Skills Trng            | 38                       | 51                     | 89            |
| Leadership Dev/Community Services   | 35                       | 56                     | 91            |
| Mentoring                           | 34                       | 46                     | 80            |
| Guidance/Comprehensive Counseling   | 35                       | 56                     | 91            |
| Other (non program)                 | 14                       | 60                     | 74            |
|                                     | Exit and Outcome Sun     |                        |               |
| Total Exits YTD                     | 2                        | 18                     | 20            |
| Entered Employments YTD             | 0                        | 17                     | 17            |
| Entered Post-HS Training YTD        | 0                        | 0                      | 0             |
| Placed in Employment/Education Rate | 0%                       | 94%                    | 85%           |
| Average Wage                        | \$0.00                   | \$12.25                | \$12.25       |
| Degree/Certification                | 0                        | 17                     | 17            |

*Note: Data on entered employments and wages obtained from the participants. Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/* 

## METRO NORTH WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017 TITLE I ADULT AND DISLOCATED WORKER, AND TRADE PARTICIPANT SUMMARIES

|                                     | Title I Adult | Title I Dislocated<br>Worker | Trade Adjustment<br>Assistance |  |
|-------------------------------------|---------------|------------------------------|--------------------------------|--|
| Participant Characteristics (%)     |               |                              |                                |  |
| Total Participants YTD              | 249           | 379                          | 163                            |  |
| Female                              | 66%           | 62%                          | 21%                            |  |
| Age 55 or Over                      | 4%            | 44%                          | 44%                            |  |
| Less than High School               | 8%            | 0%                           | 2%                             |  |
| Limited English                     | 1%            | 0%                           | 0%                             |  |
| Math or Reading Level <9.0          | 33%           | 20%                          | 31%                            |  |
| Disabled                            | 0%            | 3%                           | 4%                             |  |
| Cash Welfare                        | 35%           | na                           | na                             |  |
| UI Claimant                         | na            | 83%                          | 92%                            |  |
| Offender                            | 1%            | 0%                           | 0%                             |  |
| Veteran                             | 0%            | 1%                           | 6%                             |  |
| Single Parent                       | 44%           | 9%                           | 10%                            |  |
| Low Income                          | 73%           | na                           | 4%                             |  |
| Enrollments By Activity             |               |                              |                                |  |
| Total Program Participants YTD      | 249           | 379                          | 52                             |  |
| New Program Enrollments             | 198           | 226                          | 10                             |  |
| New Training Enrollments            | 84            | 121                          | 9                              |  |
| New & Carry-in Training Enrollments | 110           | 233                          | 45                             |  |
| ABE/GED or Equivalent               | 2             | 0                            | 1                              |  |
| ESL                                 | 6             | 1                            | 2                              |  |
| Occupational Skills Training        | 112           | 92                           | 45                             |  |
| OJT                                 | 0             | 1                            | 0                              |  |
| Other.                              | 9             | 143                          | 0                              |  |
| Exit and Outcome Summary            |               |                              |                                |  |
| Total Exits YTD                     | 119           | 163                          | 25                             |  |
| Entered Employments YTD             | 115           | 146                          | 14                             |  |
| Entered Employment Rate at Exit     | 97%           | 90%                          | 50%                            |  |
| Average Pre-Wage                    | na            | na                           | \$28.42                        |  |
| Average (Post) Wage                 | \$13.96       | \$32.30                      | \$19.62                        |  |
| Wage Retention Rate (post/pre-wage) | na            | na                           | 69%                            |  |
| Degree/Certification                | 71            | 137                          | na                             |  |

*Note:* Data on entered employments and wages obtained from the participants. Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

| METRO NORTH WORKFORCE DEVELOPMENT AREA                |                                     |                                      |  |  |
|---|-------------------------------------|--------------------------------------|--|--|
| PRIMARY INDICATORS OF<br>PERFORMANCE                  | FISCAL YEAR 2017<br>7/1/16 -6/30/17 | FISCAL YEAR 2018<br>7/1/17 – 6/30/18 |  |  |
| WIOA TITLE I ADULT                                    |                                     |                                      |  |  |
| Employed 2 <sup>nd</sup> Quarter After Exit           | 83%                                 | 86%                                  |  |  |
| Employed 4 <sup>th</sup> Quarter After Exit           | 75%                                 | 77%                                  |  |  |
| Median Earnings at 2 <sup>nd</sup> Quarter After Exit | \$4900                              | \$5200                               |  |  |
| Credential Attainment Rate                            | Baseline Indicator                  |                                      |  |  |
| Measureable Skill Gains                               | Baseline Indicator                  |                                      |  |  |
| Effectiveness in Serving Employers                    | Baseline Indicator                  |                                      |  |  |
|   |                                     |                                      |  |  |
| WIOA TITLE 1 DISLOCATED WORKER                        |                                     |                                      |  |  |
| Employed 2 <sup>nd</sup> Quarter After Exit           | 84%                                 | 86%                                  |  |  |
| Employed 4 <sup>th</sup> Quarter After Exit           | 83%                                 | 85%                                  |  |  |
| Median Earnings at 2 <sup>nd</sup> Quarter After Exit | \$7500                              | \$7600                               |  |  |
| Credential Attainment Rate                            | Baseline Indicator                  |                                      |  |  |
| Measureable Skill Gains                               | Baseline Indicator                  |                                      |  |  |
| Effectiveness in Serving Employers                    | Baseline Indicator                  |                                      |  |  |
|   |                                     |                                      |  |  |
| WIOA TITLE 1 YOUTH                                    |                                     |                                      |  |  |
| Employed 2 <sup>nd</sup> Quarter After Exit           | 80%                                 | 80.5%                                |  |  |
| Employed 4th Quarter After Exit                       | 72%                                 | 73%                                  |  |  |
| Median Earnings at 2 <sup>nd</sup> Quarter After Exit |                                     |                                      |  |  |
| Credential Attainment Rate                            | Baseline Indicator                  |                                      |  |  |
| Measureable Skill Gains                               | Baseline Indicator                  |                                      |  |  |
| Effectiveness in Serving Employers                    | Baseline Indicator                  |                                      |  |  |
|   |                                     |                                      |  |  |
| WIOA TITLE III WAGNER-PEYSER                          |                                     |                                      |  |  |
| Employed 2 <sup>nd</sup> Quarter After Exit           | 60.0%                               | 64.0%                                |  |  |
| Employed 4 <sup>th</sup> Quarter After Exit           | 60.0%                               | 62.0%                                |  |  |
| Median Earnings at 2 <sup>nd</sup> Quarter After Exit | \$5,100.00                          | \$5,500.00                           |  |  |
|   |                                     |                                      |  |  |
| WIOA TITLE II ADULT EDUCATION                         |                                     |                                      |  |  |
| Measureable Skill Gains                               | 41.0%                               | 42.0%                                |  |  |

Goal Setting:

- State level performance goals for Title I and Wagner-Peyser programs were negotiated by the Department of Career Services, Executive Office of Labor and Workforce Development (DCS/EOLWD) with the U.S. Department of Labor, Employment and Training Administration. (DOL/ETA).
- DCS/EOLWD negotiated performance goals for Title I with each local Workforce Development Board. Local Boards adopt the State Wagner-Peyser goals.
- Adult and Community Learning Services, Massachusetts Department of Elementary and Secondary Education (ACLS/DESE) negotiated for Measureable Skill Gains only with the U.S. Department of Education, Office of Career, Technical, and Adult Education (ED/OCTAE). Each provider's final performance will be assessed against the State goals based on individual local factors.
- A Baseline Indicator is one for which States did not propose goals. Data will be collected during FY17 and FY18 that will be used for goal setting beginning in FY19.