



**SOUTH SHORE
WORKFORCE BOARD**

**Organization Strategic Plan
2019 – 2021
&
WIOA 4-Year Work Plan
2017 - 2021**

Draft: Version 2

February 8, 2019



**SOUTH SHORE
WORKFORCE BOARD**

**Finding Talent.
Growing Business.**

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**SOUTH SHORE
WORKFORCE BOARD**

**Developing Talent
For Business**

Section I

Setting the Table

- A. Document Introduction**
- B. Workforce Innovation and Opportunity Act**
- C. South Shore Region Overview**
- D. MHSSWB Organization Overview**

A. Document Introduction:

The MassHire South Shore Workforce Board (MHSSWB) is one of 16 Workforce Boards established across the Commonwealth of Massachusetts under the administrative oversight of the Executive Office of Labor and Workforce Development and State Department of Career Services, which administers the federally mandated Workforce Innovation and Opportunity Act (WIOA).

The MHSSWB is tasked with ensuring the alignment of strategic, market driven workforce goals and initiatives through the collaboration of local businesses, educational institutions and community partners. The MHSSWB is guided by a dedicated staff and a private sector led Board of Directors with oversight responsibility and policy-making authority for federal and state workforce development activities within the South Shore Service Delivery Area as authorized through WIOA. The MHSSWB works in collaboration with the MassHire South Shore Career Center (MHSSCC) to administer the work of the Massachusetts Workforce Development System in the region to support the workforce needs of businesses and jobseekers.

This document encompasses two planning elements: A comprehensive Strategic Plan to guide the program of work for the organization through 2021; and a 4-Year Work Plan to address the requirements of the federally mandated Workforce Innovation and Opportunity Act (WIOA), Section 108(b) and Federal Regulations 679.560.

The incorporation of the following two distinct, yet complimentary, planning elements into one document is designed to ensure strategic alignment in support of a high-functioning and effective organization structure.

1. **MHSSWB Strategic Plan:** Section II and IV provides a comprehensive overview of the MHSSWB organization structure and the strategic goals and objectives identified in WIOA. Elements of the Strategic Plan are designed to effectively address the workforce needs of the region through quality programs, effective resources and comprehensive services.
2. **WIOA Section 108(b) 4-Year Local Plan:** Section III provides a detailed response to the various strategic planning elements identified in the WIOA 4-Year Local Plan template provided in the Department of Career Services Workforce Issuance 100 DCS 04.105 issued on October 4, 2018. WIOA mandates that each Local Board develop and submit to the Governor a comprehensive 4-year Local Plan, in partnership with the chief elected official. The 4-Year Local Plan consist of the following two working cycles:

Cycle 1 (Year 1): Initial Local Plan submitted to the Department of Career Services on June 17, 2017 and effective July 1, 2017 to June 30, 2018.

Cycle 2 (Year 2-4): Final Local Plan submitted in February, 2019 and effective retroactive to July 1, 2018 to June 30, 2021.

The enclosed Strategic Plan and 4 Year Local Plan have similar components and are aligned with one another to achieve a unifying organization vision and direction, which this document is designed to accomplish.

It is also important to note that the Strategic Plan within this document is for the period January 1, 2019 through June 30, 2021, which is a 2.5 year period in order to have it coincide and aligned with the 4-year Local Plan end date of June 30, 2021. This will enable both the Strategic Plan and 4 Year Local Plan to be reviewed, revised, renewed and implemented during the same time period. As a result, both planning documents will remain on the same implementation and review schedule moving forward.

Collectively these two strategic planning elements provide the organization with the tools and road map required to help the Board of Directors and Staff make strategic decisions in the overall objective to support the South Shore economy through efficient access to a vibrant and skilled workforce.

B. Workforce Innovation and Opportunity Act

Content Note for Section 1,B: The following information provides a general overview of the key elements and role of the Workforce Board as identified by the Workforce Innovation and Opportunity Act (WIOA), which is the federal legislation created to guide the public workforce system, including the Local Workforce Board. The statements and objectives identified are provided by the United States Department of Labor Employment and Training Administration (Innovation & Opportunity Network - <https://ion.workeforcegps.org>).

What is the Workforce Innovation and Opportunity Act

The Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, is the first legislative reform of the public workforce system in 15 years. The law supercedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

WIOA presents an extraordinary opportunity to improve jobs and career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

WIOA retains the nationwide system of one-stop centers, which directly provide an array of employment services and connects customers to work related training and education. WIOA furthers a high quality one-stop center system by continuing to align investments in workforce, education and economic development. The new law places greater emphasis on one-stops achieving results for jobseekers, workers, and businesses. WIOA reinforces the partnerships and strategies necessary for one-stops to provide job seekers and workers with high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current workforce.

WIOA makes it easier for the public workforce system to help workers acquire the skills employers need and help employers access the talent pool they need to compete and win in a global economy. The new legislative provisions are designed to help workers, including those with barriers to employment, access employment, education, job-driven training and support services; enhance program coordination, streamline service delivery and increase flexibility for governance; improve services to employers; and align programs across common goals and increase accountability and transparency. WIOA provisions also emphasize quality training that leads to credentials, regional planning and service coordination and implementation of targeted sector-based strategies and career pathways.

Highlights of the WIOA Reforms for Governance

WIOA seeks to improve the effectiveness of and streamline the governing structures of the public workforce investment system, empower elected officials and workforce boards, establish structures for working regionally aligned with regional economies, and engage the key stakeholders needed to lead the system to achieve the goals of WIOA.

WIOA empowers State and Local elected officials and private sector-led workforce boards with responsibility of developing a strategy and integrated plan that supports economic growth and labor force needs intended to grow the capacity and performance of the workforce system. WIOA is an important catalysts for change that encourages a wide range of stakeholders to collaborate more effectively both within, and in partnership with, Workforce Boards.

WIOA seeks to streamline and strengthen the strategic roles of Workforce Development Boards by making state and local boards more agile and well-positioned to meet state, regional and local employers' workforce needs. State and local boards must coordinate and align workforce programs to provide coordinated, complementary, and consistent services to job seekers and employers. Under WIOA, business continues to contribute to strategic development and other activities by maintaining a leadership role on the boards and forming the majority of workforce board membership. The streamlining of board membership will make it possible for Boards to be more agile and flexible. WIOA specifies 13 functions for local boards, and 12 functions for State workforce boards.

State Workforce Board Roles and Responsibilities

As directed by WIOA the Commonwealth of Massachusetts has established a 33-member State MassHire Workforce Board (MHSWB) under the direction of the Executive Office of Labor and Workforce Development (EOLWD). The goal of the MHSWB is to develop strategies that guide the Commonwealth's efforts in ensuring workers have the skills they need to fill the jobs businesses create, for a more prosperous Commonwealth, with higher wages for workers, larger profits for businesses and stronger communities for all.

The MHSWB ensures the State efforts are driven by the demands of the businesses and the communities they serve. Members, review, revise, and advise the executive branch on how to create and sustain the workforce Massachusetts needs to succeed in the world economy. MHSWB members represent all parts of the Commonwealth, and come from all walks of life from small businesses to multinational corporations, from organized labor to community organizations, and state and local officials.

WIOA Designated Functions of the state Workforce Board:

- Review of statewide policies and programs and development of recommendations on actions the state should take to align core and other programs in a manner that supports a comprehensive system, including the review and provision of comments on state plans for activities and non-core programs of one-stop partners.
- Development of guidance for the implementation and continuous improvement of the workforce development system (addressing alignment, career pathways, sector partnerships, coordination between states and local areas, identification of regions, technical assistance, and case management information systems).
- Identification and dissemination of best practices
- Development and review of statewide policies affecting the coordinated provisions of services through the one-stops.
- Development of strategies for technological improvements.
- Development of statewide workforce and labor market information systems.

Local Board Roles, Responsibilities and Structure

WIOA drives a vision for more strategic action by Workforce Boards, with particular focus on a unified vision for workforce development shared by all levels of Boards within a state, more extensive collaboration with partners and employers, and expanded accountability and transparency. In the realm of strategic activities, Boards will want to consider items such as:

- The impact of common performance measures;
- New employer measures,
- Career pathways for adult and youth populations,
- Sector strategies, the re-envisioning of American Job Centers (AJC),
- Staff capacity building,
- One Stop / AJC procurement, cost sharing, and certification, along with many other issues.

WIOA identifies the following 13 functions for Local Workforce Boards:

- Develop and submit a Local Plan to the Governor;
- Develop a budget and administration for the activities of the local board;
- Analysis and research of regional economic conditions;
- Leading efforts to engage employers;
- Leading efforts to develop and implement career pathways;
- Identifying and promoting proven and promising practices;
- Convene, broker and leverage local workforce development system stakeholders, and establishing standing committees to more effectively accomplish the work of local boards.
- Better utilizing technology to facilitate connections among the intake and case management information systems of one-stop partners, to meet the needs of individuals with barriers to employment, and to leverage resources and capacity;
- Conduct oversight for local youth workforce investment activities, local employment and training activities, and promoting consumer choice of participants among providers;
- Selection of One-stop Operators, youth providers and other vendor services to support the region;
- Negotiation of local performance and accountability measures.
- Enhancing coordination with education providers; and
- Assessing the physical and programmatic accessibility of one-stop centers annually in accordance with applicable nondiscrimination provisions under Title 1 of the WIOA and the Americans with Disabilities Act.

The regional workforce system, in alignment with the state workforce system, engages and convenes all core and mandatory one-stop partners and supports the development and implementation of local one-stop policies and processes, service delivery design, infrastructure, and certification criteria.

Board Make-up:

WIOA streamlines membership requirements for workforce boards, while maintaining a majority of business representation. Board memberships must have a minimum of 51% of its members from the business sector, 20% representing existing workforce, and the remaining 19% representing services providers, including the required participation of Vocational Rehabilitation, Adult Education, Registered Apprenticeship, with optional participation of education institutions, economic and community development, and higher education.

Board members are expected to develop a vision for their workforce system that is market-responsive, facilitates public-private partnerships, and serves as the strategic connection point for elected officials, workforce development providers, educators, employers, and stakeholders. That vision should be developed to incorporate successful workforce strategies such as sector and career pathways that advance opportunities for all workers and job seekers. Boards also serve as a forum to develop a collective Vision and Mission that generates buy-in from all key stakeholders across institutions, including the employer community, at the local, regional, and state levels.

Key Elements to the Roles and Responsibilities of the Local Board include:**Local Plans and Strategies:**

Under WIOA, it is expected that local workforce plans will support both economic growth and labor force needs; Boards and Elected Officials are encouraged to develop a more streamlined, strategic and comprehensive system, which complements both Regional and State Plan strategies.

Sector Strategies:

Sector strategies are regional, industry-focused approaches to building skilled workforces and are among the most effective ways to align public and private resources to address the talent needs of employers. While the approach is not new, there is a growing body of evidence showing that sector strategies can simultaneously improve employment opportunities for job seekers and the competitiveness of industries. At the heart of Sector strategies are sector partnerships. These partnerships are led by businesses – within a critical industry cluster – working collaboratively with workforce areas, education and training, economic development, labor, and community organizations to identify and solve pressing human resource and other challenges. Boards often act as an intermediary or convener for these efforts. Sector Partnerships are the vehicle through which businesses voice their talent needs and regional partners collaborate to develop customized solutions to meet those business needs.

The Board needs to establish criteria that identifies training investment opportunities in industries and occupations that appear to offer the greatest opportunity for alignment with industry demand, and ultimately, the greatest opportunity for workers to gain the skills or credentials they need to be competitive in the job market. Labor Market Information and Data can lead the way in identifying likely candidates, but this information must be verified by quantitative information through direct connection with industry employers.

Career Pathways:

Throughout WIOA, there is a clear emphasis on the development of Career Pathways, for which all programs will utilize the same agreed-upon detailed career pathways in order to better service their respective populations.

Youth:

Although WIOA removes the requirement for a state of local area Youth Council; Local Boards should consider developing system wide requirements for planning and oversight of local youth programming which includes the establishment of Youth Standing Committees. As the majority of funding shifts from a focus on in school youth to the more problematic cohort of out of school youth, it is critical that the local Board provides oversight and alignment with the new youth related priorities under WIOA.

Data:

WIOA establishes a requirement for common measures across all titles of the Act. Boards are to consider the review and adoption of a policy for a data integration plan to ensure performance accountability and data integrity. An annual review of primary indicator targets to ensure system accountability is recommended, as well as a policy to review the outcomes of Eligible Training Providers.

WIOA State Plan for the Commonwealth of Massachusetts FY-2018

Overview

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified or Combined State Plan to the Secretary of the U.S. Department of Labor that outlines a four-year strategy for the State's workforce development system. The publicly-funded workforce development system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all job-seekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy.

States must have approved Unified or Combined State Plans in place to receive funding for core programs. WIOA reforms planning requirements, previously governed by the Workforce Investment Act of 1998 (WIA), to foster better alignment of Federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of WIOA's principal areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plans. This reform promotes a shared understanding of the workforce needs within each State and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers.

Successful implementation of many of these approaches called for within WIOA requires robust relationships across programs. WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified or Combined State Plans.

Combined State Plan

The Commonwealth of Massachusetts has submitted a Combined State Plan that meets the WIOA requirements and outlines a four-year strategy for WIOA's core programs plus one or more of the Combined Plan partner programs. To review the Combined State Plan visit:

<https://www.mass.gov/service-details/wioa-combined-state-plan-for-fy2017-fy2020>

The six core programs are—

- the Adult program (Title I of WIOA),
- the Dislocated Worker program (Title I),
- the Youth program (Title I),
- the Adult Education and Family Literacy Act program (Title II),
- the Wagner-Peyser Act program (Wagner-Peyser Act, as amended by title III), and
- the Vocational Rehabilitation program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

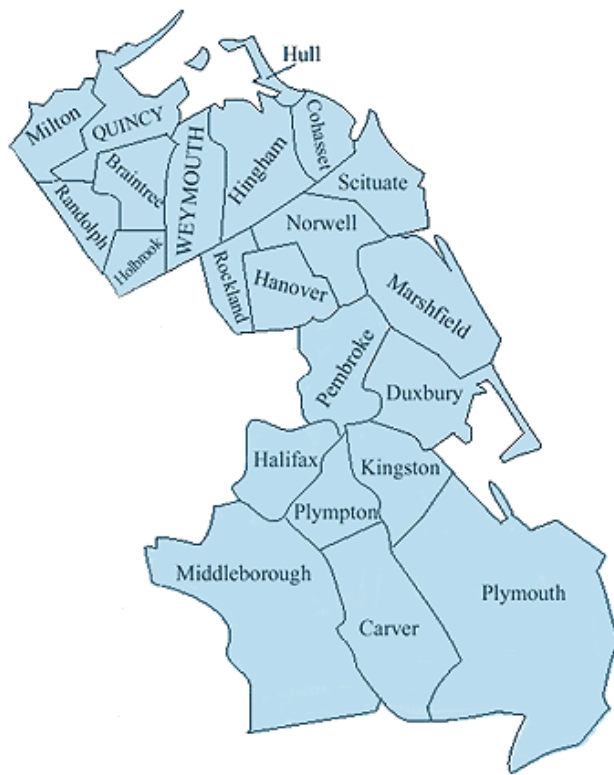
The Combined State Plan partner programs are:

- Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)
- Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.)
- 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)))
- Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))
- 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.))
- Jobs for Veterans State Grants (Programs authorized under 38, U.S.C. 4100 et. seq.)
- Unemployment Insurance Programs (Programs authorized under State unemployment compensation laws in accordance with applicable Federal law)
- Senior Community Service Employment Program (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
- Employment and training activities carried out by the Dept. of Housing and Urban Dev.
- Community Services Block Grant Program (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.))*
- Reintegration of Ex-Offenders Program (Programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532))

C. South Shore Region Overview:

The South Shore Region:

The South Shore Service Delivery Area (SDA) for the MHSSWB within the South Shore region consists of the following 22 cities and towns: Braintree, Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Holbrook, Hull, Kingston, Marshfield, Middleborough, Milton, Norwell, Pembroke, Plymouth, Plympton, Quincy, Randolph, Rockland, Scituate and Weymouth.



The Region is home to a variety of industry clusters with a higher concentration in education, healthcare, financial services, professional, entertainment/food services, and retail, in addition to a dynamic and diverse manufacturing sector.

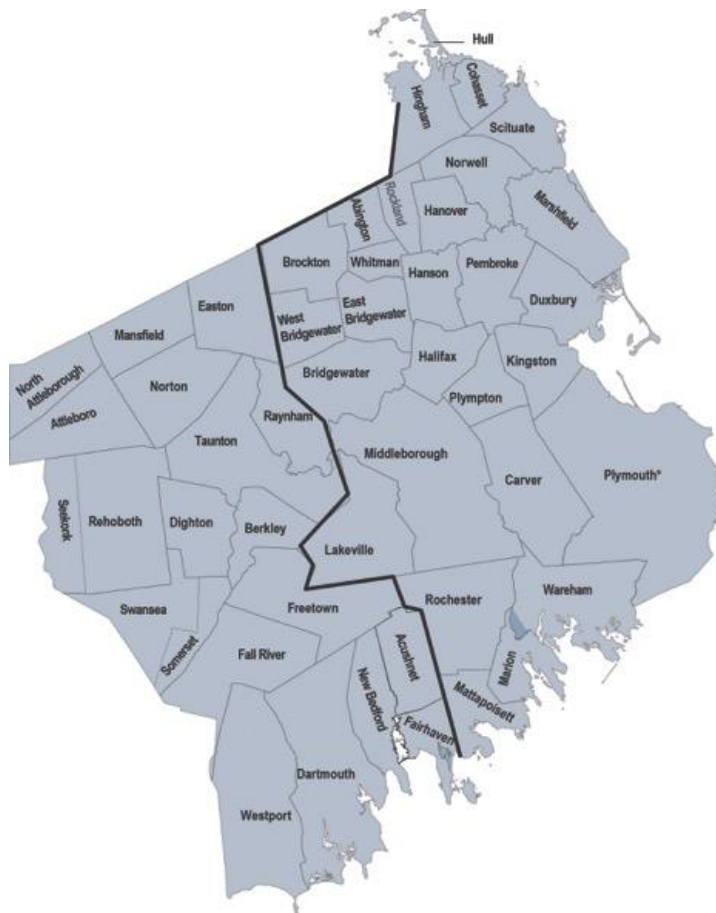
The SDA encompasses two distinct regions within the larger South Shore geographic area. Cities and towns from Hanover north have a higher population density; higher concentration of industries; and a stronger economic and employment link with the Greater Boston Metropolitan Area. Cities and towns south of Hanover are more rural in character and have a higher concentration of agriculturally based industries.

Greater Boston Metropolitan Area

The workforce and economic growth of the northern communities within the SDA are impacted by the Greater Boston Metropolitan Area through accessible public transportation connections including commuter boat, train, commuter rail and bus services. The Greater Boston Metropolitan Area provides numerous employment opportunities for residents of the South Shore SDA, benefiting not only area job-seekers but businesses within the Greater Boston region as well. The MHSSWB and its partners must remain cognizant of the economic resources and opportunities in Greater Boston, and foster opportunities to work collaboratively with businesses and workforce entities in both regions for the benefit of all in need of workforce development services and resources.

Southeastern Massachusetts Market Area

The South Shore region is considered part of a larger economic and social geographic area in the Commonwealth referred to as Southeastern Massachusetts, which encompasses four MassHire Workforce Development Areas: South Shore, Bristol, Brockton Area and Greater New Bedford Workforce regions. The geographic area covered by these four MassHire Workforce regions is comprised of 56 communities, including six Gateway cities (Attleboro, Brockton, Fall River, New Bedford, Quincy and Taunton).



**Map of Southeastern MA
Regional Planning Initiative**

In April 2017, the Baker-Polito Administration launched a regional planning initiative aimed at addressing the skills gap in the Commonwealth by bringing together regional teams of educators, workforce and economic development professionals to create growth strategies in every region of the Commonwealth. The Southeast Regional Planning Team undertook an extensive regional planning process that included data gathering and thoughtful community discussions in the creation of a Southeastern MA Regional Labor Market Blueprint released in the Spring of 2018.

The Regional Labor Market Blueprint identifies a variety of critical trends in respect to population, demographics and industry - including the impacts these trends have on the workforce needs of Southeastern MA. The Southeast Planning Team was charged with identifying the top three priority industries, as well as the critical and emerging industries within the region. In addition, the Labor Market Blueprint identifies high demand occupations associated within each industry, as well as the challenges and opportunities businesses have in finding a skilled workforce to fill these employment opportunities.

The Southeastern MA Regional Labor Market Blueprint identified the following:

Priority industries:

- Health Care & Social Assistance
- Professional Scientific & Technical Services
- Finance & Insurance

Critical and Emerging industries:

- Manufacturing
- Construction
- Blue Economy

It is important to ensure that the Business Services Team remains cognizant of the Southeastern MA regional context when working with high priority industries in the South Shore. High priority industries for Southeastern MA are aligned with high priority and critical industries noted within the South Shore SDA. Many of the larger employers in the region have multiple locations and workforce needs that cross into different workforce areas in the greater Southeastern MA region. Providing effective and comprehensive business services requires a coordinated business service approach among all the MassHire Workforce areas in Southeastern MA.

The Southeast Regional Planning Team is undertaking an ongoing planning and implementation process that identifies goals and objectives through 2022. As the work of the Southeastern MA Strategic Planning Team progresses, new workforce goals, objectives and findings are to be incorporated into the Strategic Planning and Program of Work associated with the MHSSWB as appropriate.

D. MHSSWB Organization Overview:

The South Shore Regions Workforce Development Team:



SOUTH SHORE WORKFORCE BOARD

The MassHire South Shore Workforce Board (MHSSWB) is one of 16 Workforce Boards across the Commonwealth of Massachusetts tasked with ensuring the alignment of strategic, market driven

workforce goals and initiatives through the collaboration of local businesses, educational institutions and community partners. The MHSSWB is guided by a dedicated staff and a private sector led Board of Directors with oversight responsibility and policy-making authority for federal and state workforce development activities within the South Shore. The MHSSWB is operated within the administration of the City of Quincy Workforce Development Department under Mayor Thomas P. Koch, who is the MHSSWB Chief Elected Official. The MHSSWB works in collaboration with the MassHire South Shore Career Center (MHSSCC) to administer the work of the Massachusetts Workforce Development System in the region to support the workforce needs of businesses and job seekers.

Federal and state guidelines and policies are designed to ensure that workforce development programs are aligned with regional economic development strategies to meet the needs of area businesses. The MHSSWB, along with numerous public, private and non-profit partners across the region, are committed to Massachusetts Governor Charlie Baker's directive to improve the responsiveness to employer needs, and prepare job seekers for high-demand employment opportunities. The MHSSWB works collectively with the Executive Office of Labor and Workforce Development and the MassHire Department of Career Services to implement the numerous provisions associated with the federally mandated Workforce Innovation and Opportunity Act (WIOA) adopted in 2014.



The MHSSCC is part of the state-wide MassHire Career Center network established throughout the Commonwealth of Massachusetts, including career center operations within the twenty-two community South Shore Service Delivery Area (SDA). The MHSSCC operates a comprehensive career center in the City of Quincy, as well as an access point in the Town of Plymouth. The

organization also works closely with local partners in establishing satellite operations that will enhance the access to workforce development services and resources through a dedicated staff whom work to match the skill sets of individuals seeking sustainable employment with the workforce needs of area businesses. In an effort to enhance this matching objective the MHSSCC provides access to a variety of training programs and workshops designed to address the skills gap that may occur between job seekers and the skills required by area companies.

Vision, Mission and Objectives:

The MHSSWB will work in partnership with the MHSSCC and all Partners to ensure businesses, job seekers and youth can efficiently access and utilize career development services and resources across the region through comprehensive and affiliate facilities, enhanced communication and collaboration among all entities.

Five Primary Functions of the MHSSWB Role in the Region

Convening, Communicating, Policy Development, Oversight and Advocacy

Vision

An economically vibrant region strengthened by equitable access to a diverse workforce, providing sustainable career opportunities for all ages, abilities and skill levels.

Mission

Convene workforce partners to provide strategic policy development and oversight guidance in the establishment of a comprehensive, demand-driven, accessible workforce development system in the South Shore and greater region.

Core Goals and Objectives:

- **Foster connections and collaborations** among businesses, educational institutions, community organizations and local, state and federal public sector entities in the development of a comprehensive, high-quality workforce development system in the local service delivery area and larger planning region.
- **Identify priority, critical and emerging industry sectors** in the region and align programs, services and resources to effectively and efficiently address their current and future workforce needs.
- **Align and promote strategic, market driven workforce development objectives**, economic investments and career pathway initiatives throughout the region.
- Ensure that all job seekers, businesses and partners have **equitable and comprehensive access** to workforce development services, resources, programs and initiatives provided by the MHSSWB and the MHSSCC.
- Maintain a workforce system that values all Partners, and supports **consistent collaboration and communication** to sustain a high-quality delivery of services for businesses, job seekers and youth throughout the South Shore region.

Core Goals and Objectives – *continued*:

- Work collaboratively with state and federal agencies in the **efficient deployment of financial and programmatic resources and services** to support the workforce needs of the region's business community, as well as the self-sufficient employment needs of all individuals regardless of their barriers in the region.
- Provide job seekers and incumbent workers equitable access to **high-quality career training and supportive services** to ensure they obtain and maintain a quality and sustainable job and career path.
- Achieve positive results for businesses and job seekers of all abilities and barriers to employment through a **comprehensive and efficient job matching and referral system**.
- **Ensure businesses find skilled employees** and have access to education and training resources for their incumbent workers to meet their current and future workforce needs.
- **Foster and Strengthen career pathways**, work-based learning, apprenticeship programs, sector strategies and business engagement in the region.
- Ensure **Veteran's and Migrant Seasonal Farm Workers obtain the priority services** and resources mandated by WIOA.
- Assist in the achievement of the Commonwealth of MA strategic and operational vision and goals outlined in the **Combined State Plan**.
- Collaborate with fellow Workforce Boards and Partners through the newly created **Massachusetts Workforce Association** to advocate for state and federal systems and policies that support the workforce development needs of the region and the Commonwealth as a whole.

MHSSWB Organization Structure

Board of Directors:

The MHSSWB is led by a private sector majority Board of Directors (Local Board), appointed by the Chief Elected Official of the region (Mayor of the City of Quincy). Refer to page 23 for organization chart. The MHSSWB is a public body consisting of at least 19 and no more than 35 directors. Within these limits, the Local Board may increase or decrease the number of directors serving on the Board, including for the purpose of staggering the terms of directors. The Local Board meets the requirements of state and federal policy and aligns with both local and state strategic workforce objectives. Initially the Local Board must include members from four categories: Business, Workforce, Education & Training and Governmental & Economic/Community Development entities as established by the Workforce Innovation & Opportunity Act (WIOA) of 2014. Private sector members of the Local Board are senior executives or are individuals with optimal policy making authority and to the extent possible represent the demographic population from throughout the Local Board's geographic region.

The purposes of the Local Board shall be to provide policy guidance and regional coordination for the workforce development system of the South Shore Workforce Development Service Delivery Area (SDA). The Local Board shall provide oversight and planning in reference to the components of the workforce development system to effectuate the development and alignment of strategic planning initiatives, program development and performance review that employ quality improvement methodologies in accordance with WIOA.

Organization Committees

The MHSSWB has various committees designed to support the work of the staff and volunteers of the organization and the MHSSCC operations. Some of the committees are active, and some are inactive due to the organization-wide restructuring process currently underway.

Active Committees Include:

Executive Committee: The Executive Committee is responsible for oversight and approval of all policy, fiduciary and operational aspects of the South Shore Workforce Development System.

Financial Oversight Committee: The Financial Oversight Committee has oversight responsibilities associated with the establishment of an Annual Integrated Budget, and will respond to inquiries and/or organization changes that may impact the budget from time-to-time during the fiscal year.

Youth Advisory Council: The primary role of the Youth Advisory Council is to provide insight and expertise in youth policy. Its members reflect the region and assist the MHSSWB in understanding and addressing youth education and workforce readiness issues.

South Shore Manufacturing Advisory Group: The South Shore Manufacturing Advisory Group consist of representatives from area manufacturers, educational institutions and industry associations to address the challenges and opportunities impacting the manufacturing industry in the region.

Ad-hoc Planning Committee/Planning and Policy: This Committee is formed as needed by the Board of Directors as needed and based on the recommendation of the Executive Committee, to review and make recommendations concerning the Strategic Plan, Annual Plan and other associated planning and procedure policies as required.

Inactive Committees Include:

Workforce and Industry Cluster: The Workforce and Industry Cluster Committee examines the workforce needs of critical and emerging industries in the region as identified and makes policy and programmatic recommendations to address the needs.

Organization Staff:

The MHSSWB employs staff and consultants as the Local Board deems necessary and fiscally responsible to carry out its mission. (Refer to Page 26 for a Staffing Structure Chart).

The MHSSWB is subject to the statutory authority of the City of Quincy Workforce Development Department, which is within the Executive Office of the Mayor in the City of Quincy. The Director of the Workforce Development Department shall represent the Mayor/CEO on all administrative, programmatic and fiscal matters associated with the MHSSWB, and shall provide staff oversight in conjunction with the MHSSWB Executive Committee and Executive Director. All MHSSWB staff shall be employed through the City of Quincy, and follow City of Quincy and MHSSWB personnel guidelines to the fullest extent applicable.

The current staffing structure includes two senior staff positions with an opportunity to fill a new third senior staff position in March of 2019.

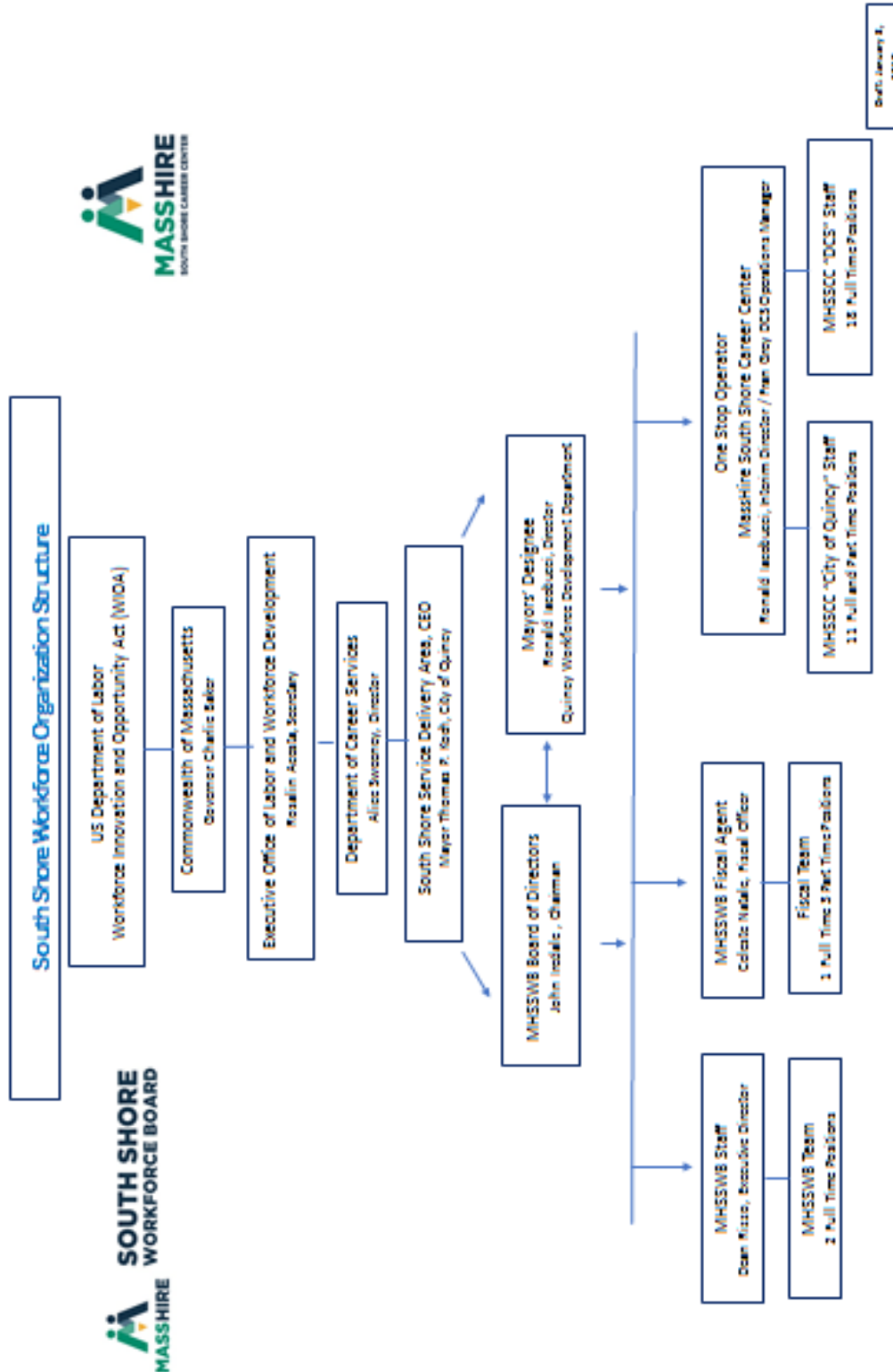
Executive Director: The MHSSWB Executive Director provides the day-to-day operations leadership for the organization. The Executive Director hires and supervises all staff of the organization, and is responsible for implementing the MHSSWB's Annual Plan. The Executive Director supports the Local Board and its committees in the policy development and oversight of the region's workforce investment system. The Executive Director is hired by and reports to the MHSSWB Board of Directors.

Director of Youth Services: The Director of Youth Services is responsible for the oversight of youth workforce programs in the South Shore region. The Youth Director, under the supervision of the Executive Director, is responsible for the development of the annual request for Proposals for youth services and for working with the Youth Council to implement the review process. This position also supports the development of the youth summer jobs program and the Local Board's ongoing oversight of youth workforce programming in the region. The position reports to the Executive Director of the MHSSWB.

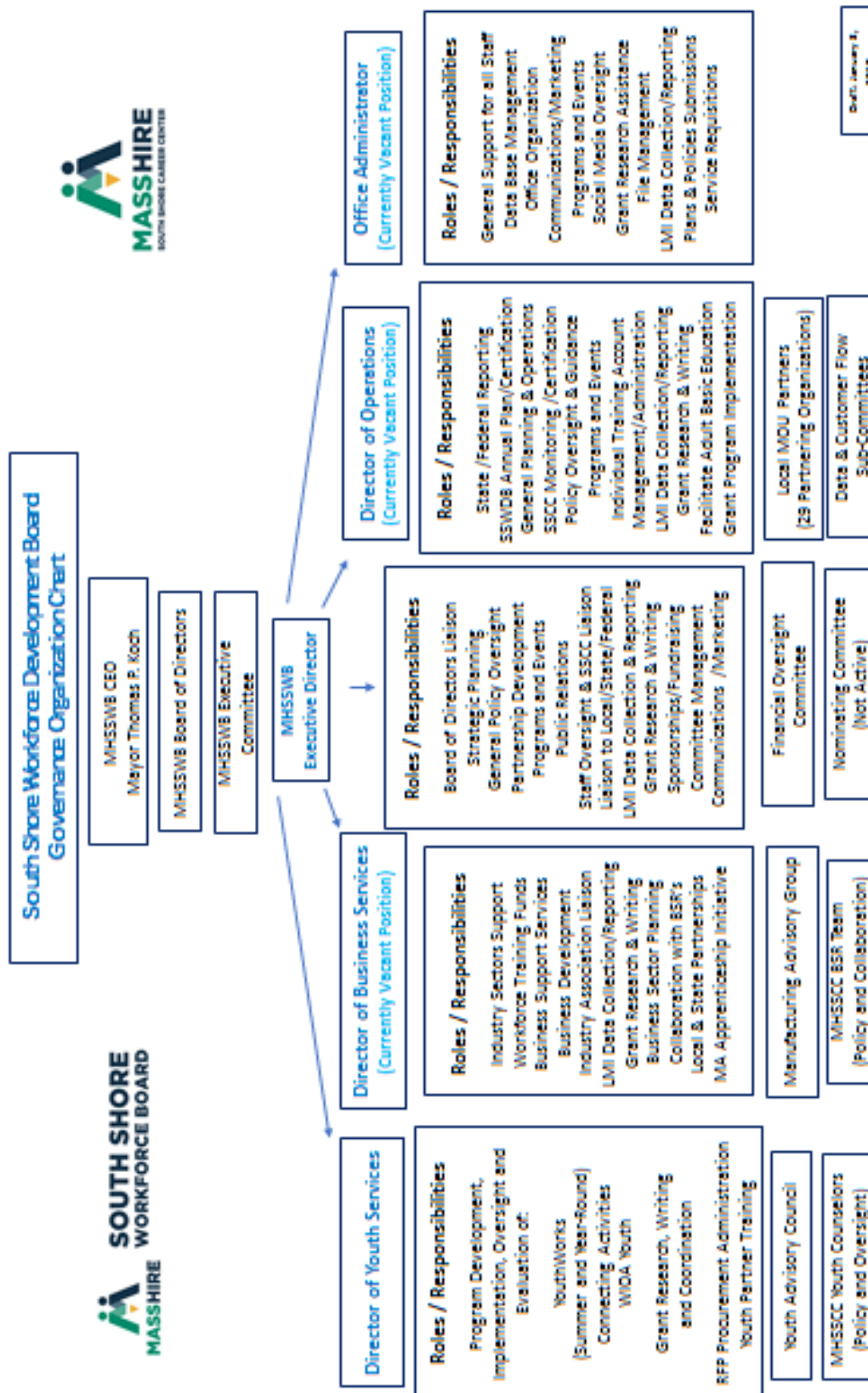
Director of Business Services (Position Title May Change): The Director of Business Services will serve as the MHSSWB's lead contact for private sector businesses in the region. The Director will develop workforce partnerships in the critical industries identified by the LMI for the region, and other industries as identified by the Executive Director and Local Board. The Director will market the Workforce Training Fund and other supports for workforce development and adult education in the region, and provide technical assistance to potential applicants. This position reports to the Executive Director of the MHSSWB.

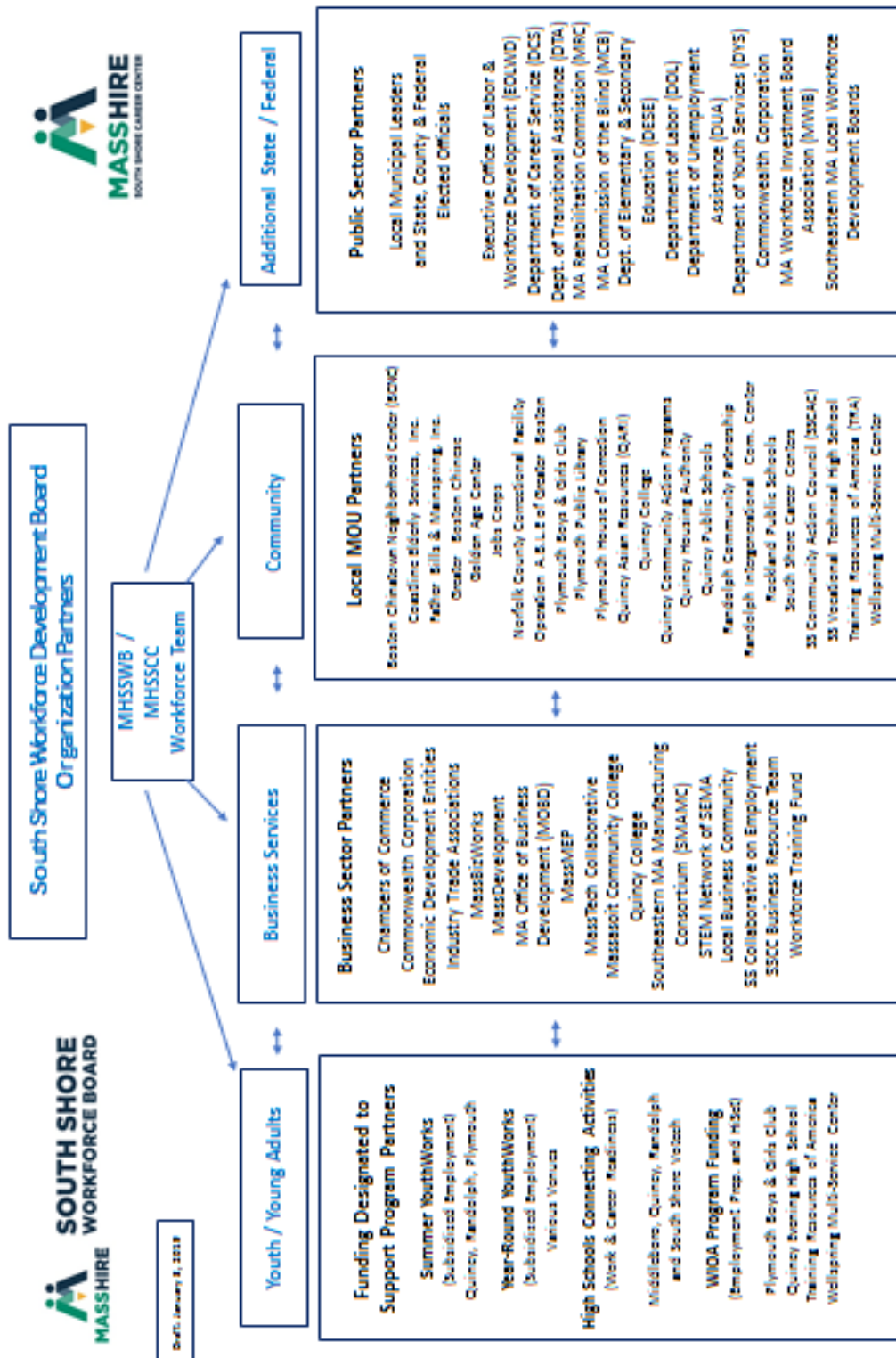
South Shore Workforce Development Board, Inc. (501c3)

In the spring of 2017 the Local Board supported the establishment of an active 501c3 non-profit charitable organization identified as The South Shore Workforce Development Board, Inc. The primary purpose of the non-profit is to raise funds and undertake programmatic activities and events to support the work and mission of the overall organization, and the Career Centers. The SSWDB Inc. is to provide resources and services that will connect businesses, education institutions, community organizations and public agencies with one another and job seekers in support of strategic, market driven workforce development goals within the South Shore region. This will be accomplished through many of the goals and objectives identified in the MHSSWB Strategic Plan.



Draft: January 8,
2019







**SOUTH SHORE
WORKFORCE BOARD**

**Sourcing Talent
For the New Economy**

Section II

MHSSWB Strategic Plan

A. Strategic Plan Introduction

B. Setting the Stage (2017-2018)

C. Strategic Plan (2019 – 2021)

A. Strategic Plan Introduction:

As noted in Section I this document is segmented into two distinct planning elements that includes a comprehensive Strategic Plan to guide the program of work of the organization through 2021, as well as provide a 4-Year Local Plan to address the requirements of the federally mandated Workforce Innovation and Opportunity Act (WIOA), Section 108(b) and Federal Regulations 679.560.

As previously stated these two strategic planning elements provide the organization with the tools required to help the Board of Directors and Staff make strategic decisions in the overall objective to support the South Shore economy through efficient access to a vibrant and skilled workforce.

This section of the document (Section II) is the **MHSSWB Strategic Plan for the period of January 1, 2019 through June 20, 2021**. This section provides a comprehensive overview of the MHSSWB organization structure and identifies strategic goals and objectives to effectively address the workforce needs of the region through quality programs, resources and services.

This first part of this section will be “Setting the Stage” (Section II B) by providing a little historical context on the organization. This will be followed by a more detailed assessment of the proposed goals and objectives (Section II C) to move the organization forward in a constructive and strategic manner.

B. Setting the Stage: (2017 – 2018)

Note: *It is important to note that for name consistency purposes this section refers to the MassHire South Shore Workforce Board as the South Shore Workforce Development Board (SSWDB) and the MassHire South Shore Career Center as the South Shore Career Center (SSCC). This time period was before the new State branding became effective in the September 2018, and thus these entities did not have the “MassHire” brand associated with them.*

The South Shore Workforce Development Board (SSWDB) most recent adopted full Strategic Plan was in June of 2011 for the period of July 1, 2011 through June 30, 2014. In the spring of 2014 a planning session to update the 2011 Strategic Plan took place, and the result was a draft document submitted as part of the organization’s Annual Certification on June 23, 2014. However, the Strategic Plan was never finalized or adopted by the Local Board.

Since that period of time the organization experienced a variety of administrative and staffing challenges that significantly impacted the implementation, administration and monitoring phases of the Strategic Plan. The SSWDB was without the services of an Executive Director for approximately a 10-month period in 2016, and experienced additional staff shortages throughout the same year. As a result, the SSWDB was unable to effectively implement Strategic Plan priorities to optimize the identified goals and objectives, and build consistent and reliable data sets to be utilized as a foundational vision for a new Strategic Plan and Local Plan which was required to take effect on July 1, 2017.

In an effort to establish a realistic, comprehensive and meaningful Strategic Plan and 4-Year Local Plan the SSWDB undertook an organization-wide and Service Delivery Area self-assessment. The critical data and community input collected during this information gathering phase occurred in Year 1 of the Local Plan Phase (beginning July 1, 2017) - providing foundation principals in which to build a true and realistic comprehensive Strategic Plan through June 30, 2021 as outlined in this document.

The restructuring and strategic planning process actually began in December 2016, when the organization hired a new Executive Director. In the six months leading up to the Year 1 Local Plan phase (July 1, 2017) the SSWDB made several positive strides on a variety of fronts to set the organization on a strategic and productive track. Through this period of time (2017-2018) the organization began a complete restructuring process, which included staff re-alignments, restructuring and expansion of the Board of Directors, new policies, procedures and bylaws, evaluation of programs and services, new data collection systems and resources, an analysis of relationships between the SSWDB and SSCC staff, and an overall re-branding, messaging and marketing of both organizations. The following provides a brief summary of the accomplishments and initiatives that support the current Strategic Plan elements moving forward.

Initiatives Completed:

The following action items were completed from January 1, 2017 through December 31, 2018, setting the stage for the development of a comprehensive and thoughtful strategic planning process as presented in this document. Each of the elements identified address specific challenges associated with the organization. However when taken collectively they serve to build a solid organization foundation, and shape a vision and mission in support of an effective workforce development organization to service the South Shore region.

Administration and Governance:

In 2017 and 2018 The MHSSWB actively updated and created a variety of policy, procedure, branding and governance systems to help establish a stable organization structure and guiding principals in the design and development of a renewed vision by the Local Board, staff and local, state and federal partners.

2017

- **January 2017:** Embarked on a new marketing and branding campaign for the SSWDB and began a similar process for the SSCC in June 2017. The marketing and branding initiative for both entities was completed in total by the Fall of 2017 and included new logos and taglines, new organization colors, new websites, new brochure and marketing collateral, new email marketing and social media tools and new organization newsletters.
- **February 2017:** Successfully completed the competitive procurement process in selecting a One-Stop Career Center Operator for the region as directed by WIOA. The organization retained the services of the South Coastal Career Development Administration to continue as the administrator of Career Center services in the region through June 30, 2021.
- **March 2017:** Successfully completed a Department of Labor Fiscal and Program WIOA Readiness Review in collaboration with the South Shore Career Centers.
- **April 2017:** Established a new Ad-hoc Planning Committee, which served in an advisory capacity to the Local Board and staff during the organizations 2017/2018 restructuring process. This Ad-hoc Planning Committee was replaced by a new Executive Committee in April 2018.
- **July 2017:** Completed a Local MOU Agreement to establish a collaborative vision and work plan with twenty-seven public, private and non-profit partners in the region as required by WIOA.

- **July 2017:** Rewrote the Bylaws for the Public Board, which were adopted by the Board of Directors at the January 2018 Local Board meeting.
- **August 2017:** Co-Administered the Southeastern MA Regional Planning Initiative in partnership with the Brockton Area, New Bedford Area and Bristol Workforce Boards under the direction of the Executive Office of Labor and Workforce Development.
- **September 2017:** The SSWDB Local Board supported the establishment of an active 501c3 non-profit charitable organization identified as The South Shore Workforce Development Board, Inc.
- **November 2017:** Embarked on an extensive Board of Directors restructuring and recruitment initiative, which resulted in the addition of 15 new Board of Directors to date. The new Board members offset a loss of 9 Board of Directors during this same period whose terms had expired and/or resigned for different reasons. Thirteen of the new MHSSWB Board of Directors are from the Private Sector, representing different industries and communities in the region (see Section for a listing of the current Board of Directors).
- **November 2017:** Established a Sector Strategy Initiative through the unveiling of a *Manufacturing on the South Shore of Massachusetts Report*, which identified a variety of Action Items to address the needs of this critical industry in our region.

2018

- **January 2018:** The staff of the organization was reduced by three full-time positions from the period of May 2017 thru August 2018. The positions of Operations Director, Director of Business Services and the Administrative Coordinator are currently vacant. The Executive Director and the Director of Youth Services are the only two Full-time positions in place at the time of writing this Strategic Plan.
- **April 2018:** The Local Board established a Financial Oversight Committee.
- **March 2018:** Established the South Shore Manufacturing Advisory Group consisting of local manufacturers, educational institutions and industry professionals to implement the Action Items identified in the *Manufacturing on the South Shore of Massachusetts Report*.

2018 Continued:

- **March 2018:** Received a MassDevelopment Amp Itup! Grant to support the marketing initiatives identified in the *Manufacturing on the South Shore of Massachusetts* Report Action Items.
- **May 2018:** Organized and completed a Monitoring and Certification of the South Shore Career Centers. As a result of the monitoring the MHSSWB has taken on a more active role in the re-organization and administration of the Business Services Team and the Youth Services Team.
- **June 2018:** Successfully completed a Workforce Board Monitoring and Certification process conducted by the Department of Career Services. The organization received a Two-Year Certification by the State.
- **June - September 2018:** Oversaw and administered the MassHire Rebranding for the Workforce Board and Career Center.
- **June-September 2018:** Assisted the Career Centers in the relocation of the Quincy facility and the downsizing of the Plymouth facility to an Access Point.
- **September 2018:** The Board of Directors elected a new Chairman – the first new Chairman for the Local Board in sixteen years.
- **September - December 2018:** Worked in collaboration with the Career Center Business Service Representatives in the development of a Business Services Team Strategic Plan and Standard Operating Procedures.
- **September - December 2018:** Worked in collaboration with the Career Center Management and appropriate staff in the development of a draft Individual Training Account (ITA) Strategic Plan and Supportive Services Policy.
- **January 2019:** Completed one of the final components of a comprehensive Sector Strategy initiative in support of Advanced Manufacturing through the completion of a Manufacturing Career Pathway Guide.

2017 / 2018 Overall Workforce System Changes:

- Worked in collaboration with the Fiscal Department and Career Center Management to address the impacts of sustaining an approximate \$300,000 budget reduction for three consecutive years in state and federal dollars. In 2018 the impacts culminated in a reduction in Workforce Board, Career Center and Fiscal Department staff; relocation and downsizing of the Quincy facility; and the relocation and downsizing of Plymouth to a 700 sqft. Access Point.
- 2018 Monitoring and Certification process of the Career Center by the Workforce Board identified a variety of administrative and programmatic deficiencies, resulting in the non-certification of the Career Center. At the time of writing this Strategic Plan the Workforce Board is providing advice and assistance in the Career Center management and staff efforts to address the numerous “Items of Concern” and “Recommendations” identified in the Monitoring and Certification Report.

C. Strategic Plan: (2019 – 2021)

Introduction:

The following goals and objectives outlined for the January 1, 2019 – June 30, 2021 period are designed to provide the organization with the tools required to help the Board of Directors and Staff make strategic decisions in the overall objective to support the South Shore economy through efficient access to a vibrant and skilled workforce.

It is important to note that the goals and objectives outlined have been prioritized in the context of the very limited staff resources of the organization. As previously noted the organization has two full-time staff members at the time of writing this strategic plan, with an opportunity to hire a third staff member in February / March 2019.

A projected completion Time-table and associated Outcome Measurements will be incorporated into this Strategic Plan to guide the implementation process and schedule for each of the goals and objectives identified.

Overall Goals and Objectives:

1. Internal Administration and Organization Structure:

January 1, 2019 – June 30, 2019:

- Identify the specific staffing needs of the Workforce Board and establish a hiring priority in preparation of hiring a new staff member budgeted to join the MHSSWB.
- Ensure all MHSSWB staff have up to date and relevant job descriptions. Establish a staff evaluation process for all staff members.

July 1, 2019 – December 31, 2019:

- Establish a comprehensive on-boarding process with accompanying materials for all new Staff, Board of Directors, Committee Members and Partners with the organization,

January 1, 2019 – June 30, 2021:

- Consistently work to increase and diversify membership on the Board of Directors, Executive Committee and all associated sub-committees from an industry sector, region location, gender and cultural standpoint.
- Ensure the Quarterly Board Meetings are interactive and stimulate dialogue on the workforce challenges and opportunities impacting the region. This will be accomplished through relevant and current data, and interesting guest speakers as appropriate.
- Work closely with the Fiscal Team to ensure the organization remains within its budget and operates in a fiscally responsible manner at all times as required to meet state and federal guidelines.
- Ensure all staff are provided access to the training resources and services they need to meet and exceed their roles and responsibilities and grow within the organization.

2. Policies and Planning Documents:

The organization must consistently update and shape policies and procedures so that they effectively address the needs and demands of the region, partners and customers. The MHSSWB must ensure that it is always ready to continuously evaluate and be ready to make adjustments / amendments as needed to maintain a viable, adaptable and effective Workforce Delivery System for the region, and remain in compliant with WIOA.

January 1, 2019 – June 30, 2019:

- Ensure all policies and procedures required by WIOA and scheduled for review during the April/May 2019 Monitoring by the MassHire Department of Career Services are up to date and relevant.
- Establish an effective Evaluation, Monitoring and Certification System for the MHSSCC to ensure they are meeting the system-wide agreed upon goals and objectives, as well as those outlined in the July 2018 Monitoring and Certification Report.
- Establish a continuous process of improvement, evaluation and monitoring practices

January 1, 2019 – June 30, 2021:

- Undertake a regional planning initiative within the South Shore Service Delivery Area to clearly identify the workforce, demographic and economic similarities and differences between the northern and southern parts of the region.
- Continuously identify and develop systems to help address the various information technology and wage record matching challenges in order to create an effective and reliable process to match job seekers with the available employment and training opportunities.
- Continuously review and monitor the implementation of the goals and objectives identified in the Strategic Plan and 4-Year Local Plan.
- Continuously review and modify the Local Partner MOU Agreement as required by WIOA to ensure all Partners remain aligned, connected and integrated through sharing of services and resources to support shared customers. Jointly design services in ways that improve outcomes for shared customers (youth, job seekers, businesses) and prioritize serving individuals with barriers to employment. In order to maintain and sustain an effective workforce delivery system all entities involved must meet regularly to collectively undertake continuous planning and service delivery evaluation to ensure goals and objectives are being met.
- Monitor the goals and objectives established in the Partner MOU Agreement to evaluate its effectiveness and responsiveness to address the needs of the region, businesses and jobseekers regardless of their barriers to employment.

3. Data Collection:

Quality, accurate and current data will guide a comprehensive and effective workforce delivery system for the region. It is also critical to know and understand the type of data needed that supports the organizations mission, as well as the priority, critical and emerging industry sectors in the region. The data will be utilized to understand the labor market needs and trends within the region, and to design/modify a program of work that effectively addresses them. The data will also be utilized to inform public policy makers and businesses to help guide their current and future planning.

January 1, 2019 – June 30, 2019:

- Establish an effective and consistent process to collect, analyze, monitor and report on accurate Labor Market Information (LMI) for the region.

July 1, 2019 – December 31, 2019:

- Establish a process and the communication channels in which LMI data can be effectively shared with all organization Partners and the region on a consistent and reliable basis, as well as upon special request.
- Identify and collaborate with local, state and federal entities/partners to assist in effective data collection, analyzing and reporting.

January 1, 2019 – June 30, 2021:

- Continuously strive to effectively utilize current and reliable data to ensure the programs, services and resources offered by the MHSSWB address the demands and needs of the region.

4. Education and Training:

Strengthening the connection and collaboration among primary, secondary adult, and postsecondary education providers, job seekers and the workforce needs of the region are a critical component to fulfilling the goals and objectives of the organization. A strong emphasis will be placed on ensuring providers, including Higher Education Institutions with skills development programs, incorporate stackable career pathways certificate programs that accelerate achievement of diplomas and credentials that lead to employment and self-sufficiency.

January 1, 2019 – December 31, 2019:

- Identify, establish and expand marketable skills, skills based career pathways and registered apprenticeship programs in the region.
- Effectively and widely promote the Manufacturing Career Pathway Guide created in January 2019 to jobseekers of all ages and abilities throughout the region.
- Utilize the Sector Strategy Manufacturing Career Pathway model as a template for other Priority and Critical Industries in the region such as Health Care, Professional and Technical Services, Finance & Insurance and Construction.
- Ensure there is a continuous training plan and schedule for all staff of the MHSSWB and MHSSCC.

January 1, 2020 – December 31, 2020:

- Continue to utilize the Sector Strategy Manufacturing Career Pathway Model as a template for other Priority and Critical Industries in the region such as Professional & Technical Services, Retail and Construction and Food & Entertainment industries.

January 1, 2019 – June 30, 2021:

- Ensure the effective implementation of an Individual Training Account (ITA) policy that effectively addresses the workforce needs of priority and critical industries in the region, and ensure equitable access for all job seekers that qualify for the training.
- Identify the gaps between the skill needs of businesses and those of incumbent workers to more effectively utilize incumbent training dollars and vendor service providers to maintain sustainable career pathways within companies.
- Strengthen connections between youth and adult education, postsecondary education and the workforce.
- Ensure occupational pathways within specific industry groupings are in place to advance occupational ladders and serve as longer-term advancement solutions to employment and skills shortages.

5. Business Services and Sector Strategies:

In order to effectively address the specific workforce needs of the South Shore business community the MHSSWB organization structure includes a Business Services Team (BST). The BST is comprised of staff members who are considered the direct liaisons between the business community and the available MHSSCC services and resources. The goals and objectives of the BST are to provide the region's business community a vast array of services to address their workforce needs in a timely, efficient and cost-effective manner.

Through the collective efforts of the MHSSWB and the MHSSCC BST the organization will provide connectivity between the job seeker customers and the employment opportunities in the region.

The MHSSWB will implement a Sector Strategy Initiative as the basis of its Business Services efforts in collaboration with goals and objectives identified in the January 2019 BST Strategic Plan and Standard Operating Procedures.

Sector Strategies will focus on Critical and Priority Industries as identified through the Labor Market Information identified in Section IV, page 83 and the 4-Year Local Plan, Section III, page 49 of this Document.

January 1, 2019 – December 31, 2019:

- Continue to expand and promote the goals and objectives of the South Shore Manufacturing Initiative to meet the workforce needs of the manufacturing sector in the region.
- Utilize the South Shore Manufacturing Initiatives as a template to replicate similar initiatives for other Priority, Critical and Emerging industries in our region including Health Care and Finance & Insurance.
- Establish a plan to implement a Demand Driven support system that ensures programs, resources and services are aligned with the needs and demands of priority and critical industries within the region.

January 1, 2020 – December 31, 2020:

- Utilize the South Shore Manufacturing Initiatives as a template to replicate similar initiatives for other Priority, Critical and Emerging industries in our region including Professional & Technical Services, Finance & Insurance, Construction, Food & Entertainment.
- Ensure the MHSSCC Business Services Team is effectively and efficiently meeting the goals and objectives identified in their January 2019 Strategic Plan and Standard Operating Procedures.

January 1, 2019 – June 30, 2021:

- Continuously Work and monitor the MHSSCC and the MHSSCC Business Services Team to ensure they are effectively addressing the workforce needs of the region, with a specific emphasis on Priority, Critical and Emerging Industries in the region.

6. Youth Services Programs and Services:

The mission of the Youth Program is to provide guidance and personalized service to youth and young adults in our communities so they can gain employment or access education and training programs which will help them achieve their goals. The MHSSWB and MHSSCC Youth Team consists of staff from both organizations with a vision to provide meaningful, appropriate and accessible career awareness, career exploration and career immersion activities to young people in our service area

The Youth Team is in the process of developing a Strategic Plan specific to the Youth Programs to guide their program of work in alignment with the Strategic Plan of the overall organization. Specific goals and objectives will be incorporated into this Strategic Plan as appropriate.

January 1, 2019 – December 31, 2019:

- Develop a series of professional communication tools such as business focused literature, interactive videos, social media platforms and youth-focused promotional materials.

January 1, 2019 – June 30, 2021:

- Maintain an active and interactive Youth Initiative that ensures accessibility and establishes an environment in which Youth want to participate in. Establish a process in which to effectively increase appropriate staffing.
- Have an engaged Youth Advisory Council to help evaluate and direct programming, make community connections and share resources. Ensure the Council Meetings have a consistent format to establish new goals and objectives and maintain internal and vendor quality services and programs.
- Continue efforts to enhance the quality of existing Youth programming through the input of youth serviced, council members, community partners and best practices from other youth programs across the Commonwealth. Programs consist of Connecting Activities, YouthWorks and WIOA programming.
- Increase capacity to serve young people with Disabilities by development better relationships with local agencies such as the Mass Rehabilitation Commission (MRC), and obtain training to learn best practices in working with this population of young people.

- Develop MHSSWB Board engagement in Youth Programming through the effective utilization of Local Board meetings to paint a picture of impact of programming on individuals, increase Board participation in Sponsorship campaign, and receive Board assistance in identifying work placements.

January 1, 2020 – December 31, 2020:

- Expand Geographic Reach to effectively reach the youth that need services and resources, which may include co-locations and mobile operations for the effective delivery of services.

7. MassHire South Shore Career Center Operations:

January 1, 2019 – December 31, 2019:

- Maintain an effective Evaluation, Monitoring and Certification review system and policy for the MHSSCC operations to ensure they are meeting the system-wide agreed upon goals and objectives, and effectively addresses the “Areas of Concern” and “Recommendations” identified in the July 2018 Monitoring and Certification Plan completed by the MHSSWB.
- Continue work with the MHSSCC staff and management to ensure the Career Center is meeting and/or exceeding its projected goals and objectives for each fiscal year. Provide assistance as appropriate and as able to help address the challenges and celebrate the opportunities as they occur.

January 1, 2019 – June 30, 2021:

- Ensure staff have access to the training resources and services they need to meet and exceed their roles and responsibilities and grow within the organization.
- Establish systems and partnerships to ensure all individuals, regardless of their barriers, have efficient access to the programs and services offered by MHSSCC.
- Ensure resources and services are aligned to address the needs and expectations of businesses through a holistic customer centered approach by MHSSCC.

8. Branding, Marketing and Communication:

A cohesive and comprehensive branding and marketing portfolio is the foundation to a successful business, and should be as well for the Workforce Development Team of the South Shore (MHSSWB and MHSSCC). It is important to establish an image and identity that lets people know what an entity is about the minute they see it. Branding doesn't begin and end with the logo. The website, printed collateral (business cards, postcards, sales flyers, brochures), and online / social media presence all need to complement one another. What is put out to the world as the "face" of the entity is vitally important and it is all intertwined.

January 1, 2019 – December 31, 2019:

- Continue efforts to reinforce the new MassHire Brand in the overall operations of the MHSSWB and MHSSCC, and ensure all staff receive consistent training to ensure build and maintain a positive culture and work environment.
- Build a social media presence for the organization through the development of platforms on Facebook, LinkedIn, SnapChat, Twitter etc..

January 1, 2019 – June 30, 2021:

- Ensure all marketing print and on-line materials remain current, relevant and aligned with one another in order to convey a professional image of the organization at all times.
- Help guide the MHSSCC in building a social media presence for the organization through the development of platforms on Facebook, LinkedIn, SnapChat, Twitter etc..

9. Regional Planning and Integration:

The MHSSWB maintains an active involvement in a variety of regional planning initiatives through various state and local partners. It is critical for this involvement to continue, and for the MHSSWB to be a significant regional player in support of sustainable economic and business development principals across the region.

January 1, 2019 – June 30, 2021:

- Define the manner in which larger regional planning initiatives shape local goals and objectives in support of the South Shore region.
- Maintain and expand working partnerships and collaborations with local and regional business and economic development organizations.
- Continue efforts to expand the successful regional planning initiatives for Southeastern MA region with fellow MassHire Workforce Boards in the region (Brockton Area, Bristol and New Bedford area), as well as educational institutions, community based organizations, planning and economic development entities and the private sector businesses.
- Better analyze the manner in which regional and local labor markets are influenced by state, national and international economic factors, trends and policies. Identify opportunities to help minimize the negative impacts of identified non-local factors as able....
- Ensure that the MMSSWB is actively involved as appropriate in the South Shore Chamber of Commerce “ 2030 Vision for the South Shore”.

10. SSWDB Non-profit Organization:

The primary purpose of the non-profit is to raise funds and undertake programmatic activities and events to support the work and mission of the overall organization, and the Career Centers. The SSWDB Inc. is to provide resources and services that will connect businesses, education institutions, community organizations and public agencies with one another and job seekers in support of strategic, market driven workforce development goals within the South Shore region.

January 1, 2019 – June 30, 2021:

- Effectively utilize the non-profit 501c3 entity to raise additional revenues through private sector donations and public/private grants to support the program of work and the implementation of new programs and services to address the workforce needs of the region.
- Continue efforts to increase and diversify membership on the Board of Directors, Executive Committee and all associated sub-committees from an industry sector, region location, gender and cultural standpoint.



**SOUTH SHORE
WORKFORCE BOARD**

**Helping Business Find
The Best Talent**

Section III

4-Year Local Plan

A. Local Plan Introduction

B. Local Plan Response

A. 4-Year Local Plan Introduction:

As previously noted this document is segmented into two distinct planning elements that includes a comprehensive Strategic Plan to guide the program of work of the organization through 2021, as well as a 4-Year Local Plan to address the requirements of the federally mandated Workforce Innovation and Opportunity Act (WIOA), Section 108(b) and Federal Regulations 679.560.

These two strategic planning elements provide the organization with the tools required to help the Board of Directors and Staff make strategic decisions in the overall objective to support the South Shore economy through efficient access to a vibrant and skilled workforce.

This section of the document (Section III) provides detailed answers to the twenty-nine strategic planning elements/questions identified in the WIOA 4-Year Local Plan template provided in the Department of Career Services Workforce Issuance 100 DCS 04.105 issued on October 4, 2018. WIOA mandates that each Local Board develop and submit to the Governor a comprehensive 4-year Local Plan, in partnership with the chief elected official.

As previously noted the 4-Year Local Plan consist of the following two working cycles:

Cycle 1 (Year 1): Initial Local Plan submitted to the Department of Career Services on June 17, 2017 and effective July 1, 2017 to June 30, 2018.

Cycle 2 (Year 2-4): Final Local Plan submitted in February, 2019 and effective retroactive from July 1, 2018 to June 30, 2021.

This section addresses the information requested to meet the guidelines associated with Cycle 2 of the 4-Year Local Plan.

The Strategic Plan and Local Plan have similar components and it is important that they are aligned and complement one another to support a common organization vision and direction, which this document is designed to accomplish.

WIOA Local 4-year Plan

Attachment A - Questions

A. Strategic Planning elements, including:

1. A regional (local) analysis of:

- I. **Economic Conditions including existing and emerging in-demand industry sectors and occupations; and**
- II. **Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.**
- III. **As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economic. To meet the requirements of paragraphs (A) 1(i) and (ii) of this section.**

Reginal plan information may be used as applicable to the local area. However, local analysis that yields information that is not in the regional plan should be included in this response (Please see 21d).

A regional analysis of the economic conditions including priority, critical and emerging industry sectors and occupations, as well as their respective employment needs is located in the MHSSWB Strategic Plan, Section IV, page 83.

The identified Priority and Critical Industry Sectors Identified in order of number of jobs provided in the region include:

Health Care and Social Assistance
Finance & Insurance
Professional and Technical Services
Construction
Accommodations and Food Related
Retail Trade
Manufacturing

The MHSSWB Service Delivery Area was also included in a larger Southeastern Mass Regional Labor Market Blueprint report completed in 2018. A brief summary of the report is provided in the MHSSWB Strategic Plan, Section I, page 17. A full copy of the report is available on the MHSSWB website: www.MassHireSouthShorewb.com.

The Southeastern MA Regional Labor Market Blueprint identified the following:

Priority industries:

- Health Care & Social Assistance
- Professional Scientific & Technical Services
- Finance & Insurance

Critical and Emerging industries:

- Manufacturing
- Construction
- Blue Economy

- 2. Describe the knowledge and skills needed to meet the employment needs of the businesses in your region, including employment needs in in-demand industry sectors and occupations.**

A regional analysis of the economic conditions including priority, critical and emerging industry sectors and occupations, as well as their respective employment needs is located in the MHSSWB Strategic Plan, Section IV, page 83.

- 3. Please provide an analysis of your regional workforce, including current labor force employment and unemployment data, information on labor market trends and educational and skill levels of the workforce, including individuals with barriers to employment.**

A regional analysis of the workforce, including labor force employment and unemployment data, education and skill levels and labor market trends is located in the MHSSWB Strategic Plan, Section IV, page 83.

- 4. Please provide an analysis of workforce development activities, including education and training, in the local area. This analysis must:**

A) Strengths and weaknesses of workforce development activities.

B) Address the capacity to provide the workforce development activities around:

- I. Education and skill needs of the workforce;**
- II. Individuals with barriers to employment;**
- III. Employment needs of businesses.**

The South Shore Service Delivery Area (SDA) for the MHSSWB consists of the following 22 cities and towns: Braintree, Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Holbrook, Hull, Kingston, Marshfield, Middleborough, Milton, Norwell, Pembroke, Plymouth, Plympton, Quincy, Randolph, Rockland, Scituate and Weymouth. The Region is home to a variety of industry clusters with a higher concentration in education, healthcare, financial services, professional, entertainment/food services, and retail, in addition to a dynamic and diverse manufacturing sector.

The SDA encompasses two distinct regions within the larger South Shore geographic area. Cities and towns from Hanover north have a higher population density; higher concentration of industries; and a stronger economic and employment link with the Greater Boston Metropolitan Area. Cities and towns south of Hanover are more rural in character and have a higher concentration of agriculturally based industries.

The workforce and economic growth of the northern communities within the SDA are impacted by the Greater Boston Metropolitan Area through accessible public transportation connections including commuter boat, train, commuter rail and bus services. The Greater Boston Metropolitan Area provides numerous employment opportunities for residents of the South Shore SDA, benefiting not only area job-seekers but businesses within the Greater Boston region as well. The MHSSWB and its partners must remain cognizant of the economic resources and opportunities in Greater Boston, and foster opportunities to work collaboratively with businesses and workforce entities in both regions for the benefit of all in need of workforce development services.

Strengths of the MHSSWB workforce system:

- A new and expanded Board of Directors represents priority industries in the region.
- The region is an economically strong region with a diverse and dynamic representation of priority and critical industries.
- New Manufacturing Sector Strategy initiative will serve as a quality template to undertake a similar effort in support of other priority and critical industries.
- Re-organized and downsized career center operations should provide more efficient delivery of services in a more economic manner.
- Strong and active network of community based organizations provide quality services and resources in the region.
- Active and diversified ABE providers in the region.
- Recent manufacturing sector strategy initiative has created new connections within local school districts throughout the region.
- The establishment of a new Youth Advisory Council and expansion of youth Connecting Activities to additional school districts in the region.
- Strong collaboration with fellow MassHire Workforce Boards in Southeastern MA in support of regional planning and sector strategies initiatives.

Weaknesses of the MHSSWB workforce system:

- Limited sector strategies in priority and critical industries, with the exception of Manufacturing.
- Limited sector-based strategies in the dissemination of ITA dollars to support the workforce needs of priority and critical industries.
- Minimal utilization of current Labor Market Information in the establishment of Workforce development strategies and initiatives.
- Small MHSSWB staff limits the ability of the organization to effectively address the workforce needs and implement new proactive strategies and initiatives.
- Inefficient data sharing systems and strategies limits the effectiveness of MOU partners in addressing the needs of Shared Customers.
- Outdated and non-existing policies and procedures minimizes the development of a comprehensive and strategically aligned direction for the organization.
- Limited connections with local training vendors in the region to support the ITA requests and the workforce needs of priority and critical industries.
- Outdated strategic planning initiatives in recent years has limited the impact of the organization in the region, and general awareness of the organization resources and services.

Address the capacity to provide the workforce development activities around:**Education and skill needs of the workforce;**

The new organization Strategic Plan identifies the need to expand Sector Strategy initiatives in priority and critical industries. New Sector Strategies will provide greater insight into the workforce training needs of the current workforce, which will result in the development of additional educational initiatives as appropriate to address the identified needs. The MHSSWB in collaboration with the MHSSCC can enhance the training and educational opportunities to support the workforce by providing more exposure for the Workforce Training Fund.

Individuals with barriers to employment;

The organization is positioned well to work effectively with community partners in the expansion of services and resources to address the needs of customers with barriers to employment. The Local MOU agreement emphasizes a collaborative workforce system in the region to support individuals with barriers to employment through a holistic approach in the delivery of resources and services to all individuals, including shared customers. The organizations increased collaboration with the South Shore Collaborative on Employment (SSCE) will serve to create a better understanding of the gaps in the region and created new initiatives and opportunities to address them. The SSCE is an entity that brings together the resources of more than 20 member

organizations to effectively engage area businesses in the development of competitive job opportunities and improve access to employment for job seekers throughout the region who might otherwise have barriers to employment. Joint discussions and initiatives will continue to ensure all individuals have access to the many core programs and services available.

Employment needs of businesses:

The successful Manufacturing Sector Strategy initiative has created a comprehensive program of work designed to support the workforce needs of this critical industry. This sector strategy will be used as a template in the development of new sector strategies for other priority and critical industries in the region such as Health Care and Social Assistance, Finance and Insurance, and Professional and Technical Services.

- 5. Please describe your Board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals and preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in Section 677.155(a) (1).**

The primary indicators of performance include:

- a) The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;**
- b) The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;**
- c) Median earnings of participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary equivalent, during participation in or within 1 year after exit from the program.**

The MHSSWB 2019-2021 Strategic Goals and Objectives are outlined in Section II, page 36 of this document.

The MHSSWB Regions Performance Goals and Objectives are outlined in Section V, page 108 of this document.

The MHSSWD began a top-to-bottom restructuring and preliminary strategic planning process in December 2016 which included staff re-alignments, restructuring and expansion of the Board of Directors; new organization policies, operating procedures and bylaws; evaluation of all programs and services; creation of new data collection systems and resources; an analysis of relationships between the SSWDB and SSCC staff; and an overall re-branding, messaging and marketing of both organizations.

A list of the accomplishments that have created a solid foundation and new direction for the organization can be found in the MHSSWB Strategic Plan, Section II, page 31.

Shared Goals among the SSWDB, SSCC and Partners remain the following:

- The South Shore Workforce Development System will be business-driven to meet the needs of area businesses.
- All eligible shared customers will have equal access to literacy development, career advising, workforce training and education, job placement services and vocational counseling and receive support from all partners in navigating these options.
- Utilization of a shared customer tracking system to gather data and measure outcomes.
- Responsible for performance measurements and data reporting.
- Establish a comprehensive and effective LMI data collection and reporting system to ensure programs, services and resources are addressing the needs of the region.
- Contribute appropriate services, and maintain open communication and collaboration in the delivery of services to shared customers.
- Share information about specialized programs/services and contribute to a ***Master Resource Guide*** that will be utilized as a resource tool by each agency to effectively provide services to shared customers.
- Cross-training will be provided on an as needed basis to ensure all staff and management remain familiar with the specialized programs, services and resources of each respective organization and provide culturally competent services that meet the needs of our diverse customer base.

The MHSSWB will work in partnership with the MHSSCC and all Partners to ensure businesses, job seekers and youth can efficiently access and utilize career development services and resources across the region through comprehensive and affiliate facilities, enhanced communication and collaboration among all entities.

A Holistic Approach:

The SSWDB, SSCC and Partners are committed to aligning workforce development, education and other associated human and community services into a seamless, customer-focused network of providers to enhance local customer access. One of the primary goals is to improve long-term employment outcomes for individuals receiving assistance through a holistic service delivery system that continually strives to address the needs of all individuals, regardless of their barriers and/or constraints. This will be accomplished through open communication channels, an effective referral process, innovative technology delivery systems, using consistent and current data and information on the available services of all Partners and the employment and training needs of area businesses.

Vision

An economically vibrant region strengthened by equitable access to a diverse workforce, providing sustainable career opportunities for all ages, abilities and skill levels.

Mission

Convene workforce partners to provide strategic policy development and oversight guidance in the establishment of a comprehensive, demand-driven, accessible workforce development system in the South Shore and greater region.

Core Goals and Objectives:

- **Foster connections and collaborations** among businesses, educational institutions, community organizations and local, state and federal public sector entities in the development of a comprehensive, high-quality workforce development system in the local service delivery area and larger planning region.
- **Identify priority, critical and emerging industry sectors** in the region and align programs, services and resources to effectively and efficiently address their current and future workforce needs.
- **Align and promote strategic, market driven workforce development objectives**, economic investments and career pathway initiatives throughout the region.
- Ensure that all job seekers, businesses and partners have **equitable and comprehensive access** to workforce development services, resources, programs and initiatives provided by the MHSSWB and the MHSSCC.
- Maintain a workforce system that values all Partners, and supports **consistent collaboration and communication** to sustain a high-quality delivery of services for businesses, job seekers and youth throughout the South Shore region.
- Work collaboratively with state and federal agencies in the **efficient deployment of financial and programmatic resources and services** to support the workforce needs of the region's business community, as well as the self-sufficient employment needs of all individuals regardless of their barriers in the region.
- Provide job seekers and incumbent workers equitable access to **high-quality career training and supportive services** to ensure they obtain and maintain a quality and sustainable job and career path.

- Achieve positive results for businesses and job seekers of all abilities and barriers to employment through a **comprehensive and efficient job matching and referral system**.
- **Ensure businesses find skilled employees** and have access to education and training resources for their incumbent workers to meet their current and future workforce needs.
- **Foster and Strengthen career pathways**, work-based learning, apprenticeship programs, sector strategies and business engagement in the region.
- Ensure **Veteran's and Migrant Seasonal Farm Workers obtain the priority services** and resources mandated by WIOA.
- Assist in the achievement of the Commonwealth of MA strategic and operational vision and goals outlined in the **Combined State Plan**.
- Collaborate with fellow Workforce Boards and Partners through the newly created **Massachusetts Workforce Association** to advocate for state and federal systems and policies that support the workforce development needs of the region and the Commonwealth as a whole.
- Ensure all individuals, regardless of their barriers, have equitable access to quality workforce development services, resources and initiatives provided by the MHSSWB and MHSSCC.

6. Taking into account analyses described in 1 through 4 above, what is your regions strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described in paragraph (a) (5) of this section.

Shared Goals among the SSWDB, SSCC and Partners consist of the following:

- The South Shore Workforce Development System will be business-driven to meet the needs of area businesses.
- All eligible shared customers will have equal access to literacy development, career advising, workforce training and education, job placement services and vocational counseling and receive support from all partners in navigating these options.
- Utilization of a shared customer tracking system to gather data and measure outcomes.

- Responsible for performance measurements and data reporting.
- Establish a comprehensive and effective LMI data collection and reporting system to ensure programs, services and resources are addressing the needs of the region.
- Contribute appropriate services, and maintain open communication and collaboration in the delivery of services to shared customers.
- Share information about specialized programs/services and contribute to a ***Master Resource Guide*** that will be utilized as a resource tool by each agency to effectively provide services to shared customers.
- Cross-training will be provided on an as needed basis to ensure all staff and management remain familiar with the specialized programs, services and resources of each respective organization and provide culturally competent services that meet the needs of our diverse customer base.

Work Plan

As stated by WIOA, core Partners are to align, connect and integrate services by sharing resources and jointly designing services in ways that improve outcomes for shared customers (youth, job seekers, businesses) and prioritize serving individuals with barriers to employment. In order to maintain and sustain an effective workforce delivery system and process, each Partner agrees to the following:

- Participate in regular meetings as convened by the SSWDB to effectively and continually monitor the process, system and role of each organization.
- Continuous planning to respond to local, state and federal requirements.
- Ensure effective responsiveness to economic conditions and the needs of businesses.
- Participate in data collection and reporting needs.
- Ensure accessibility for all applicable programs and services.
- Effectively refer customers to the broader network of services as necessary to maintain a high level of commitment to customers and businesses.
- Participate in Partner informational sessions as applicable to shared customers, such as in the Career Center Seminars held by the SSCC multiple times each week.

The MHSSWDB, MHSSCC and Partners will continue its effort to build a business-driven system in conjunction with providing a holistic approach to meet the needs of job seekers of all ages and abilities. As stated in the initial MOU Agreement dated July 26, 2017, this will be accomplished through the following:

- The development of an integrated system of services.
- Ensure that all facilities, services and equipment are accessible to all.
- Create an effective and sustainable partner referral process.
- Develop clear and comprehensive informational materials that define the resources and services provided by all Partners, which will be available to all shared customers.
- Provide an open process to collect customer information and data that can be effectively shared among all Partners.
- Provide an open process to collect business and economic information and data that can be effectively shared among all Partners.
- Identify areas of expertise or strength among partners to ensure customers can get the most services efficiently.
- Recognize the specific needs of youth in terms of space and technology.

B. Under WIOA, the plan must include a description of the following requirements (WIOA secs. 108 (b) (2) – (21)):

1. Identify the following elements of the Workforce development system un your local area:

I. Programs that are included in your local workforce system (please list programs).

In accordance with WIOA Section 121(c), the Local Memorandum of Understanding was developed and executed in agreement with the Chief Elected Official of the South Shore Workforce Development Area, the SSWDB, and WIOA OSCC Required Partners as defined in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the SSCC.

In addition to the WIOA Required Partners, the MHSSWB and MHSSCC will work collaboratively with numerous high-quality community partners throughout the region. Although these agencies are not designated as “Required Partners” by WIOA, they are none-the-less just as critical, and are valued members of the implementation of a holistic workforce development eco-system across the region.

Below is a listing of our “Required” and “Non-required” Partners, which will be referred to as an aggregate throughout the remainder of this MOU Agreement as “Partners”.

WIOA Mandated Programs	WIOA Required Partners
WIOA Title 1 Adult WIOA Title 1 Dislocated Worker WIOA Title 1 Youth	South Shore Career Centers Department of Career Services
WIOA Title III Wagner-Peyser Veterans’ WIOA Program Unemployment Insurance Compensation Trade Adjustment Assistance Act	South Shore Career Centers Department of Unemployment Assistance Department of Career Services
WIOA Title II Adult Education and Literacy	Plymouth Public Library Rockland Public Schools Randolph Community Partnership, Inc. Quincy Community Action Programs, Inc. Training Resources of America, Inc.
Title IV Vocational Rehabilitation	Massachusetts Rehabilitation Commission Massachusetts Commission for the Blind
Title V Older Americans Act	Coastline Elderly Services, Inc. Operation A.B.L.E. of Greater Boston, Inc. Greater Boston Chinese Golden Age Center
Community Service Block Grant	Quincy Community Action Programs, Inc.
Temporary Assistance for Needy Families	Department of Transitional Assistance
Migrant Seasonal Farm Workers (Section 167)	South Shore Career Centers
Youth Build	Training Resources of America, Inc. Job Corps

In addition to these WIO Mandated Programs the organization undertakes a variety Sector Strategy Initiatives which includes training, counseling, advising for individuals of all ages and barriers through the support and involvement of the following additional Partners:

Non-Required Partners:

Boston Chinatown Neighborhood Center – Quincy Office
 Father Bill’s & MainSpring, Inc.
 Norfolk County Correctional Facility
 Massasoit Community College
 Plymouth Boys and Girls Club
 Quincy Asian Resources, Inc.
 Quincy Housing Authority
 Quincy College
 Quincy Public Schools
 South Shore Community Action Council, Inc.
 South Shore Collaborative on Employment
 South Shore Vocational Technical High School
 Wellspring Multi-Service Center

Additional Programs Include:

Rapid Response

Unemployment Insurance Walk-in Service

YouthWorks – Summer and Year-round

Connecting Activities

AmplItUp MassDevelopment

Apprenticeship and Co-op Programs

Sector Strategies

II. How your Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under Carl D. Perkins Center and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment;

- The MHSSWB is committed to fulfilling the numerous goals, objectives and strategies identified in the Local MOU Agreement. The organization continues to convene MOU Partners on a consistent basis to enhance collaboration and the ability of all to meet the needs of shared partners.
- The MHSSWB will continue to address the goals and objectives identified in the organizations Strategic Plan identified in Section II on page 36.
- The implementation of Sector Strategy Initiatives will be a primary focus of the organization through this 4 Year Work Plan. The organization will utilize its successful Advanced Manufacturing Industry Sector Strategy as a template initiative of other priority industries in the region such as Health Care, Professional and Technical Services, Finance and Insurance and Construction.
- The organization will continue to work with the regions Adult Basic Education providers to ensure they have the tools, resources and labor market information to help their clients attain sustainable employment in priority occupations identified in the region.
- The MHSSWB will utilize its Manufacturing Career Pathway Guide as a template to create similar career pathway guides and strategies for other priority industries such as Health Care, Professional and Technical Services, Finance and Insurance and Construction.

- The coordination and integration of youth programs through WIOA, Connecting Activities, YouthWorks and Perkins-authorized programs will continue. The various Sector Strategy Initiatives and Career Pathway developments previously referenced will incorporate youth activities, and presentations will continue at area schools through the region on a regular basis.

2. Please describe how your Board will work with entities carrying out core programs to:

I. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

The MHSSWB will continue to actively engage with Local MOU partners in the effective dissemination of programs and services to support the education, training and supportive service needs of shared customers and eligible individuals with barriers to employment. A new Individual Training Account and Supportive Services Policy has been established, which will ensure there is strategic alignment between the needs of priority industries and the education and training resources to provide jobseekers with the skill sets required to obtain sustainable employment.

The MHSSWB maintains its active involvement in the work of South Shore Collaborative on Employment, which is an entity that brings together the resources of more than 20 member organizations to effectively engage area businesses in development competitive job opportunities and improve access to employment for job seekers throughout the region who might otherwise have barriers to employment. Joint discussions and initiatives will continue to ensure all individuals have access to the many core programs and services available.

II. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and

In January 2019 the MHSSWB unveiled a new Career Pathway Guide for the manufacturing industry as part of the new manufacturing sector strategy initiative. The Career Pathway Guide was developed by the South Shore Manufacturing Advisory Group, which consist of representatives from local manufacturers, educational institutions and industry trade associations. The Career Pathway Guide will be widely utilized by MHSSCC Career Counselors and ABE Providers when advising jobseekers of employment opportunities in the region. The Guide will also be distributed throughout area high schools to promote this industry sector to students across the region. This Career Pathway

Guide will serve as a template to be duplicated for the many other priority and critical industries in the region as previously mentioned.

III. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable):

The MHSSWB will strengthen efforts to improve access to industry-recognized certificate and credential programs. New strategies will be implemented to more effectively connect the ITAs approved with the workforce needs and employment opportunities in priority and critical industries, as well as lead to college credits.

Through our new Sector Strategy Initiatives identified in the Strategic Plan the organization will expand apprenticeship and pre-apprenticeship opportunities in priority and critical industries in the region. New Industry recognized training has begun at South Shore Technical High School as a result of a EOHED Manufacturing Training Grant, which will help connect the attendees to postsecondary credential programs as outline in the Manufacturing Career Pathway Guide.

3. Please describe the strategies and services that will be used in your local area:

I. To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in in-demand industry sectors and occupations.

In the spring of 2018 the MHSSWB established the South Shore Manufacturing Advisory Group, which consists of representatives from area manufacturers, educational institutions and industry associations. The Advisory Group is working diligently on the implementation of a variety of action items identified in the 2017 *Manufacturing on the South Shore of Massachusetts Report*, which hi-lights the challenges and opportunity impacting this critical industry in our region today.

This successful Manufacturing Sector Strategy Initiative will be utilized as a model structure in the creation of similar Sector Strategy efforts in support of the Health Care, Professional & Technical Services, Finance and Insurance, and Construction Priority industries in the region.

In the Fall of 2018 the MHSSWB worked with the MHSSCC Business Services Team (BST) in the development of a Strategic Plan and Standard Operating Procedures. The new documents are being finalized in February, 2019 and will provide a series of goals and objectives to align the work of the BST with the

priority industries outlined in the MHSSWB Strategic Plan. New service tracking systems are being implemented to monitor the work load of the small BST to ensure they are effectively servicing priority and critical industries in the region.

The MHSSWB is working with the MHSSCC BST in the creation of monthly Industry Briefings at the Career Center at which private sector businesses within priority industries participate in an information workshop hi-lighting the career pathway opportunities within a particular industry. At the conclusion of the workshop local companies with employment opportunities will be available to talk with interested workshop participants (mini-recruitment).

The MHSSWB will also continue to work with its Regional Planning Partners in the implementation of goals and objectives identified in the Southeastern MA Labor Market Blueprint. The Priority and Critical Industries established in this Blueprint are similar to the Priority and Critical Industries identified in the MHSSWB Strategic Plan and as such initiatives undertake in the larger region will also address the needs of industries in the South Shore region.

II. To serve agricultural businesses and how you intend to improve those services;

The more rural southern portion of the MHSSWB region economy consists of a several agriculturally based industries, with the Cranberry Industry having a prominent presence in the region. Massachusetts produces approximately 28% of the United States Cranberry production. There are approximately 13,500 acres of land in Massachusetts used for the production of cranberries, and 8,700 of these acres are located in the South Shore region.

One of the largest growers in our region is represented on the MHSSWB Board of Directors and the organizations South Shore Manufacturing Advisory Group. This involvement has increased the awareness of the needs of this industry, and the organization will continue to ensure that this industry has efficient access to the workforce development resources and services, as well as the needs of migrant seasonal farmer workers through the MHSSCC.

III. To support a local workforce development system that meets the needs of businesses in your area;

The implementation of Sector Strategy Initiatives identify in 3.i above and the MHSSWB Strategic Plan (Section II, page 41) identifies how the organization will meet the needs of businesses in our area.

IV. To better coordinate workforce development programs and economic development;

The MHSSWB will also continue to work with its Regional Planning Partners in the implementation of goals and objectives identified in the Southeastern MA Labor Market Blueprint. The Priority and Critical Industries established in this Blueprint are similar to the Priority and Critical Industries identified in the MHSSWB Strategic Plan and as such initiatives undertaken in the larger region will also address the needs of industries in the South Shore region.

The MHSSWB has a strong working relationship with many public and private sector economic and business development entities across the region. The organization will continue its involvement in the South Shore Chamber 2030 Plan for the region, and will provide workforce assistance as needed in support of the Quincy Center Redevelopment, Redevelopment of the former Weymouth Naval Air Base, and the Cordage Park revitalization efforts in Plymouth to name a few.

V. To strengthen linkages between the Career Center delivery system and unemployment insurance programs;

The MHSSCC has unemployment insurance staff co-located in the Quincy location ensuring linkages between the Career Center delivery system and unemployment insurance programs. The region is one of the busiest career center operations in the Commonwealth and a strong RESEA program will continue throughout this 4 Year Plan period.

a. What methods are used by the Board to identify and recruit business intermediaries.

The South Shore region benefits from many strong business organizations including the South Shore Chamber, Plymouth Area Chamber and Quincy Chamber of Commerce. Each of these organizations Presidents are on the Board of Directors of the MHSSWB, and we continuously work collectively on a variety of programs and initiatives throughout the year, which will continue throughout this 4 Year Local Plan period.

b. Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses.

As previously identified the MHSSWB in the Fall of 2018 the MHSSWB worked with the MHSSCC Business Services Team (BST) in the development of a Strategic Plan and Standard Operating Procedures. The new documents

are being finalized in February, 2019 and will provide a series of goals and objectives to align the work of the BST with the priority industries outlined in the MHSSWB Strategic Plan. New service tracking systems are being implemented to monitor the work load of the small BST to ensure they are effectively servicing priority and critical industries in the region.

The MHSSWB and MHSSCC Teams currently work closely with the Mass BizWorks programs and will continue to do so during this 4 Year Local Plan period. New Business Services branding and marketing materials introduced in the Fall of 2018, and the implementation of new Sector Strategy Initiatives will ensure that businesses throughout the region are aware of the Career Center Business Services.

- VI. That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional businesses. These initiatives must support the strategy described in paragraph (b) (3) of this section;**

The MHSSWB and its partners will continue to collaborate with the business community to expand our Sector Strategies Initiatives to ensure the organization effectively address the needs of Priority and Critical industries in the region. As outlined in previous responses and the organization Strategic Plan will continue to evaluate its programs and provide the most effective services and resources that are feasibly possible for the organization to fulfill.

4. Please provide an examination of how your Board will:

- I. Coordinate local workforce investment activities with regional economic development activities that are carried out in the local area.**

The MHSSWB will continue its work with area economic development partners as identified in 3.Va.

- II. Promote entrepreneurial skills training and microenterprise services;**

The MHSSWB will continue its work with area economic development partners as identified in 3.Va, including with the City of Quincy CDBG entrepreneurial development programs administered by Quincy 2000 Collaborative.

5. Please describe the Career Center system in your area, including:

- I. How your Board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local businesses, workers and job seekers;**

In the Fall of 2018 The MHSSWB and MHSSCC worked collectively in the drafting of a new Individual Training Account (ITA) policy for vendors and customers. The new policy is scheduled to be adopted in February 2019 by the Workforce Board. The new policy emphasizes local preference in reference to the workforce needs of priority and critical industries in the region in order to more strategically provide training through local vendors to meet the workforce needs of local businesses. Vendors will be reviewed and approved based on the state identified criteria, as well as their ability to provide training in support of the skill set needs of priority industries.

- II. How your Board will facilitate access to services provided through the Career Center system, including in remote areas, through the use of technology and other means;**

The MHSSCC network includes a Comprehensive facility in the City of Quincy and an Access Point in the Town of Plymouth. The organization also established relationships with MOU Partners which enables MHSSCC staff to provide better access to the services by conducting office hours once a month at different locations in the region.

The Plymouth Access Points provides remote access to many of the programs and workshops offered at the Quincy location so that customers in the southern end of the region can participate remotely via larger television monitors. The Plymouth Access Point has also established relationships with other area facilities so that it can begin to offer offsite programs and workshops on a regular basis in the region.

- III. How entities within the Career Center system, including Career Center operators and partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials of individuals with disabilities, including providing staff**

training and support for addressing the needs of individuals with disabilities.

The MHSSCC is fully compliant with ADA regulations and the Quincy facility is equipped with equipment and other tool to accommodate individuals with disabilities. In 2019 the organization has agreed to work with the area MRC office to undertake an assessment of the facility's and accommodations to determine if additional resources, services and equipment is needed to support the needs of individuals with disabilities that utilize the facilities.

IV. The roles and resource contributions of your partners – how are these relationships sustained and kept productive;

The Local MOU Agreement (Section VI) outlines the various roles and responsibilities of our partners throughout the 4 Year Local Plan period. The MHSSWB organizes regular meetings among MOU Partner representatives and MHSSCC staff to discuss ways in which improve the collaboration and addressing the needs of shared customers. In 2019 the MOU Partners agreed to establish a regular meeting schedule (every 4-6 weeks) in which different topic of needs can be addressed, and select partners are provided an opportunity to present the various programs and services they offer to entire MOU Partner Group.

6. Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in your local area.

The MHSSCC has recently implemented a customer centered approach to the individual assessments in order to help determine the best way the Career Center can assist the customer. The organization has established a "Job Ready Team" that specifically helps individuals that are in position to actively seek a sustainable employment opportunity. The second team established is a "Skills Development Team" which provides more direct and individualized services to help the customer get into a position where they are ready to seek sustainable employment.

MHSSCC staff effectively utilize a variety of workforce development tools such as TORQ, Career Ready 101, O*Net and TABE.

The MHSSCC provides a variety of WIOA funded programs and services for adult and dislocated workers, which can be segmented into the following types of career services:

- **Basic Services**
 - Outreach, intake and orientation
 - Initial Assessment
 - Labor Exchange Services
 - Job Search and Referral Services
 - Access to Labor Market Information
 - Information on eligible training providers
 - Referrals to other programs and Partner Resources as applicable
- **Individualized Services**
 - Comprehensive and Specialized Assessments of skill levels
 - Development of an Individual Career Plan
 - Individualized Career Counseling and Planning
 - Identification of Plans to address barriers to employment
 - Referral to training if eligible and applicable
 - Workforce development preparation
- **Training Services**
 - Training that leads to economic self-sufficiency
 - ABE and ESOL training offered in conjunction with occup. skills training
 - On-the-Job Training (limited)
- **Follow-up Services**
 - 12 months of follow-up services are provided as required

7. Describe how your Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

The MHSSCC has a Rapid Response coordinator stationed at the Quincy location, which enhances the working relationship with all MHSCC staff and specifically the Business Services Team. The Rapid Response coordinator regularly informs the MHSSWB of business closings and other situations that may result in the need of other programs such as a National Dislocated Worker Grant.

8. Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

Our WIOA Youth programs include a variety of models designed to engage those most in need of services. We contract with vendors that have relationships with local communities to deliver these programs since they handle recruitment effectively. Our current programming includes two in-school programs, one which supports youth in an evening high school credit recovery diploma setting, and one which focuses on supporting EL students with diploma attainment. Both models include access to the 14 elements and a built in career readiness component. We also provide two out of school programs focusing in one case on diploma attainment and HiSET/GED and the other on HiSET/GED attainment. Again, all participants have access to the 14 elements and these programs have in place additional staff to assist with the work component. One program provides in house transportation to participants and on -site child care as well. All programs provide follow up services and are capable of and frequently serve youth with disabilities.

Our YouthWorks program typically includes participants with disabilities and we include local school special education departments and Mass Rehab contacts as part of our recruitment strategy. Last summer we included a cohort of transitioning Quincy Public Schools students who were identified to us as youth with disabilities. These youth were able to participate in our Signal Success training and then have work-based learning placements with the support of an aid and provided transportation and accommodations were made to encourage participant success.

One of our region's youth vendor partners, Wellspring, was approved as the first and only special accommodations testing center in the entire state of Massachusetts. Wellspring has seen an increase in the number of students with disabilities requiring accommodations for testing so we knew that becoming such a site would help many people take that important step in earning their credentials.

a. Please also provide a description of your workforce investment activity coordination with the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind.

A representative from the MRC sits on our Youth Advisory Committee and has served as a participant on the committee that reviews submissions for our WIOA Youth services RFP as well. One of the vendor programs noted above is located in the same building as our local DTA office, so referrals are made quite easily. In addition, we participate in collaborative DTA resource fairs. While we have had some interaction with MCB in the

past and have included referred youth in some of our programming, this relationship that could be strengthened.

9. Please explain how your Local Board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

The MHSSWB has a strong connection with the regions secondary and postsecondary education providers, and works to coordinate strategies and enhanced services to avoid duplication.

The development of our Manufacturing Sector Strategy incorporated a unified approach among secondary and postsecondary education providers in the development of manufacturing training curriculum that provides industry recognized certification and access to college credits. As a member of the Sector Strategy Committee these efforts will be duplicated in other priority and critical industries which will include further collaboration and coordination in the development of relevant programs to meet the needs of priority industries.

The development of new Career Pathway Guides for priority industries in the region provides coordinated information education programs and resources available to support the specific training required to meet the needs of the industry.

Education providers in the region attend the regular Local MOU Partner meetings to further strengthen the connection among all industry partners and avoid the duplication of services through open communication and collaboration.

The Regional Planning process for Southeastern MA identified a variety of priority occupations and the education and training required to access these in demand occupations. Secondary and Postsecondary programs were at the table in the Regional Planning process and remain so during the various implementation phases to ensure programming on a local level addresses the needs on a macro level.

10. How will your Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please also describe how other programs and services in your local area are leveraged to compliant workforce investment activities.

The MHSSWB is in the process of developing a new Supportive Services Policy which is scheduled to be adopted in February 2019. The new policy will be designed to set aside funds for the provision of support services including transportation to eligible WIOA Title 1 customers. In addition the MHSSWB and MHSSCC staff will coordinate with local organizations, including Local MOU Partners, to leverage additional resources that may be available throughout the region.

11. What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the Career Center delivery system?

The MHSSCC is responsible for the implementation of Wagner-Peyser services and other WIOA activities. As a result the MHSSCC is able to maximize the coordination of services to avoid duplication. The MHSSWB Fiscal Director and staff continuously monitor the utilization of services to ensure they are delivered in compliance with state and federal regulations.

12. How will career and training services, required under WIOA be provided to Migrant Seasonal Farm Workers (MSFWs) through the Career Center?

Migrant Seasonal Farm Workers (MSFW) are provided all of the same career and training service information as all customers are provided during the Career Center Seminar and individual counseling sessions. Every new customer that comes into the Career Center is asked if they are a MSFW, and signs are posted to note the priority of service that these workers are provided.

13. How will the Board coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II? This description must include how the Board will carry out the review of local applications submitted under title II consistent with WIOA secs. 107(d) (11) and (B) (1) and WIOA sec. 232:

Each eligible provider desiring a grant or contract from an eligible agency shall submit an application to the eligible agency containing such information and assurances as the eligible agency may require, including a description of:

- I. of how funds awarded under this title will be spent consistent with the requirements of this title;
- II. any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- III. how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;

- IV. how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;**
- V. how the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;**
- VI. how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and**
- VII. information that addresses the considerations described under section 231€, as applicable.**

The MHSSWB will work in collaboration with the Adult and Community Learning Services (ACLS) division of the Department of Elementary and Secondary Education (DESE) on the procurement and selection of Adult Basic Education (ABE) and English for Speakers of Other Language (ESOL) providers. As part of this process the MHSSWB will ensure that the procurement process considers the needs of the local region as identified in the Local Plan.

The MHSSWB will participate with ACLS in the continuous monitoring and evaluation processes to ensure that the adult education and literacy activities are meeting the goals and objectives outlined in their contract and the needs of eligible participants.

The new Sector Strategies Initiatives previous outlined will incorporate the regions ABE providers to ensure that their participants are aware of the Career Pathway opportunities in the region, and that the teachers are adequately preparing the students for these and other opportunities in the region. The MHSSWB will visit the regions providers on a regular basis to provide presentations and information sessions on the priority sectors and occupations in the region.

ABE and ESOL Providers are incorporated in all Local MOU Meetings and Programs, and as such they are involved and connected to the regional needs, and the collective planning initiatives underway to address the identified needs.

- 14. Provide copies of executed cooperative agreements, MOUS, ISAs, or other agreements between required partners with define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in your local Career Center delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11) between the Board or other local entities described in WIOA sec. 101(a)(11) (B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B) and the local office of a designated state agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732.741) and subject to sec. 121(f) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, uses and sharing of information, cooperative efforts with businesses, and other efforts at cooperation, collaboration, and coordination.**

Please Refer to Section VI for the MHSSWB Local Partner MOU.

Describe how the Local Board / Career Center intends to build upon/increase collaboration with existing partners and in establishing new partnerships with local service providers (including any approximate timelines for establishing agreements of building upon existing agreements). (Note: There is a statewide collaborative agreement in place between DCS and the New England Farm Workers Council (NEFWC), the WIOA sec 167 Grantee. A copy of the agreement will be included as part of the consolidated State Plan.

The MHSSWB conducts MOU Partner meeting every four-six weeks to strengthen the coordination and collaboration of the delivery of workforce development services and resources in the region, and to effectively address the needs of Shared Customers.

The MHSSWB established three MOU Sub-committees to further define the needs and opportunities within certain aspects of the delivery of services: Customer Flow and Referral Process Committee, Data Collection and Training Committee and a Career Pathway Committee.

Each of these committees held several meetings to discuss and establish a comprehensive approach to the customer flow and referral process; collection and sharing of data (workforce system and region); and establishment of quality career pathways, training programs and apprenticeship opportunities.

The Customer Flow and Referral Committee developed a Referral Form for all shared customers, and help develop a comprehensive Customer Flow process with the staff at the MHSSCC.

The Data and Training Committee is working on policies and procedures in which to more effectively collect and share data, as well as create the appropriate training and career pathway opportunities for target populations in our region.

The Career Pathway Committee is designed to identify and develop demand-driven career pathways in the local region. The Committee will utilize the Career Pathways Toolkit created by the Department of Labor to guide the design and development of career pathways in our region. The first Industry Sector in which the Committee is focused on was Manufacturing, and in January 2019 finalized a comprehensive Manufacturing Career Pathway Guide. As previously noted additional Career Pathway Guides will be created for other priority and critical industries in the region.

MOU Partners are provided office space within the Quincy Career Center in order to more effectively provide resources and services to Shared Customers and others that utilize the facility.

Local MOU Partners are represented on the MHSSWB Board of Directors, and participate in other working committees such as the South Shore Manufacturing Advisory Group.

15. Please provide the name and contact information of your Fiscal Agent.

Celeste Natale, Fiscal Director
South Coastal Career Development Association
15 Cottage Avenue, Quincy MA 02169

16. Please detail the competitive process that will be used to award the sub grants and contracts for WIOA Title I Activities.

WIOA Title 1 Activities will be awarded to subrecipients in a competitive procurement process under the direction of the City of Quincy Chief Procurement Officer (CPO) in compliance with 2 CFR 200 Uniform Guidance, M.G.L. Chapter 30B and Department of Career Services policies and procedures, whichever is most restrictive.

The One-Stop procurement process is administered by the City of Quincy CPO, and follows all of the guidelines and procedures identified in WIOA as administered by the MassHire Department of Career Services.

The MHSSWB runs an open and competitive procurement process for WIOA Title 1 Youth funds, under the direction of the City of Quincy CPO and in collaboration with the MHSSWB Youth Council.

- 17. Please provide the local levels of performance negotiated with the Governor and chief elected officials consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the Career Center system in the local area.**

Refer to Section V, page 108 for Performance Numbers issued for the current fiscal year.

Performance Standards for the distribution of Individual Training Accounts (ITA) adhere to the Standards identified in the MDCS Issuance 100 DCS 14.100.3.

- 18. What are the actions and activities that support the local boards continued status as a high-performance workforce board?**

a. What trainings are applicable to Board members

The MHSSWB does not currently have an active on-boarding / training process for new and existing Board members, however the goal is to establish in the 2019 Fiscal Year.

b. How do business Board members contribute to workforce development in your region?

As Stated in the Organization Bylaws the purpose of the Board of Directors shall be to:

“Provide policy guidance and regional coordination for the workforce development system of the MassHire South Shore Workforce Board Service Delivery Area (SDA). The Board shall provide oversight and planning in reference to the components of the workforce development system to effectuate the development and alignment of strategic planning initiatives, program development and performance review that employ quality improvement methodologies in accordance with the Workforce Innovation and Opportunity Act (WIOA) of 2014.”

In an effort to effectively undertake these objectives a Board Member is asked to:

- Attend a minimum of four quarterly meetings held throughout the year (July, September, January and April). Additional meetings may be scheduled as necessary.
- Participate on one Sub-committee of interest designed to address specific aspects of the workforce delivery system and/or the overall organization.
- Actively provide guidance, perspective and direction on a variety of programmatic, fiscal, administrative and policy matters to ensure the organization and staff operate to their fullest potential.
- Participate in special events, meetings, programs and initiatives of the organization.
- Pro-actively assist the organization in making public, private and non-profit connections to enhance the organizations network and active involvement in the region.
- Actively provide guidance, perspective and direction on a variety of programmatic, fiscal, administrative and policy matters to ensure the organization is meeting the needs of businesses and job seekers through the local One-Stop Operator - South Shore Career Centers (SSCC).
- Promote the services and resources of the MHSSWB and SSCC to industry, professional and community contacts as opportunities arise and avail themselves to ensure the organization is recognized, effective and influential.
- Sustain a level of active engagement with the organization, fellow Board of Directors, staff and volunteers to remain cognizant of the challenges, opportunities, initiatives, events and programs of the MHSSWB and SSCC.

c. How does your Board support the business services in the Career Centers?

Board members utilize the services of the MHSSCC Business Services Team when they seek to fill vacancies within their organization. Board members also refer Career Center services to their peers and customers as applicable. Board members also provide guidance and assistance to the BST, and helped to review the new BST Strategic Plan and Standard Operating Procedures which are scheduled to be adopted in February 2019.

d. To what extent does inter/intra Board collaboration result in positive outcomes for job-seekers and businesses.

Many of the Board members are involved in sub-committees of the organization and in the new Sector Strategies Initiative. Board members are invited to attend programs and events as appropriate, as well as MOU Partner meetings that occur on a regular basis. This consistent interaction enhances the awareness and understanding of Career Center programs and services, which improves the Boards ability to provide guidance and feedback in improving the services and resources provided to job-seeker and business customers.

19. How will training services outlined in WIOA sec 134 be provided through the uses of individual training accounts, including, if contracts of training services will be used, how the use of such contracts with be coordinated with the use of individual training accounts under that chapter, and how your Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

The MHSSWB has drafted a new ITA policy for vendors and customers, which is scheduled to be adopted in February 2019. The new policy will preserve WIOA standards for customer choice, however it will also place a high value on locally focused training dollar utilization. It is important for the Career Center staff to have the tools and resources required to ensure the customer is aware of the local industry priorities available in the region.

The new ITA policy also establishes an ITA Review Committee appointed by the MHSSWB Local Board. The ITA Committee which will undertake the following roles and responsibilities in all eligible applicant and vendor request to obtain WIOA authorized ITA dollars:

- Review all applications seeking ITA funding as submitted by the MHSSCC Career Counselors and Youth Career Counselors.
- Review all training vendor requests seeking approval to provide training services within the MHSSWB Service Delivery Area.
- Annually review the policies and procedures associated with the successful implementation of an ITA program of work.
- Ensure that the ITAs utilized meet and/or exceed the ITA MHSSWB Local Implementation Intentions identified in this policy.

- Ensure that the ITA program meets all policies and procedure requirements establish by WIOA and the State.
- Address all complaints submitted to the MHSSWB or MHSSCC associated with the ITA process, policies and procedures.

The following members shall constitute the MHSSWB ITA Committee:

- MHSSWB Executive Director or his/her designee
- MHSSCC Executive Director or his/her designee
- MHSSWB Youth Director or his/her designee

20. Please describe the local area strategy and service plans for utilization of the following work-based training models:

- a. On-the-job Training, including use of the Commonwealth’s waiver to provide up to 90% employee wage reimbursement to businesses with fewer than 50 employees.**

The MHSSCC does not currently utilize the On-the job training program.

b. Apprenticeship

The MHSSWB does not have a formally established apprenticeship program in the region, however the organization is in the process of establishing a program as part of its Manufacturing Partnership Initiative.

c. Incumbent worker training

The MHSSWB supports incumbent worker training programs, especially training that supports priority and critical industries in the region. The Workforce Training Trust Fund is widely promoted in the region by the MHSSWB and MHSSCC Teams. The organizations will continue to promote these training opportunities effectively meet the needs of local employers.

d. Work experience (paid or unpaid)

The MHSSWB oversees a vibrant YouthWorks program that places over 125 Youth annually in paid part-time positions throughout the region. These provide invaluable work experiences for youth in the development of better

workforce skills and generate more awareness of the types of industries within the South

- e. **Transitional jobs (S 680.190 one that provides a time-limited work experience, that is wage paid and subsidized , and is in the public, private, or non-profit sectors for the those individuals with barriers to employment who are chronically unemployed or have inconsistent work history, as determined by the Local Board. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to unsubsidized employment).**

The MHSSWB does not currently prioritize transitional jobs, however the organization is now represented on the South shore Employment Collaborative Executive Committee, and in this role will better connect individuals with physical and emotional barriers to employment with the services of the Career Center and career pathway opportunities in the region.

- f. **Online remediation tools (such as WorkKeys Curriculum for OJT / apprenticeship screening in support of cultivating and demonstrating workplace competencies. Does the local area utilize the National Career Readiness Curriculum (NCRC) to measure job-seekers work ethic and discipline, basic skills abilities, and job-ready qualifications.**

The MHSSCC does utilize Career Ready 101 as applicable for testing of individuals seeking training assistance. The organization is beginning to utilize WorkKeys curriculum as well to demonstrate workplace competencies.

21. Please describe the process used by your Board, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of your local plan, particularly for representatives of businesses, education, and labor organizations.

- a. **Make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local new media;**

- b. Allow members of the public to submit comments, not later than the end of the 30-day period beginning on the date of which the proposed local plan is made available.**
- c. Include with the local plan submitted to the Governor and such comments that represent disagreement with the plan.**

The MHSSWB will publicize the local plan on its website for 30 days as required prior to final submission to the Governor. The plan will also be distributed to Local MOU Partners. Board Members and Committee Members for review and input during the public comment period. An Ad-hoc Planning Committee was established by the MHSSWB to review the Local Plan, and incorporate any public comments as appropriate. All comments provided within the 30-day posting period will be compiled and included in the submission of the Local Plan to the Governor.

22. Describe how your Career Centers are implanting and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by system partners.

As Stated in question 14 Local MOU Partners has established sub-committee to address the Shared Customer process and the collection and reporting of data through the use of technology. At the present time the Career Centers are utilizing MOSES to track and report on Shared Customers and their respective case management services. The committee have determined that a more industry-wide data collection and reporting system needs to be established by the State to provide a consistent data support system that can be implemented across the various platforms of MOU Partners.

23. What is the direction given by the Governor and your local Board to the Career Center operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec 134(c)(3)(E) and 680.800.

POS for Veterans: <https://www.mass.gov/servoces-details/priority-of-service-for-veterans>.

State Plan <https://www.mass.gov/files/documents/2018/02/09ma-wioa-state-plan-final-4-7-26.pdf>.

Please describe the local Board's policy and process related to Priority Service for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (100 DCS 08-116).

The MHSSWB follows all state guidance in regards to the Priority of Service for adult career and training services, recipients of public assistance, low-income individuals, and those who are also basic skills deficient consistent with WIOA policies. The MHSSWB will be updating its Priority of Service Policy in March 2019.

The MHSSWB does have a residency requirement on the utilization of training funds – individuals must be a resident of the region and/or be employed by a company in the region to access training funds.

24. Please describe the local policy and process that ensures priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E), 680.600 and 100 DCS 18.101.1 (attachment C) in absence of a priority of services policy.

- **Veterans and eligible spouses**
- **Recipients of public assistance**
- **Other low-income individuals**
- **Individuals who are basic skills deficient**

The local Board may establish a process that also gives priority to other individuals eligible to receive such series outside the groups given priority under WIOA, provided that it is consistent with the priority of service for Veterans. Please note that the local policy and process must be consistent with WIOA sec 134 (c)(3) (E) and S 680-600 in the absence of a priority of service policy.

As stated in the previous response the MHSSWB follows all state guidance in regards to Priority of Service for Veterans and eligible spouses, recipients of public assistance, low-income individuals and individuals who are basic skills deficient. The MHSSWB will be updating its Priority of Service Policy in March 2019.

The MHSSWB does have a residency requirement on the utilization of training funds – individuals must be a resident of the region and/or be employed by a company in the region to access training funds.

C. Your local plan must include any additional information required by the Governor.

No additional information is required by the Governor

D. Your local plan must identify the portions that the governor has designated as appropriate for common response in the regional plan where there is a shared regional responsibility, as permitted by S 679.540(b):

The Governor may issue regional planning guidance that allows Local Boards and Chief Elected officials in a planning region to address any local plan requirements through the regional plan where there is a shared regional responsibility incorporate anything from your Regional Plan content as appropriate.

This plan does incorporate content from the Regional Plan as appropriate.

E. Comments submitted during the public comment period that represent disagreement with the plan are required to be included with your local plan.

All comments received during the public comment period will be submitted to the Governor with the Local Plan.

Section IV

Labor Market Information

- A. LMI Introduction**
- B. Economic Profile of the South Shore SDA**
- C. Industry Data for the South Shore SDA**
- D. Education Attainment Snapshot**
- E. Industry Job Posting Summary: Professional
Technical and Scientific Services**

A. Labor Market Information Introduction:

This section of the document (Section IV) provides general data and Labor Market Information on the MHSSWB Service Delivery Area. The information was generated on January 30, 2019 through the MHSSWB Labor Market Data Source: EMSI.

It is important to note that the size of the data sets utilized will vary depending on the type of data presented.

For example specific data on Industries and Occupations is presented for the 22 community South Shore Service Delivery Area. However, data related to salaries and demographic profiles is generally only available on a County level. Since the South Shore Service Delivery Area includes two Counties (Plymouth and Norfolk), the data sets include many communities that are not part of the region. Data sets presented on a County level will be clearly noted.

B. Economic Profile of the South Shore SDA

556,462

Population (2018)

Population grew by 14,231 over the last 5 years and is projected to grow by 11,974 over the next 5 years.

258,628

Jobs (2018)

Jobs grew by 16,559 over the last 5 years and are projected to grow by 11,385 over the next 5 years.

\$67.8K

Avg. Earnings Per Job (2018)

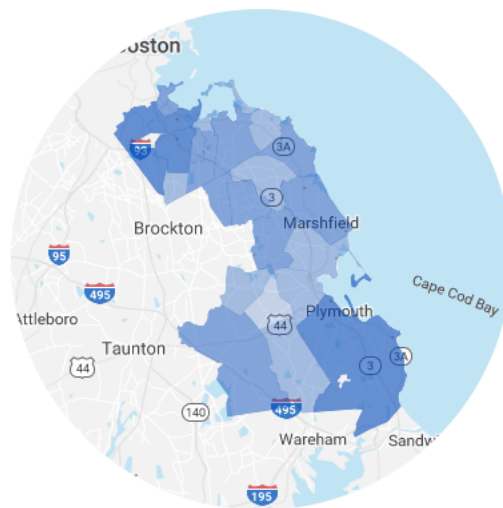
Regional average earnings per job are \$3.0K above the national average earnings of \$64.7K per job.

As of 2018 the region's population increased by 2.6% since 2013, growing by 14,231. Population is expected to increase by 2.2% between 2018 and 2023, adding 11,974.

From 2013 to 2018, jobs increased by 6.8% in South Shore SDA from 242,069 to 258,628. This change fell short of the national growth rate of 7.4% by 0.6%. Labor force data is not available for South Shore SDA.

There is no education attainment data for South Shore SDA.

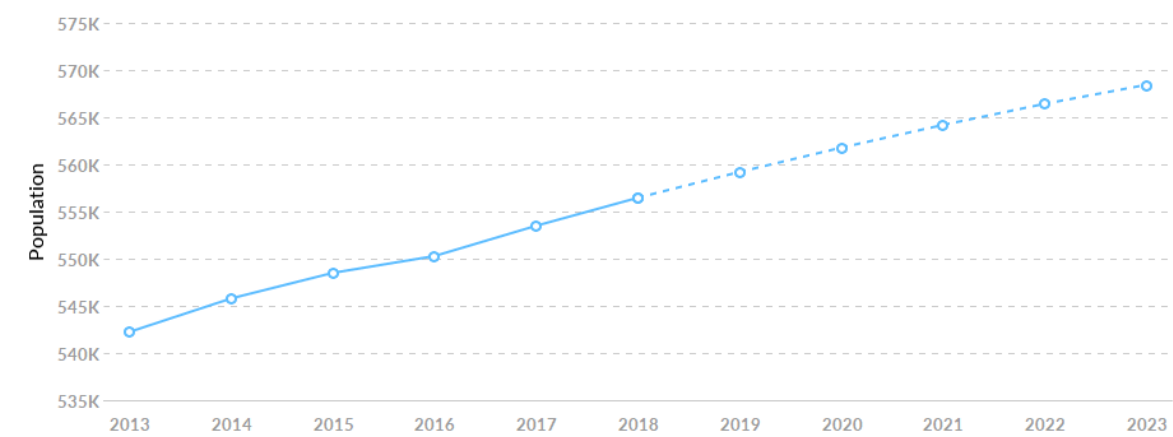
The top three industries in 2018 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Local Government, Excluding Education and Hospitals.



	Population (2018)	Labor Force (2018)	Jobs (2018)	Cost of Living	GRP	Imports	Exports
Region	556,462	N/A	258,628	131.7	\$33.6B	\$40.5B	\$30.9B
Norfolk and Plymouth Counties	1,221,419	695,160	609,043	131.7	\$78.3B	\$79.4B	\$58.0B
Plymouth County Communities in SS SDA	276,177	N/A	126,655	125.6	\$14.9B	\$18.1B	\$14.2B
State	6,897,567	3,893,020	3,957,541	131.1	\$530.2B	\$353.6B	\$434.9B

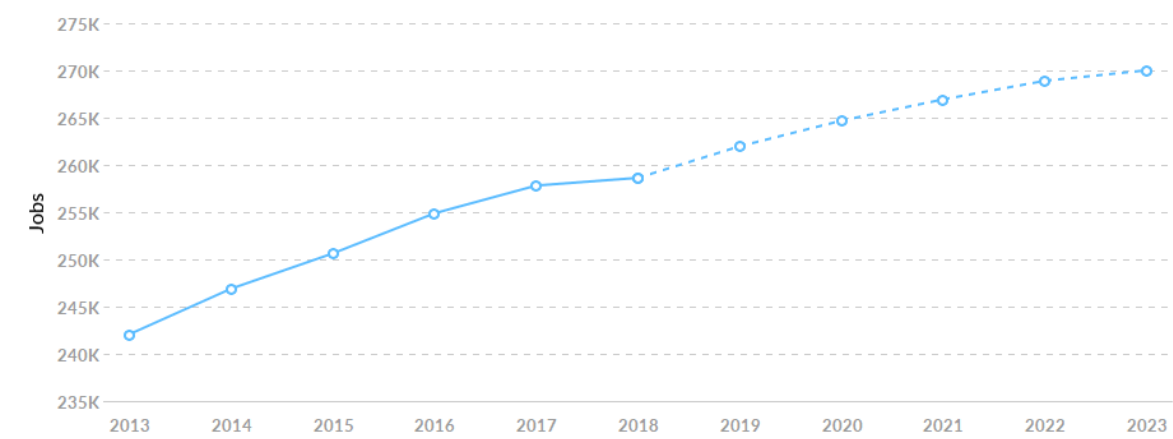
Population Trends

As of 2018 the region's population increased by 2.6% since 2013, growing by 14,231. Population is expected to increase by 2.2% between 2018 and 2023, adding 11,974.

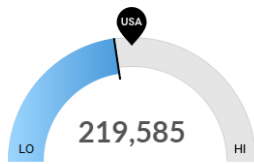


Job Trends

From 2013 to 2018, jobs increased by 6.8% in South Shore SDA from 242,069 to 258,628. This change fell short of the national growth rate of 7.4% by 0.6%.

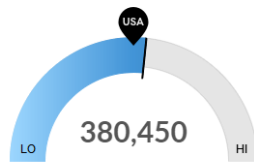


Economic Profile Data of “Norfolk and Plymouth County”



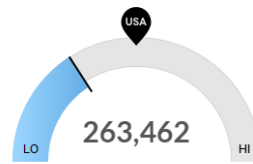
Millennials

Your area has 219,585 millennials (ages 20-34). The national average for an area this size is 251,741.



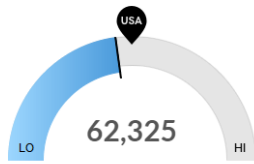
Retiring Soon

Retirement risk is about average in your area. The national average for an area this size is 346,498 people 55 or older, while there are 380,450 here.



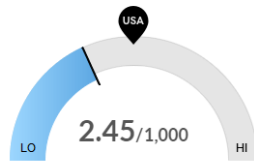
Racial Diversity

Racial diversity is low in your area. The national average for an area this size is 477,336 racially diverse people, while there are 263,462 here.



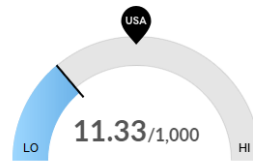
Veterans

Your area has 62,325 veterans. The national average for an area this size is 70,674.



Violent Crime

Your area has 2.45 violent crimes per 1,000 people. The national rate is 3.75 per 1,000 people.



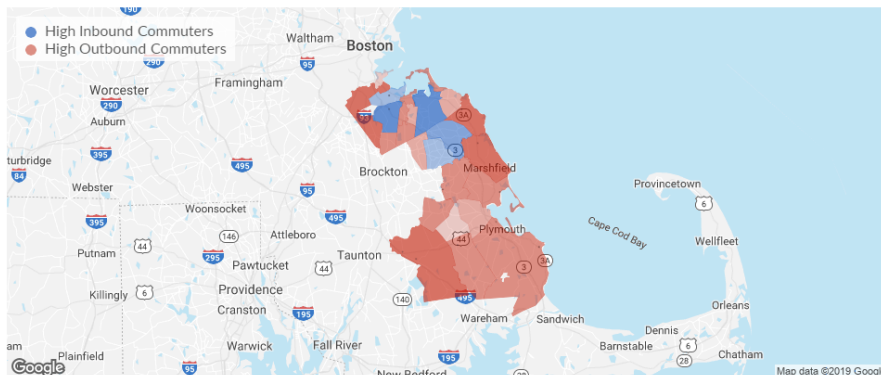
Property Crime

Your area has 11.33 property crimes per 1,000 people. The national rate is 24.21 per 1,000 people.

South Shore Service Delivery Area

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2018 Employment
2169	Quincy, MA (in Norfolk county)	36,714
2184	Braintree, MA (in Norfolk county)	30,491
2360	Plymouth, MA (in Plymouth count	28,851
2043	Hingham, MA (in Plymouth county)	17,648
2368	Randolph, MA (in Norfolk county)	11,963

Where Talent Lives

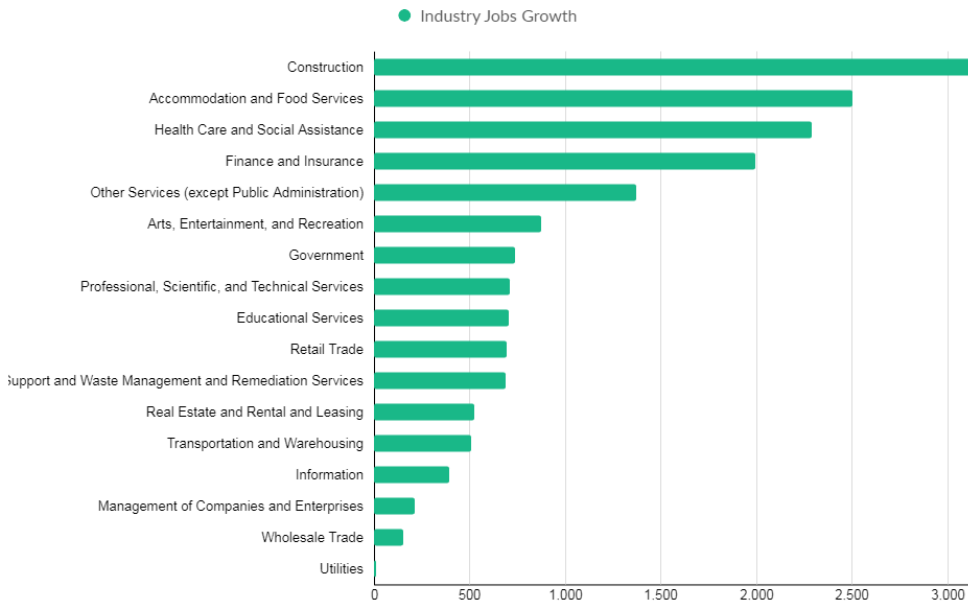
ZIP	Name	2018 Workers
2169	Quincy, MA (in Norfolk county)	35,455
2360	Plymouth, MA (in Plymouth count	32,586
2184	Braintree, MA (in Norfolk county)	23,534
2368	Randolph, MA (in Norfolk county)	19,725
2186	Milton, MA (in Norfolk county)	16,374

C. Industry Data for the South Shore SDA

Largest Industries



Top Growing Industries



Largest Occupations



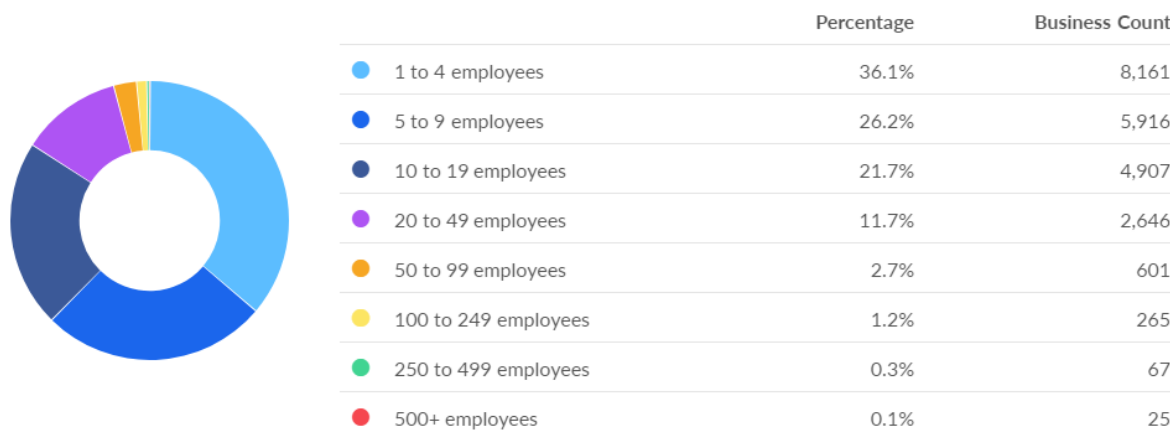
Top Growing Occupations



Top Industry Earnings



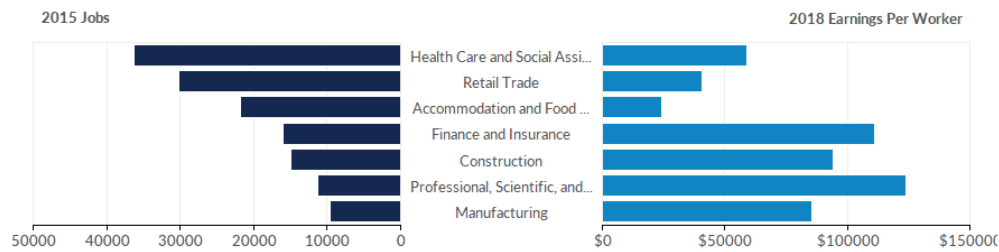
Business Size



*Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.

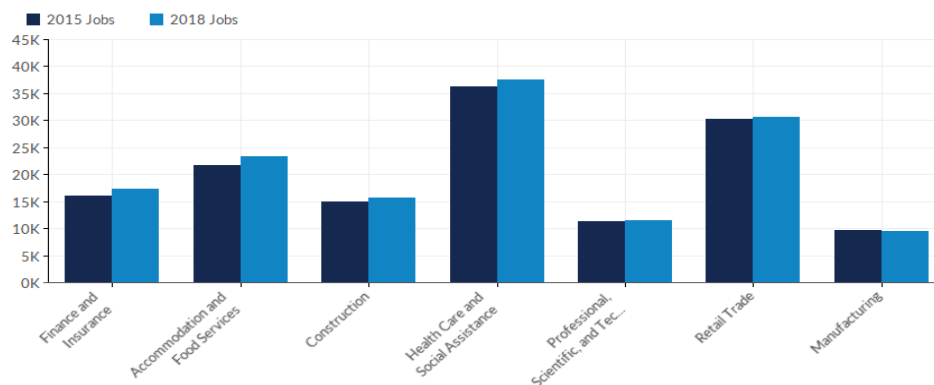
Industries Comparison for the South Shore SDA

Industry Group Jobs and Earnings Comparison



Group	2015 Jobs	2018 Jobs	Earnings Per Worker
Health Care and Social Assistance	36,209	37,492	\$58,929
Retail Trade	30,256	30,551	\$40,475
Accommodation and Food Services	21,735	23,303	\$24,252
Finance and Insurance	15,964	17,219	\$111,342
Construction	14,923	15,723	\$94,433
Professional, Scientific, and Technical Services	11,216	11,421	\$124,100
Manufacturing	9,588	9,561	\$85,469

Industry Group Growth Comparison



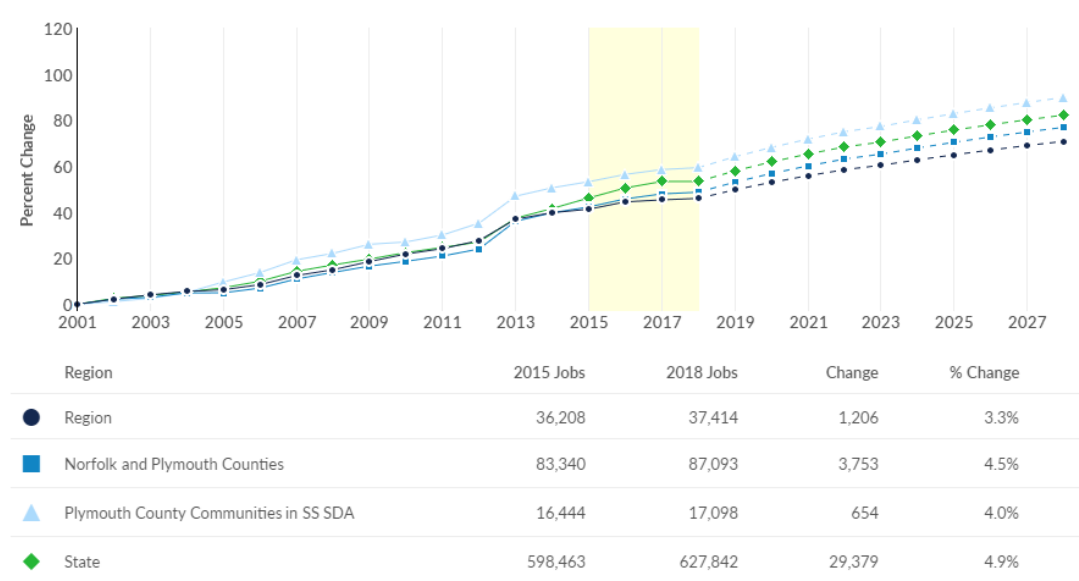
Group	2015 Jobs	2018 Jobs	Change	% Change
Finance and Insurance	15,964	17,219	1,254	8%
Accommodation and Food Services	21,735	23,303	1,568	7%
Construction	14,923	15,723	801	5%
Health Care and Social Assistance	36,209	37,492	1,283	4%
Professional, Scientific, and Technical Services	11,216	11,421	204	2%
Retail Trade	30,256	30,551	295	1%
Manufacturing	9,588	9,561	-27	0%

Individual Industry Projections for the South Shore SDA

Health Care & Social Assistance

<p>37,414</p> <p>Jobs (2018)</p> <p>20% above National average</p>	<p>+3.3%</p> <p>% Change (2015-2018)</p> <p>Nation: +5.7%</p>	<p>\$58,959</p> <p>Avg. Earnings Per Job (2018)</p> <p>Nation: \$60,094</p>
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Regional Trends



[Load a Group](#)

Occupations Employed by this Industry

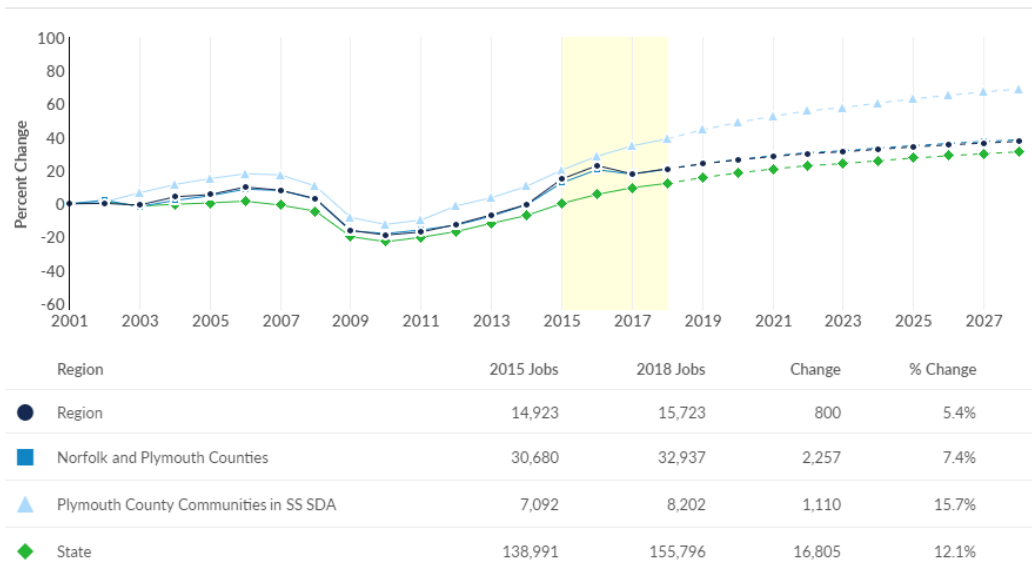
Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Personal Care Aides	4,498	12.0%
Registered Nurses	3,149	8.4%
Nursing Assistants	2,575	6.9%
Home Health Aides	1,818	4.9%
Medical Secretaries	1,361	3.6%

Individual Industry Projections for the South Shore SDA

Construction

<p>15,723</p> <p>Jobs (2018)</p> <p>39% above National average</p>	<p>+5.4%</p> <p>% Change (2015-2018)</p> <p>Nation: +9.9%</p>	<p>\$94,433</p> <p>Avg. Earnings Per Job (2018)</p> <p>Nation: \$73,184</p>
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Regional Trends



[Load a Group](#)

Occupations Employed by this Industry

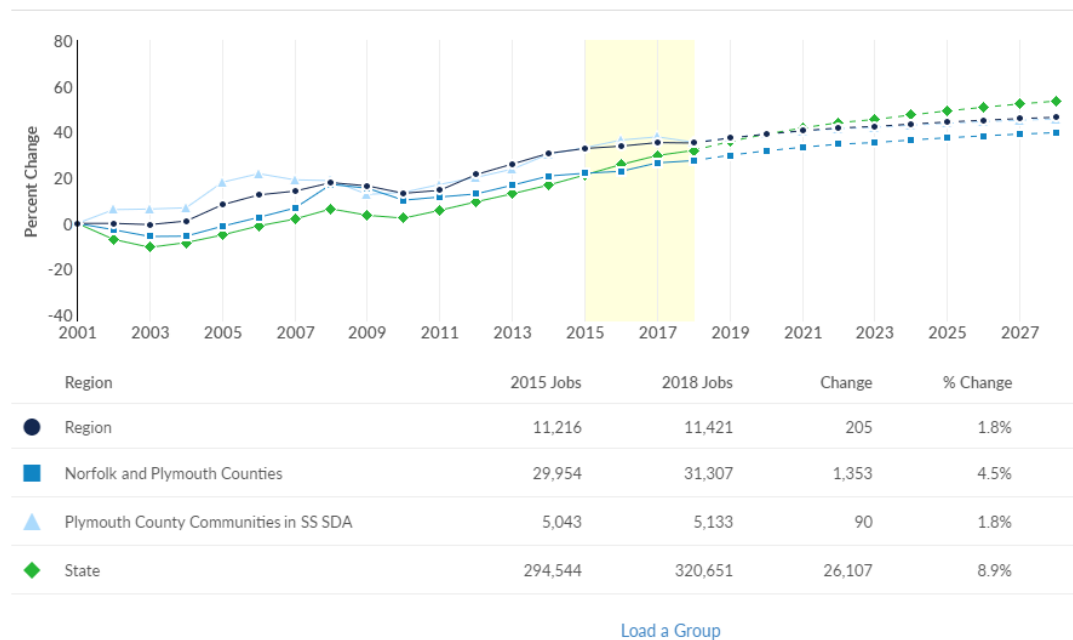
Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Electricians	1,624	10.3%
Construction Laborers	1,511	9.6%
Plumbers, Pipefitters, and Steamfitters	1,366	8.7%
Carpenters	1,347	8.6%
First-Line Supervisors of Construction Trades and Extraction Workers	915	5.8%

Individual Industry Projections for the South Shore SDA

Professional, Scientific & Technical Services

<p>11,421</p> <p>Jobs (2018)</p> <p>22% below National average</p>	<p>+1.8%</p> <p>% Change (2015-2018)</p> <p>Nation: +5.9%</p>	<p>\$124,100</p> <p>Avg. Earnings Per Job (2018)</p> <p>Nation: \$109,856</p>
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Regional Trends



Occupations Employed by this Industry

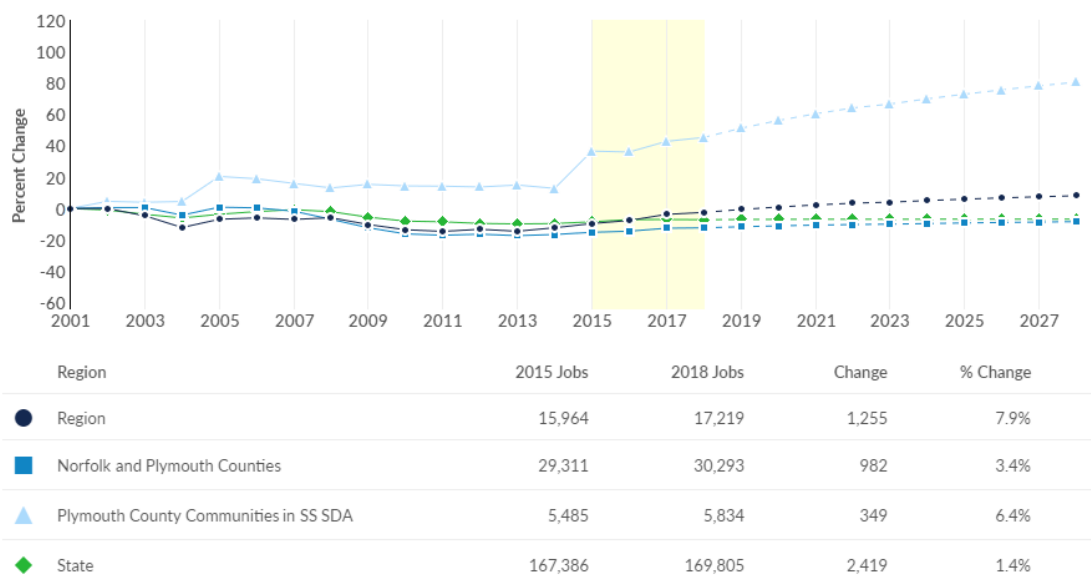
Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Accountants and Auditors	696	6.1%
Lawyers	496	4.3%
Software Developers, Applications	464	4.1%
Software Developers, Systems Software	386	3.4%
General and Operations Managers	378	3.3%

Individual Industry Projections for the South Shore SDA

Finance & Insurance

<p>17,219</p> <p>Jobs (2018)</p> <p>81% above National average</p>	<p>+7.9%</p> <p>% Change (2015-2018)</p> <p>Nation: +3.4%</p>	<p>\$111,342</p> <p>Avg. Earnings Per Job (2018)</p> <p>Nation: \$128,235</p>
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Regional Trends



[Load a Group](#)

Occupations Employed by this Industry

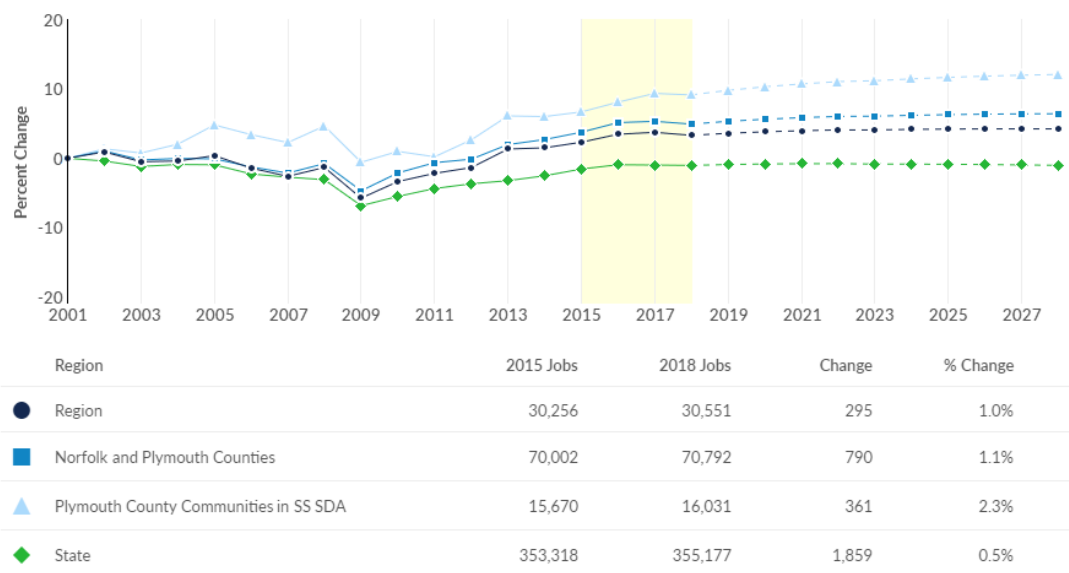
Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Customer Service Representatives	1,806	10.5%
Tellers	1,297	7.5%
Financial Managers	1,041	6.0%
First-Line Supervisors of Office and Administrative Support Workers	799	4.6%
Securities, Commodities, and Financial Services Sales Agents	718	4.2%

Individual Industry Projections for the South Shore SDA

Retail Trade

<p>30,551</p> <p>Jobs (2018)</p> <p>21% above National average</p>	<p>+1.0%</p> <p>% Change (2015-2018)</p> <p>Nation: +1.2%</p>	<p>\$40,475</p> <p>Avg. Earnings Per Job (2018)</p> <p>Nation: \$37,756</p>
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Regional Trends



[Load a Group](#)

Occupations Employed by this Industry

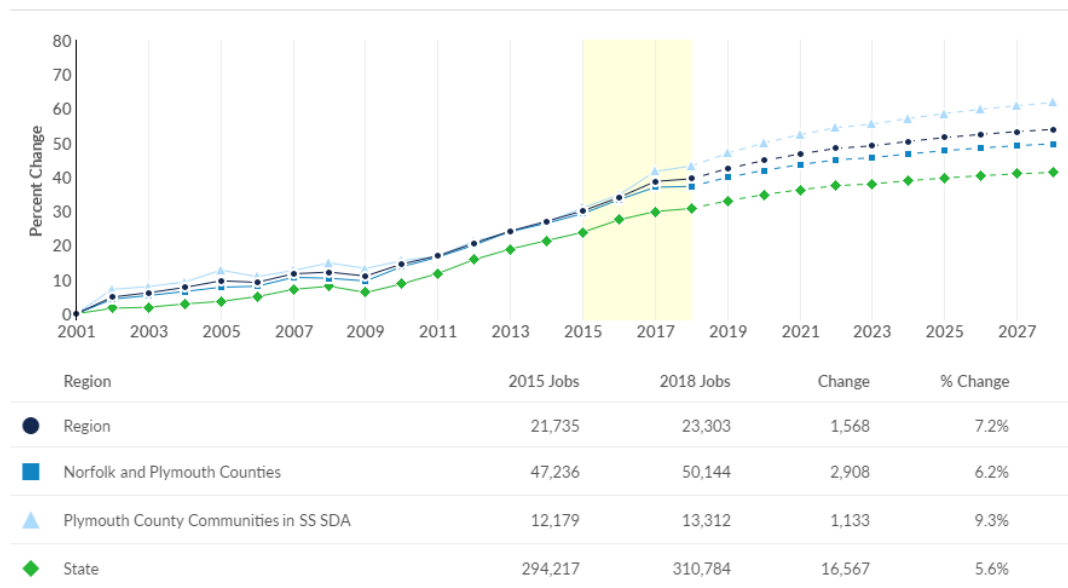
Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Retail Salespersons	8,349	27.3%
Cashiers	4,770	15.6%
Stock Clerks and Order Fillers	2,940	9.6%
First-Line Supervisors of Retail Sales Workers	2,154	7.1%
Customer Service Representatives	829	2.7%

Individual Industry Projections for the South Shore SDA

Accommodation and Food Service

<p>23,303</p> <p>Jobs (2018)</p> <p>6% above National average</p>	<p>+7.2%</p> <p>% Change (2015-2018)</p> <p>Nation: +6.0%</p>	<p>\$24,252</p> <p>Avg. Earnings Per Job (2018)</p> <p>Nation: \$24,279</p>
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Regional Trends



[Load a Group](#)

Occupations Employed by this Industry

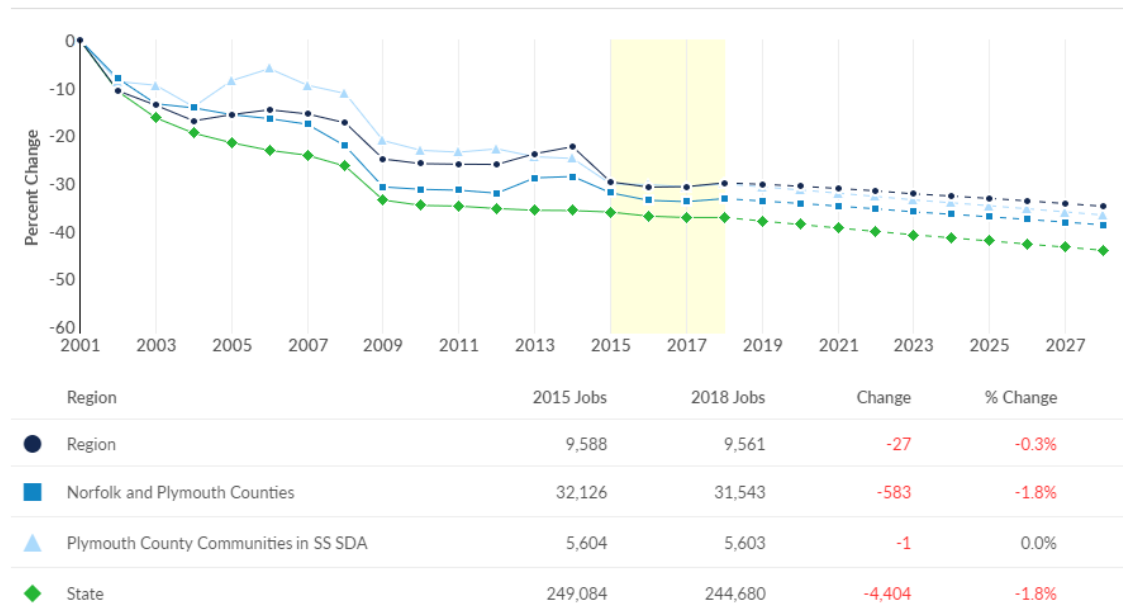
Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Waiters and Waitresses	4,812	20.6%
Combined Food Preparation and Serving Workers, Including Fast Food	4,698	20.2%
Cooks, Restaurant	2,205	9.5%
First-Line Supervisors of Food Preparation and Serving Workers	1,286	5.5%
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	1,135	4.9%

Individual Industry Projections for the South Shore SDA

Manufacturing

<p>9,561</p> <p>Jobs (2018)</p> <p>52% below National average</p>	<p>-0.3%</p> <p>% Change (2015-2018)</p> <p>Nation: +1.8%</p>	<p>\$85,469</p> <p>Avg. Earnings Per Job (2018)</p> <p>Nation: \$84,682</p>
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Regional Trends



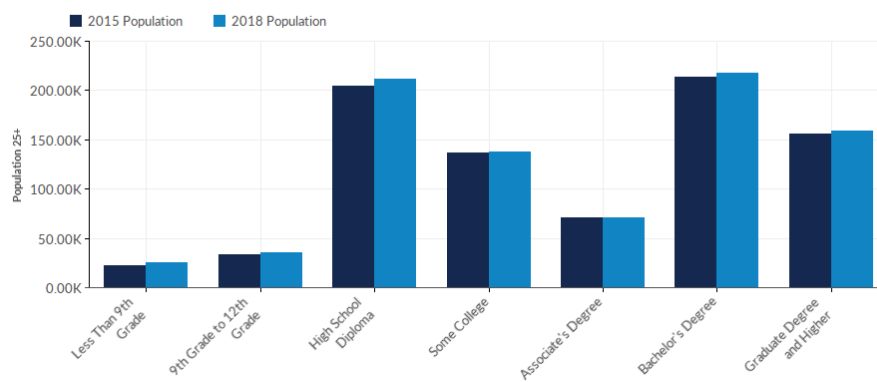
[Load a Group](#)

Occupations Employed by this Industry

Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Assemblers and Fabricators, All Other, Including Team Assemblers	520	5.4%
First-Line Supervisors of Production and Operating Workers	339	3.6%
General and Operations Managers	268	2.8%
Machinists	251	2.6%
Packaging and Filling Machine Operators and Tenders	247	2.6%

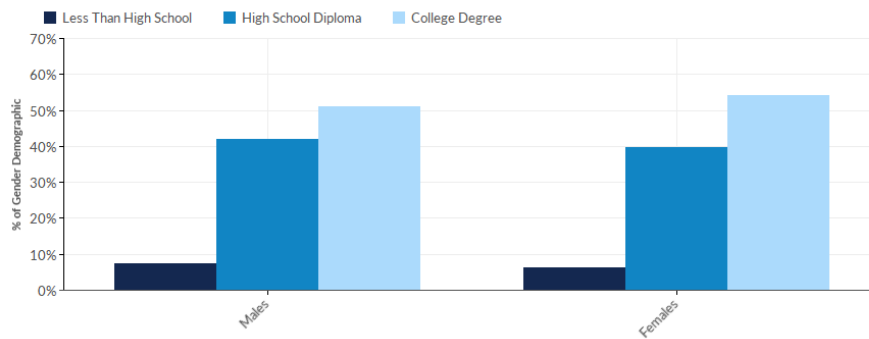
D. Educational Attainment Snapshot (Plymouth and Norfolk Counties)

Educational Attainment by Level



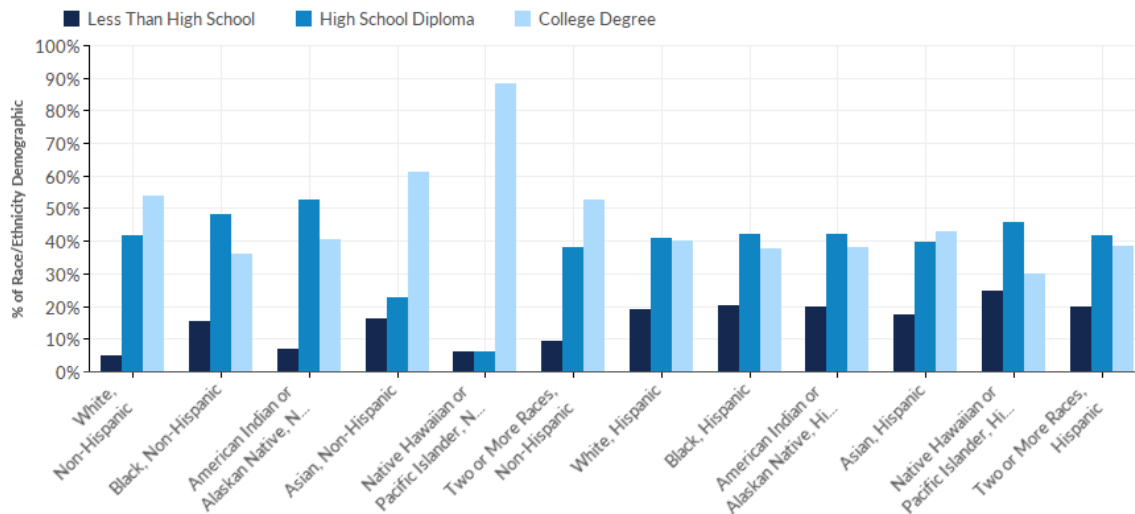
Education Level	2015 Population	2018 Population	2015 % of Population	2015 State % Population	2015 National % Population
Less Than 9th Grade	22,464	25,666	3%	5%	6%
9th Grade to 12th Grade	33,868	35,026	4%	5%	7%
High School Diploma	204,441	211,446	24%	25%	28%
Some College	136,396	138,064	16%	16%	21%
Associate's Degree	70,987	70,959	8%	8%	8%
Bachelor's Degree	213,330	217,283	25%	23%	19%
Graduate Degree and Higher	155,521	158,588	19%	18%	11%
	837,007	857,032	100%	100%	100%

Educational Attainment by Gender



Gender	2015 Population	2018 Population	2015 Less Than High School	2015 High School Diploma	2015 College Degree
Males	394,865	405,663	28,674	165,197	200,993
Females	442,142	451,369	27,658	175,639	238,845
	837,007	857,032	56,332	340,837	439,838

Educational Attainment by Race/Ethnicity




Race/Ethnicity	2015 Population	2018 Population	2015 Less Than High School	2015 High School Diploma	2015 College Degree
White, Non-Hispanic	687,351	687,496	32,448	285,360	369,542
Black, Non-Hispanic	58,599	66,050	9,098	28,332	21,169
American Indian or Alaskan Native, Non-Hispanic	1,379	1,434	93	726	560
Asian, Non-Hispanic	55,031	62,234	8,826	12,528	33,677
Native Hawaiian or Pacific Islander, Non-Hispanic	460	468	27	28	405
Two or More Races, Non-Hispanic	7,381	8,213	690	2,807	3,884
White, Hispanic	21,224	24,421	4,030	8,704	8,490
Black, Hispanic	3,609	4,343	724	1,521	1,365
American Indian or Alaskan Native, Hispanic	549	670	110	231	209
Asian, Hispanic	263	306	46	104	113
Native Hawaiian or Pacific Islander, Hispanic	224	220	55	102	67
Two or More Races, Hispanic	938	1,178	186	393	359
	837,007	857,032	56,332	340,837	439,838

Industry Job Posting Summary for Plymouth & Norfolk County

Professional, Scientific & Technical Services

Example - 2018

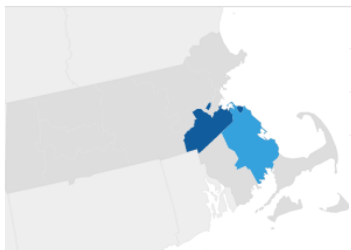
Job Postings Overview

14,272 Unique Postings 52,188 Total Postings	4 : 1 Posting Intensity  Regional Average: 3 : 1	31 days Median Posting Duration Regional Average: 31 days
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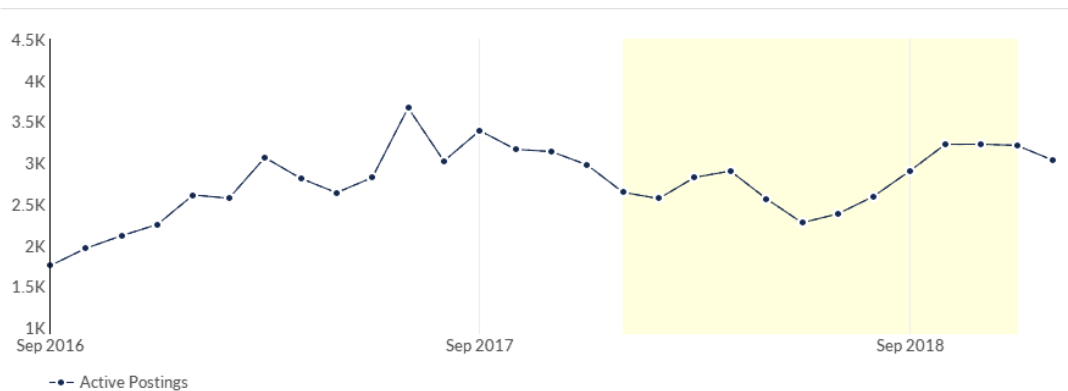
There were 52,188 total job postings for your selection from January 2018 to December 2018, of which 14,272 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (3-to-1), indicating that they are putting average effort toward hiring for this position.











Job Postings Regional Breakdown

	County	Unique Postings (Jan 2018 - Dec 2018)
	Norfolk County, MA	10,297
	Plymouth County, MA	3,975


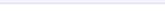








Monthly Active Postings






















Top Companies Posting

Company	Total/Unique (Jan 2018 - Dec 2018)	Posting Intensity	Median Posting Duration
RANDSTAD HOLDING nv	4,683 / 684	7 : 1 	33 days
H&R Block, Inc.	1,836 / 629	3 : 1 	27 days
Advantage Solutions, Inc.	3,023 / 500	6 : 1 	38 days
Fti Consulting, Inc.	530 / 481	1 : 1 	14 days
Allied Universal	2,493 / 427	6 : 1 	28 days
Inno4 LLC	740 / 346	2 : 1 	36 days
General Dynamics Corporation	1,591 / 238	7 : 1 	48 days
Ltd Engineering Inc	815 / 227	4 : 1 	19 days
Bay & Bay	287 / 209	1 : 1 	12 days
Ntt Data, Inc.	1,525 / 201	8 : 1 	34 days




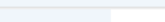
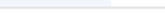





Top Cities Posting

City	Total/Unique (Jan 2018 - Dec 2018)	Posting Intensity	Median Posting Duration
Quincy, MA	10,051 / 2,230	5 : 1 	29 days
Norwood, MA	4,201 / 988	4 : 1 	34 days
Brockton, MA	3,728 / 796	5 : 1 	28 days
Dedham, MA	2,308 / 681	3 : 1 	30 days
Braintree, MA	2,129 / 671	3 : 1 	31 days
Westwood, MA	2,823 / 520	5 : 1 	39 days
Plymouth, MA	1,451 / 507	3 : 1 	29 days
Canton, MA	1,931 / 471	4 : 1 	31 days
Needham, MA	1,440 / 453	3 : 1 	32 days
Brookline, MA	1,298 / 440	3 : 1 	31 days

Top Posted Occupations

Occupation (SOC)	Total/Unique (Jan 2018 - Dec 2018)	Posting Intensity	Median Posting Duration
 Heavy and Tractor-Trailer Truck Drivers	1,338 / 967	1 : 1 	37 days
 Software Developers, Applications	3,335 / 799	4 : 1 	26 days
 Demonstrators and Product Promoters	2,621 / 553	5 : 1 	34 days
 Customer Service Representatives	1,883 / 534	4 : 1 	34 days
 First-Line Supervisors of Retail Sales Workers	1,488 / 481	3 : 1 	26 days
 Computer Occupations, All Other	2,225 / 426	5 : 1 	30 days
 Security Guards	2,418 / 410	6 : 1 	29 days
 Computer User Support Specialists	1,121 / 278	4 : 1 	36 days
 Accountants and Auditors	963 / 275	4 : 1 	32 days
 Registered Nurses	2,543 / 263	10 : 1 	31 days

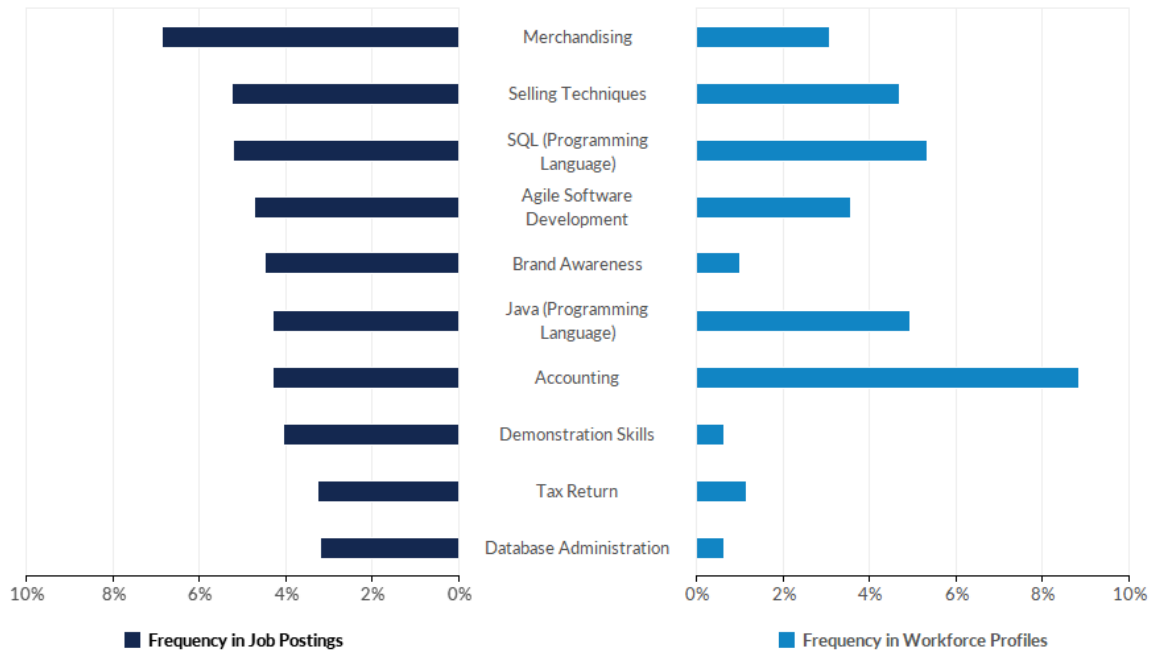
Top Posted Job Titles

Job Title	Total/Unique (Jan 2018 - Dec 2018)	Posting Intensity	Median Posting Duration
Retail Sales Associates	1,409 / 443	3 : 1 	22 days
Truck Drivers	587 / 434	1 : 1 	59 days
Customer Service Representatives (Office and Administrative Support)	1,332 / 431	3 : 1 	32 days
Flatbed Drivers	395 / 356	1 : 1 	20 days
Security Officers (Protective Service)	1,662 / 291	6 : 1 	28 days
Software Engineers	1,310 / 254	5 : 1 	26 days
Marketing Specialists (Arts, Design, Entertainment, Sports, and Media)	527 / 178	3 : 1 	12 days
Sales Representatives	450 / 158	3 : 1 	26 days
Registered Nurses	596 / 157	4 : 1 	9 days
Event Sales Associates	1,218 / 154	8 : 1 	60 days

The following provides insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in today's workforce. Along with Emsi's job posting analytics, this comparison leverages Emsi's dataset of more than 100M online resumés and profiles. All resumés and profiles used in these comparisons have been updated within the last three years.

**The skills associated with workforce profiles represent workers of all education and experience levels.*

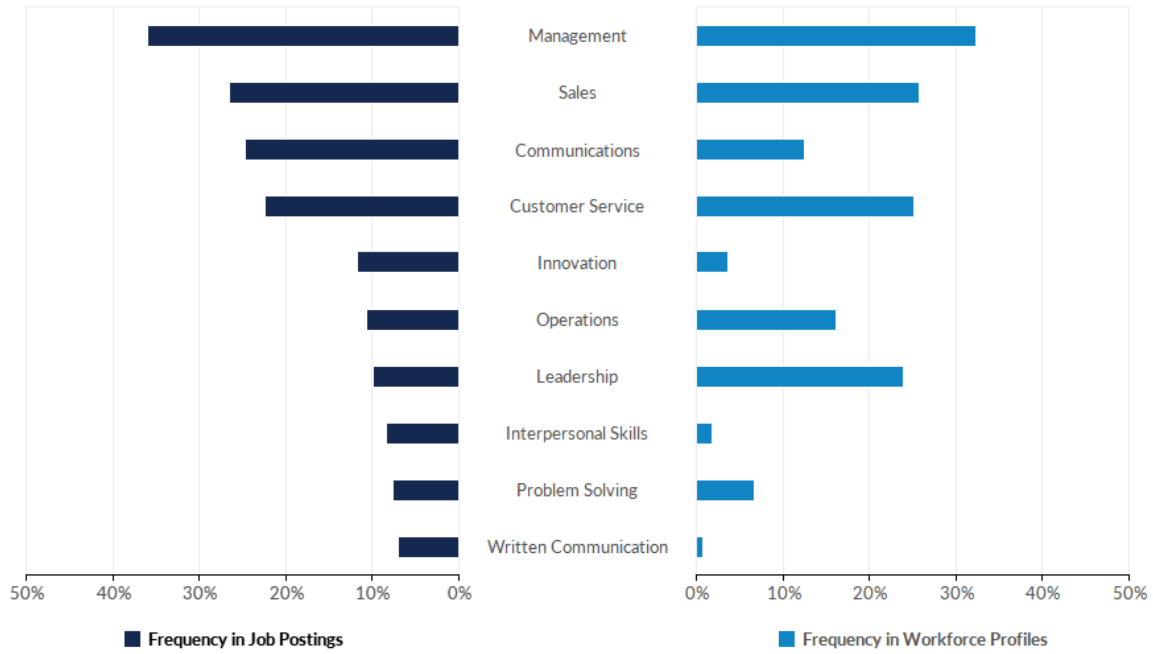
Top Hard Skills



Top Hard Skills

Skill	Frequency in Postings	Postings with Skill / Total Postings (Jan 2018 - Dec 2018)	Frequency in Profiles	Profiles with Skill / Total Profiles (2017 - 2019)
Merchandising	7%	977 / 14,272	3%	96 / 3,110
Selling Techniques	5%	749 / 14,272	5%	146 / 3,110
SQL (Programming Language)	5%	746 / 14,272	5%	166 / 3,110
Agile Software Development	5%	673 / 14,272	4%	111 / 3,110
Brand Awareness	4%	641 / 14,272	1%	31 / 3,110
Java (Programming Language)	4%	613 / 14,272	5%	154 / 3,110
Accounting	4%	612 / 14,272	9%	275 / 3,110
Demonstration Skills	4%	577 / 14,272	1%	20 / 3,110
Tax Return	3%	465 / 14,272	1%	36 / 3,110
Database Administration	3%	458 / 14,272	1%	20 / 3,110

Top Common Skills



Top Common Skills

Skill	Frequency in Postings	Postings with Skill / Total Postings (Jan 2018 - Dec 2018)	Frequency in Profiles	Profiles with Skill / Total Profiles (2017 - 2019)
Management	36%	5,141 / 14,272	32%	1,006 / 3,110
Sales	27%	3,786 / 14,272	26%	802 / 3,110
Communications	25%	3,524 / 14,272	13%	391 / 3,110
Customer Service	22%	3,204 / 14,272	25%	781 / 3,110
Innovation	12%	1,671 / 14,272	4%	113 / 3,110
Operations	11%	1,526 / 14,272	16%	504 / 3,110
Leadership	10%	1,406 / 14,272	24%	745 / 3,110
Interpersonal Skills	8%	1,189 / 14,272	2%	57 / 3,110
Problem Solving	8%	1,077 / 14,272	7%	210 / 3,110
Written Communication	7%	1,008 / 14,272	1%	23 / 3,110

Top Qualifications

Qualification	Postings with Qualification
Commercial Driver's License (CDL)	538
Master Of Business Administration (MBA)	68
Professional Engineer	66
Certified Public Accountant	63
Microsoft Certified Professional	50
Cisco Certified Network Associate	46
Certified Nursing Assistant	46
Nurse Practitioner	46
Licensed Practical Nurse	45
Certified Information Systems Security Professional	44

Top Posting Sources

Website	Postings on Website (Jan 2018 - Dec 2018)
Nexxt.com	2,744
Thejobnetwork.com	2,534
Monster.com	2,297
Jobs.net	1,224
Dice.com	1,146
Employmentcrossing.com	1,121
Careerbuilder.com	1,005
Bluecollarcrossing.com	854
Glassdoor.com	787
Careerboard.com	729



**SOUTH SHORE
WORKFORCE BOARD**

**Finding Talent.
Growing Business.**

Section V

Performance Measurements

Section VI

Local MOU Agreement