NORTH CENTRAL WORKFORCE DEVELOPMENT AREA CENTRAL MASS REGION WIOA LOCAL PLAN FISCAL YEAR 2018

North Central Workforce Investment Board

Tim Sappington, Executive Director

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The Massachusetts Local Plan represents the unified efforts of several state and local partners to administer an effective and efficient workforce system for the Commonwealth.

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WIOA LOCAL PLAN OVERVIEW

FISCAL YEARS 2018-2021

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

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

SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT

DATA PACKAGE

DEMOGRAPHIC CONTEXT

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

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

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

EMPLOYER DEMAND SUMMARY

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

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

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

CAREER PATHWAYS

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

INVESTIGATING THE EMPLOYMENT SUPPLY GAP

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

Labor supply/employer demand = supply gap ratio

ADULT BASIC EDUCATION SURVEY

SURVEY RESULTS ANALYSIS

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

Central Mass Data Package

Massachusetts Workforce Skills Cabinet 2017

Table of Contents

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

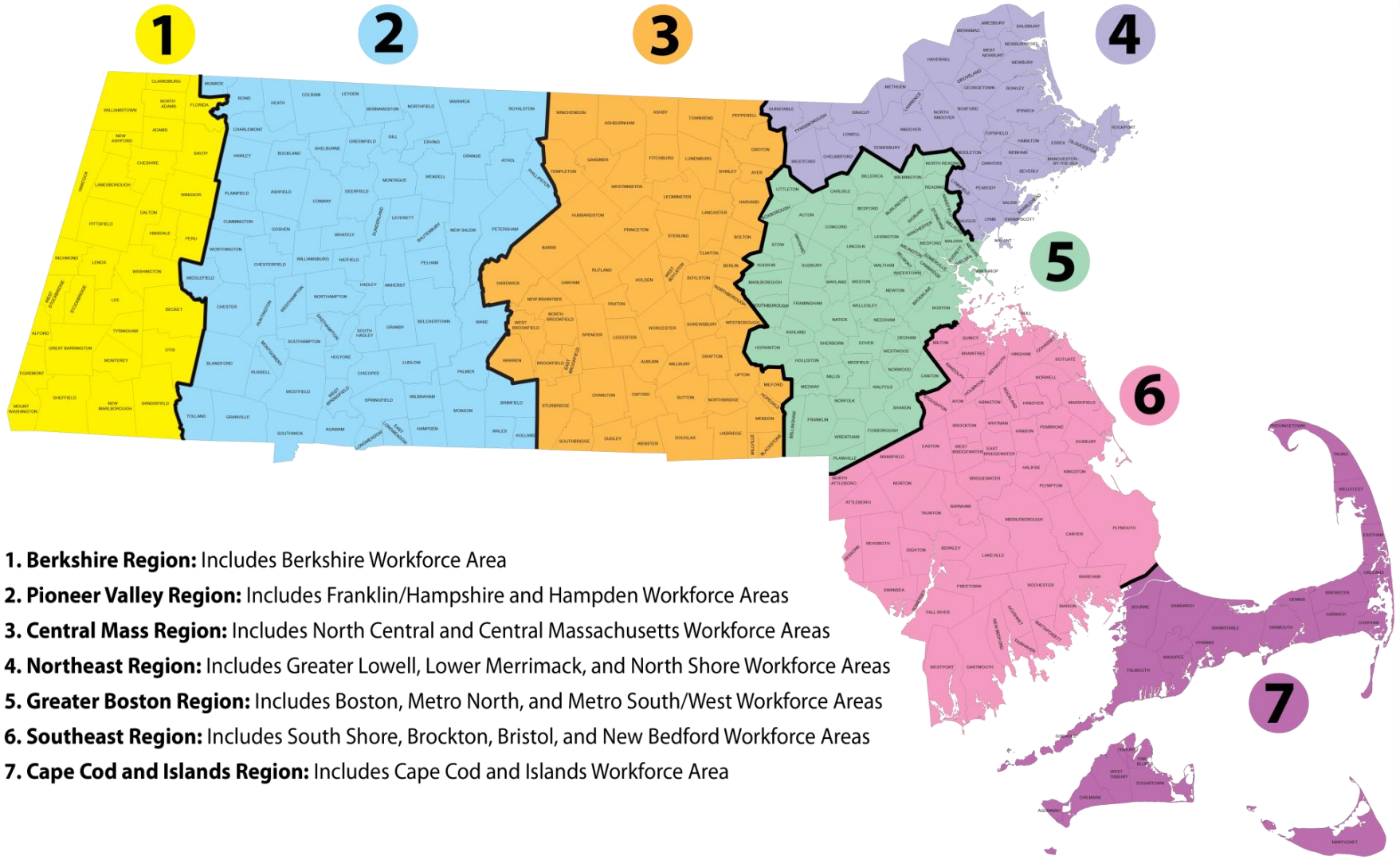
I. Regional Map

II. Demographic Context and Overview

III. Employer Demand Data

IV. Supply Gap Data

Regional Structure – Workforce Skills Cabinet Planning Regions



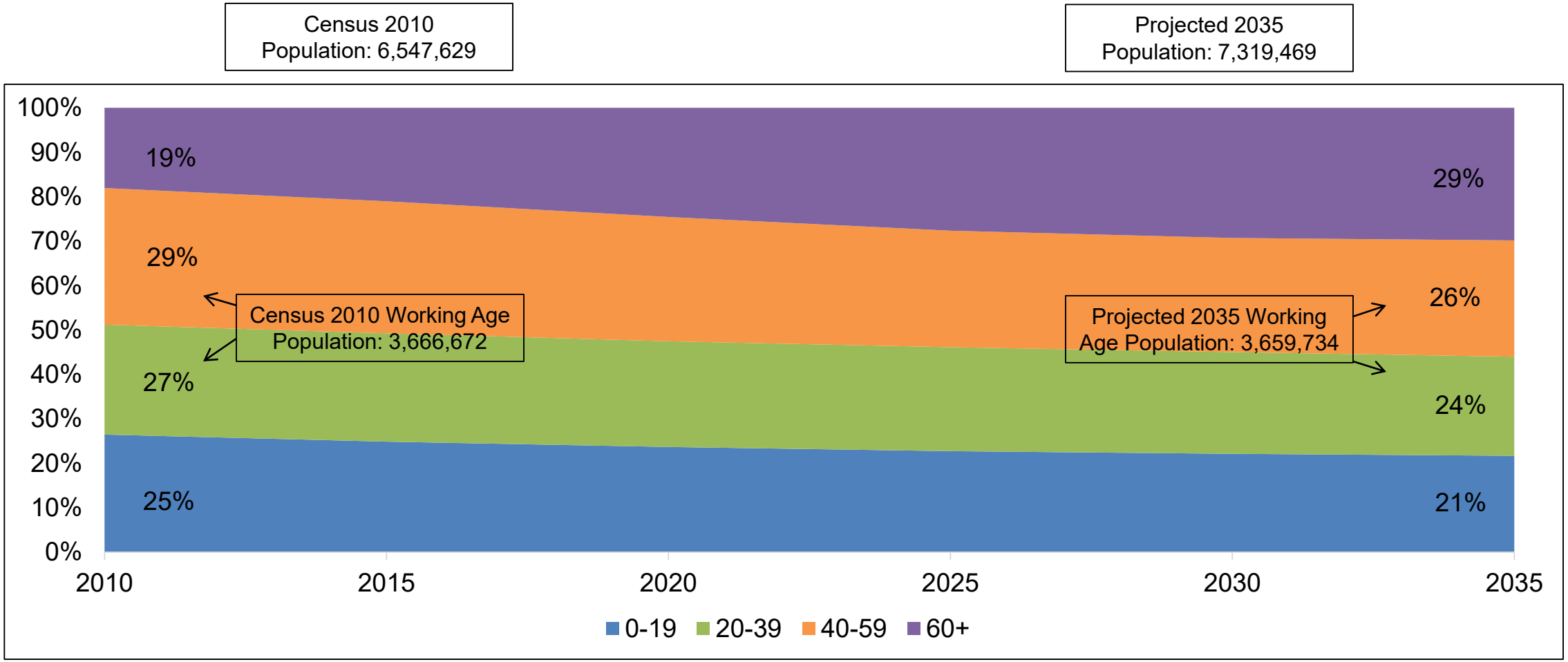
1. **Berkshire Region:** Includes Berkshire Workforce Area
2. **Pioneer Valley Region:** Includes Franklin/Hampshire and Hampden Workforce Areas
3. **Central Mass Region:** Includes North Central and Central Massachusetts Workforce Areas
4. **Northeast Region:** Includes Greater Lowell, Lower Merrimack,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

II. Demographic Context and Overview

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

Projected State Population Growth by Age, 2010-2035

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



State Trends, Race/Ethnicity and Place of Origin

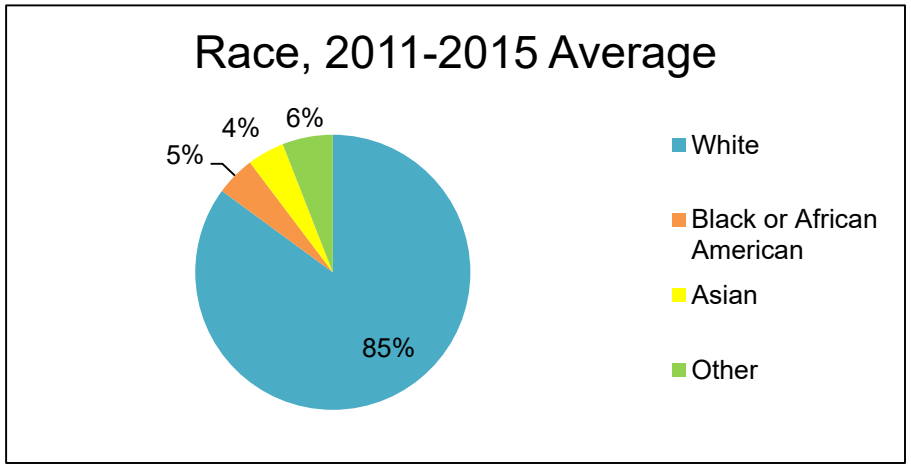
Massachusetts population growth is driven by immigration, and by growth in diverse populations.

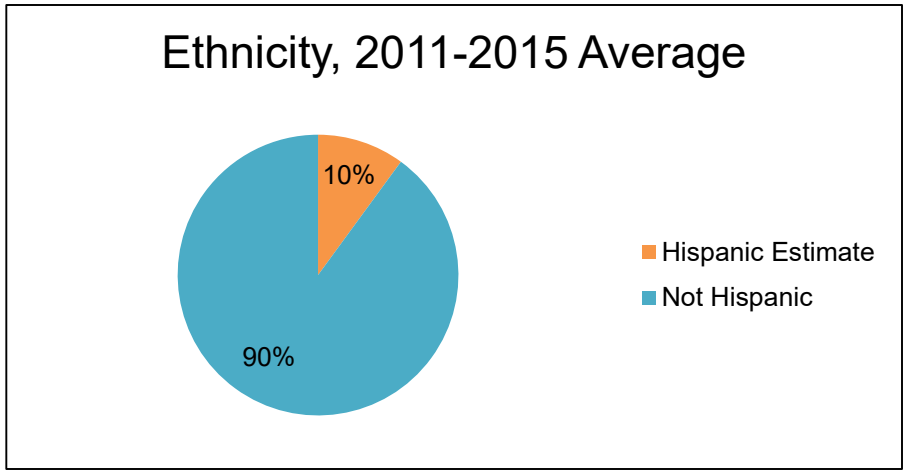
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	***Absolute Change***	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	***315,543***	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	***46,353***	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	***269,190***	31.6%	2.1%
Race/Ethnicity						
White, non-Hispanic	5,026,398	4,817,401	75%	***-208,997***	-4.2%	-0.3%
Black, non-Hispanic	300,758	407,723	6%	***106,965***	35.6%	2.4%
Asian, non-Hispanic	224,242	375,130	6%	***150,888***	67.3%	4.0%
Hispanic	412,496	678,193	11%	***265,697***	64.4%	3.9%
Other race, non-Hispanic	167,858	168,848	3%	***990***	0.6%	0.0%
*Civilian non-institutional population						
**Foreign born is defined here as those born outside of the 50 states and the District of Columbia, who was not born to American parents abroad, and people born in Puerto Rico and other U.S. territories.						

Source: Commonwealth Corporation via 2000 Census, 2012-2014 American Community Survey, PUMS.

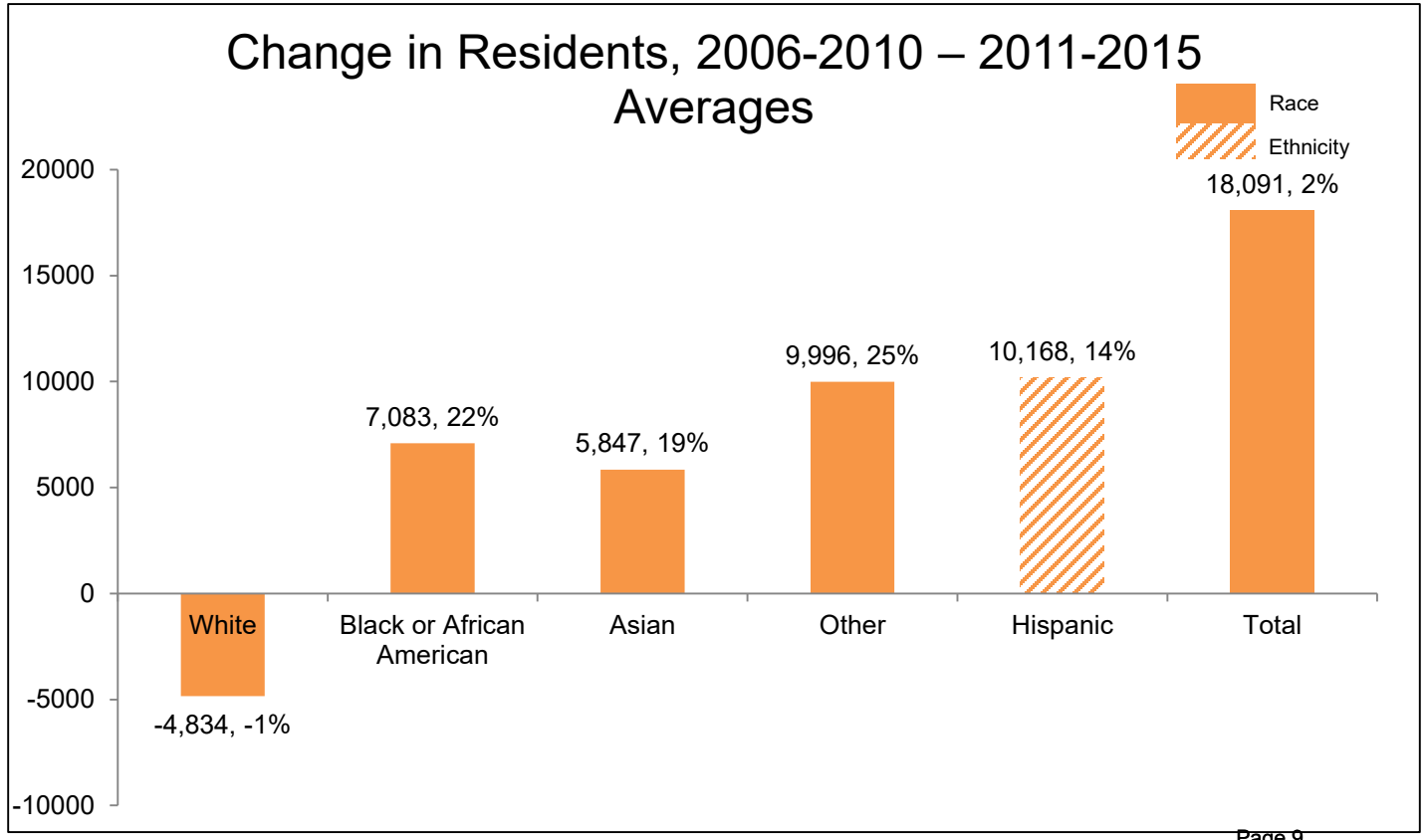
Regional Trends, Race/Ethnicity

The total population in Central Mass has increased slightly over the past ten years, driven by growth in minority populations that counteracts a decline in the white population.





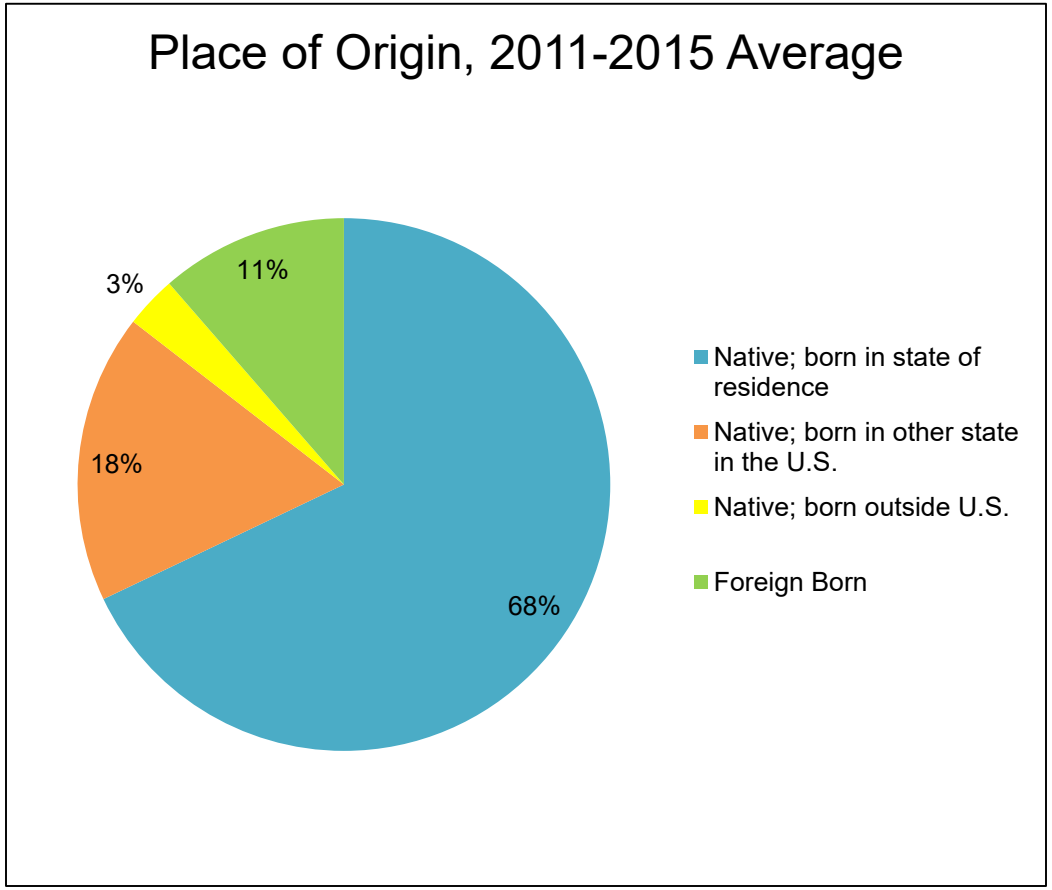
Total Population Estimate: 835,299
2011-2015 Average

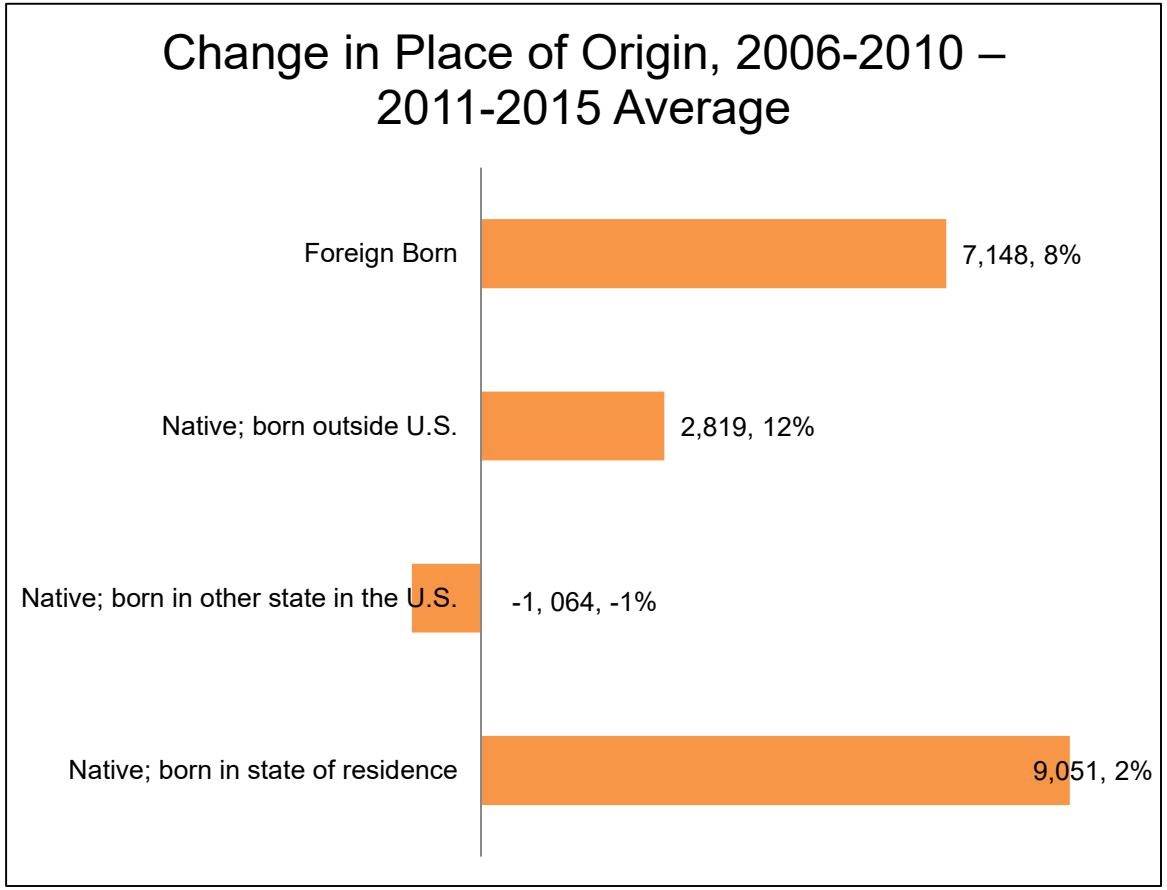


Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015

Regional Trends, Place of Origin

Just over 2/3 of Central Mass's population was born locally. The share of foreign-born residents has increased by 8%, while the number of out of state migrants has decreased slightly.

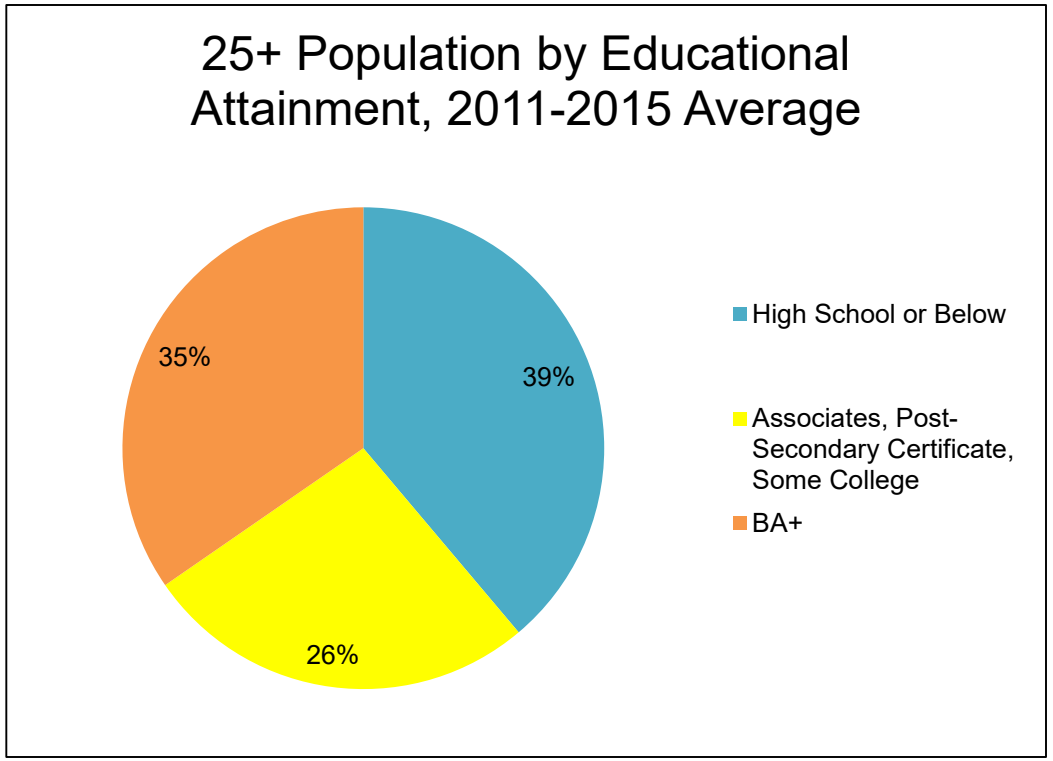


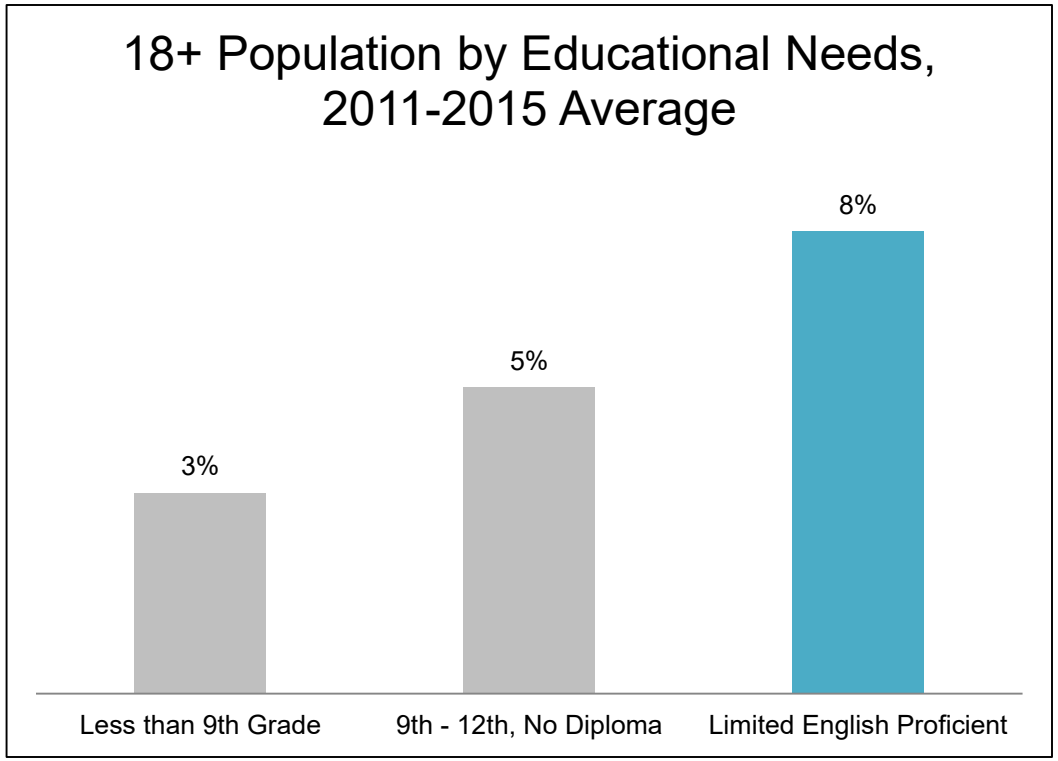


Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015

Regional Trends, Education

Although much of Central Mass's is highly educated, a significant portion of residents require language or basic skill remediation.





Total Population Estimate, 25+: 566,676

Total Population Estimate, 18+: 649,061

Source: American Community Survey 5 Year Averages 2011-2015

Regional Commuter Patterns

Central Mass employers face a net loss of approximately 70,000 employees who leave the region for work.

102,875
Employed in Region but Living Outside

201,039
Living and Employed in Central Mass

170,854
Living in Region but Employed Outside

U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2014).

Summary of Demographic Trends

- As our State's population ages, the share of working age and young people is declining.
- The total population in Central Mass has decreased slightly over the past ten years, but decline in the white population has been accompanied by growth in minority and foreign-born populations.
- The Central Mass region loses more workers to outside of the region than the amount of employees that it gains.

III. Employer Demand Data

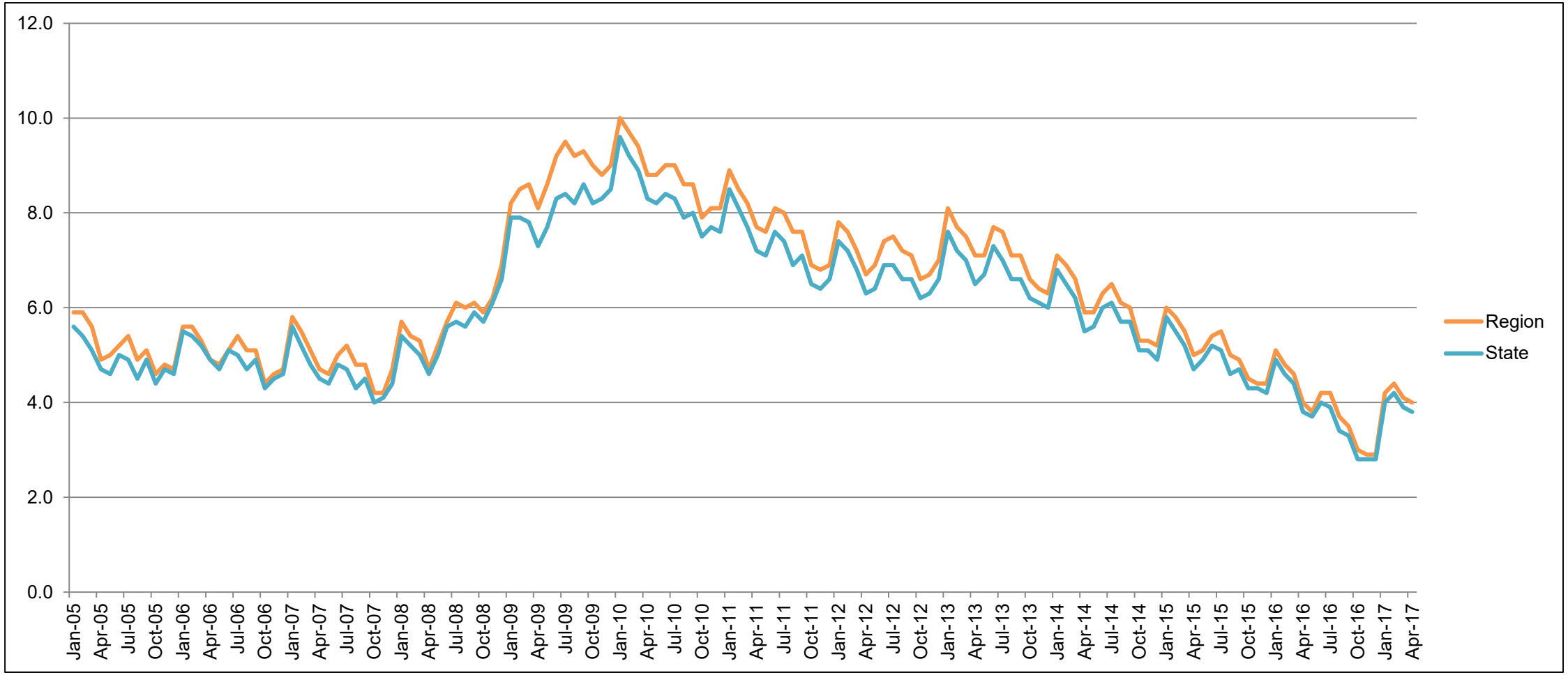
A. Context
B. Industry Overview
C. Occupation Overview
D. Career Pathways

Employer Demand Data

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

State and Regional Unemployment Rate

Central Mass unemployment rates tend to exceed those of the Commonwealth by .1 - .4%.

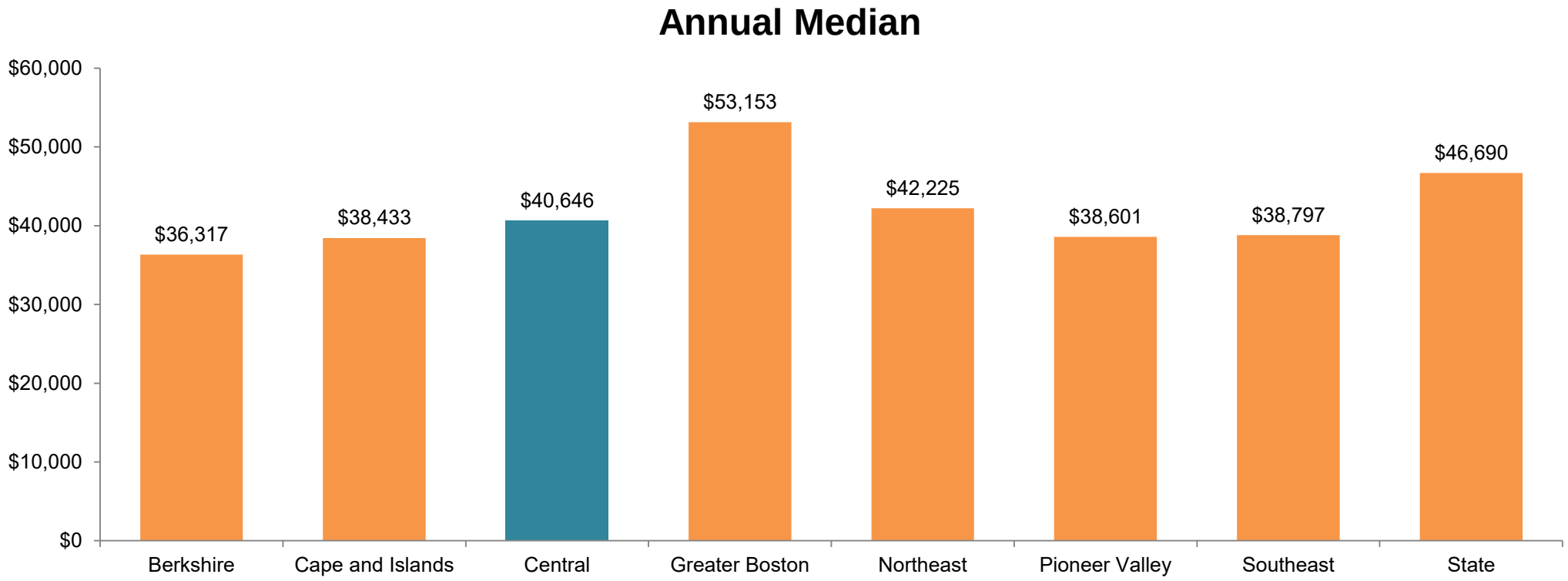


Source: Bureau of Labor Statistics, 2005-2017 Seasonally Unadjusted Data

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

Median Wage

Central Mass median wages are third to the Northeast and Greater Boston, and higher than its neighbor to the west (Pioneer Valley).



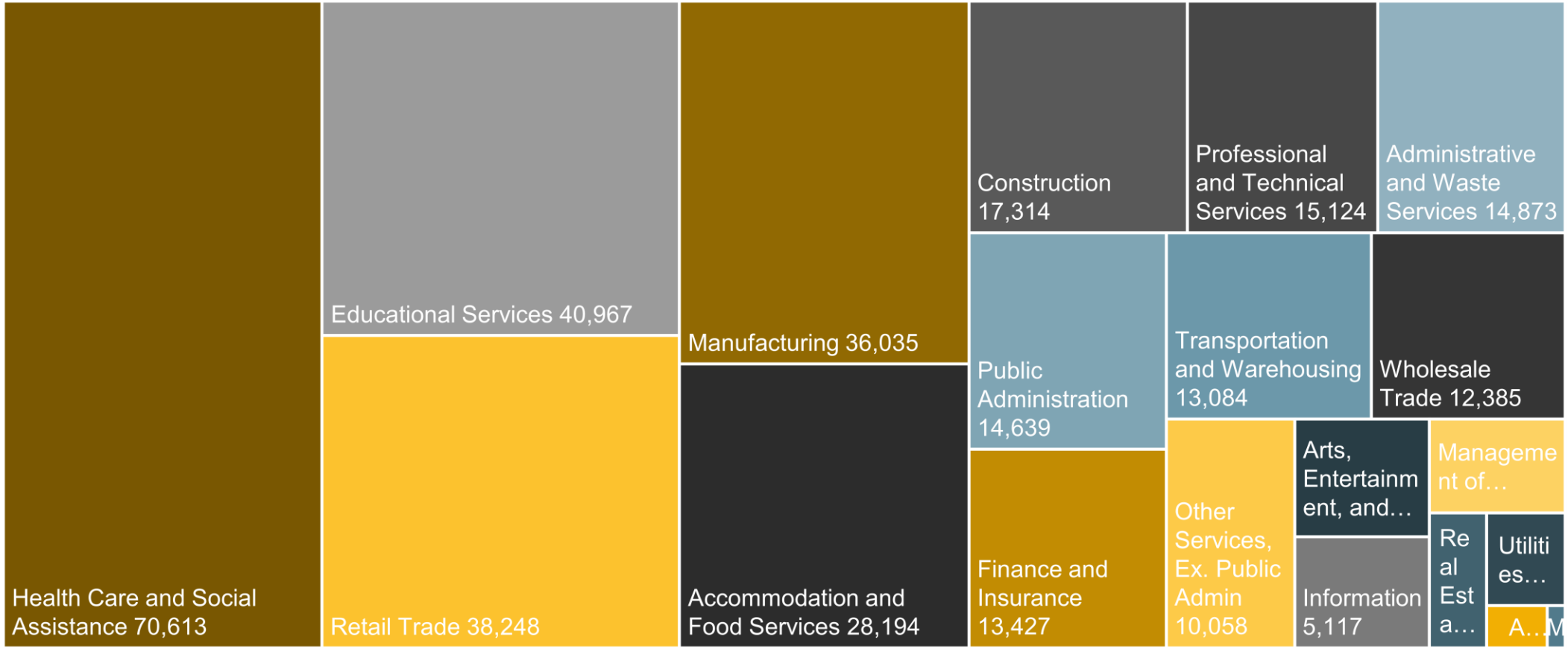
Occupational Employment Statistics Wages, 2015

Industry Terminology

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

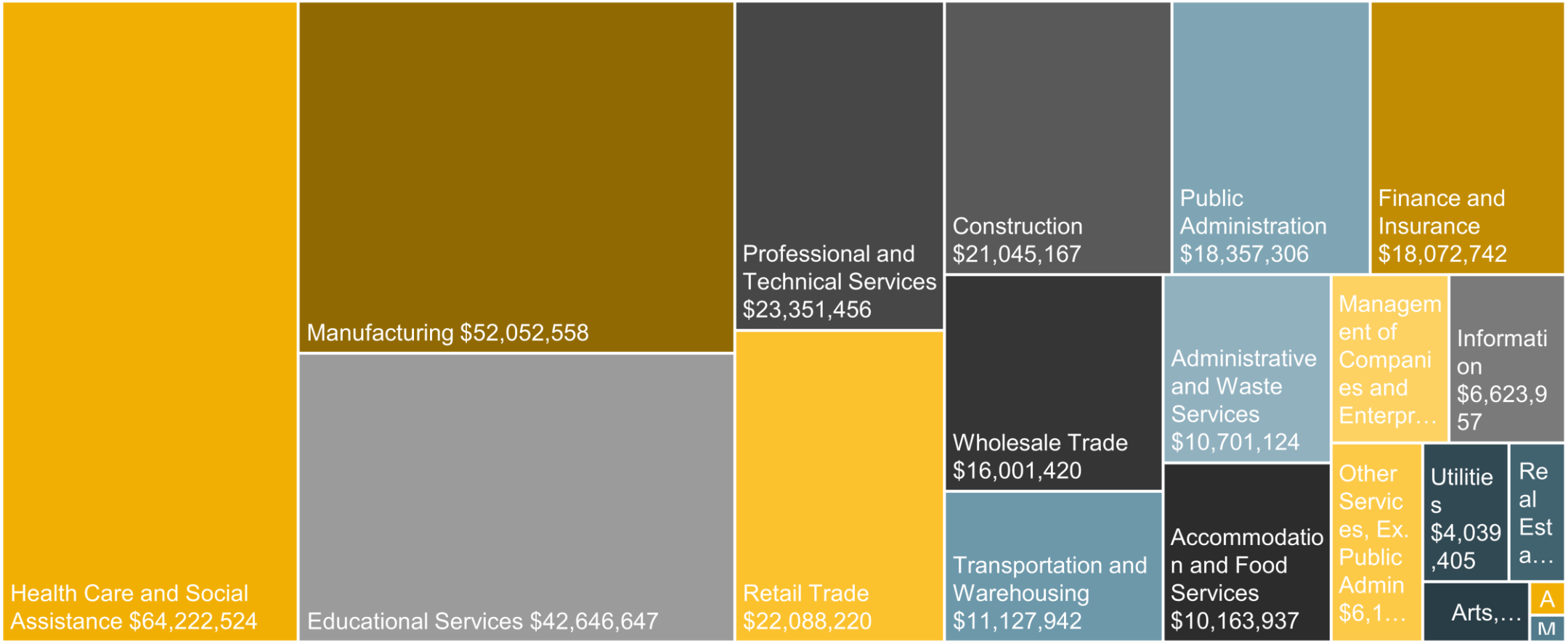
Central Region Sector Makeup

by total employment

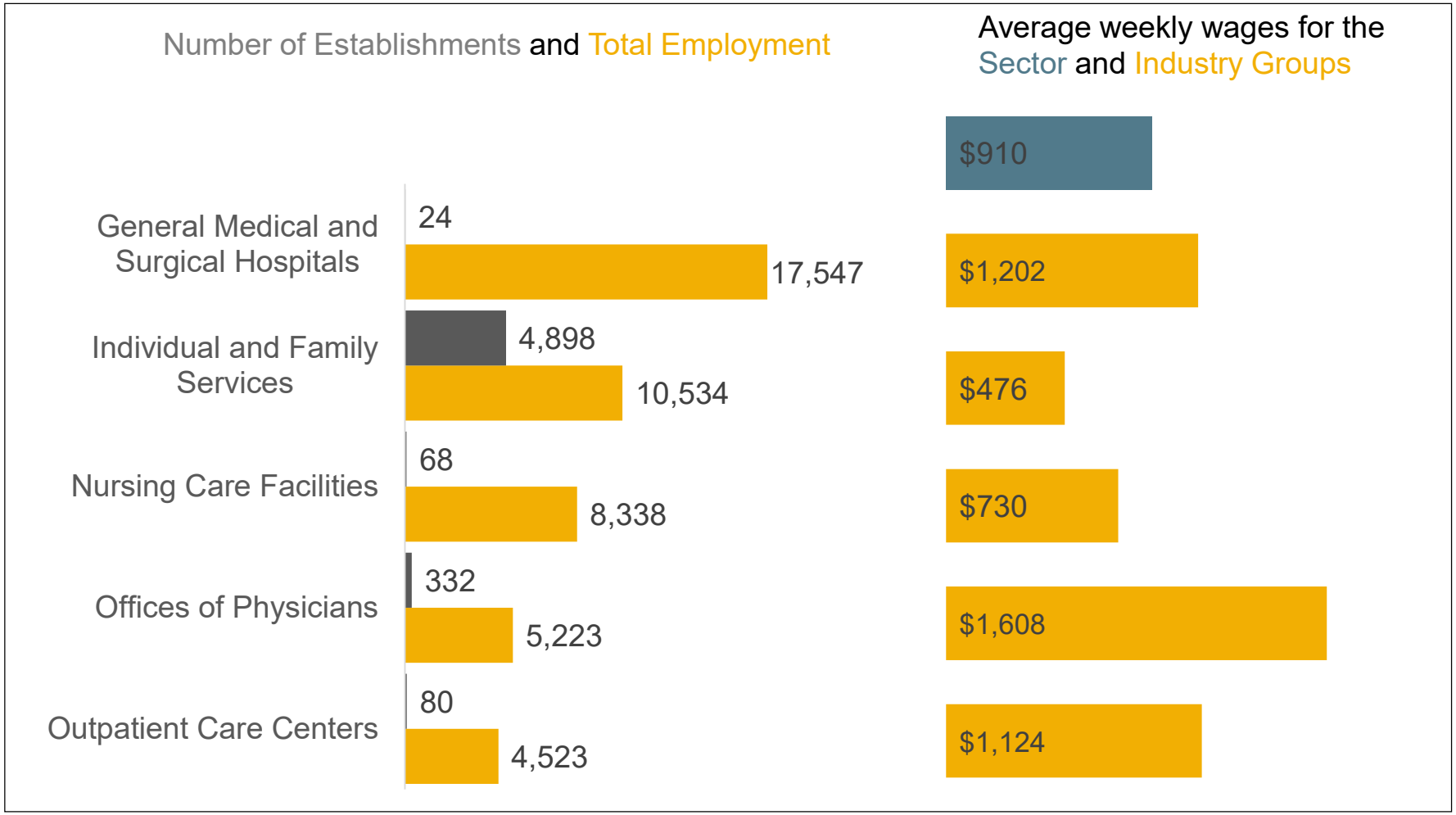


Central Region Sector Makeup

by total wages



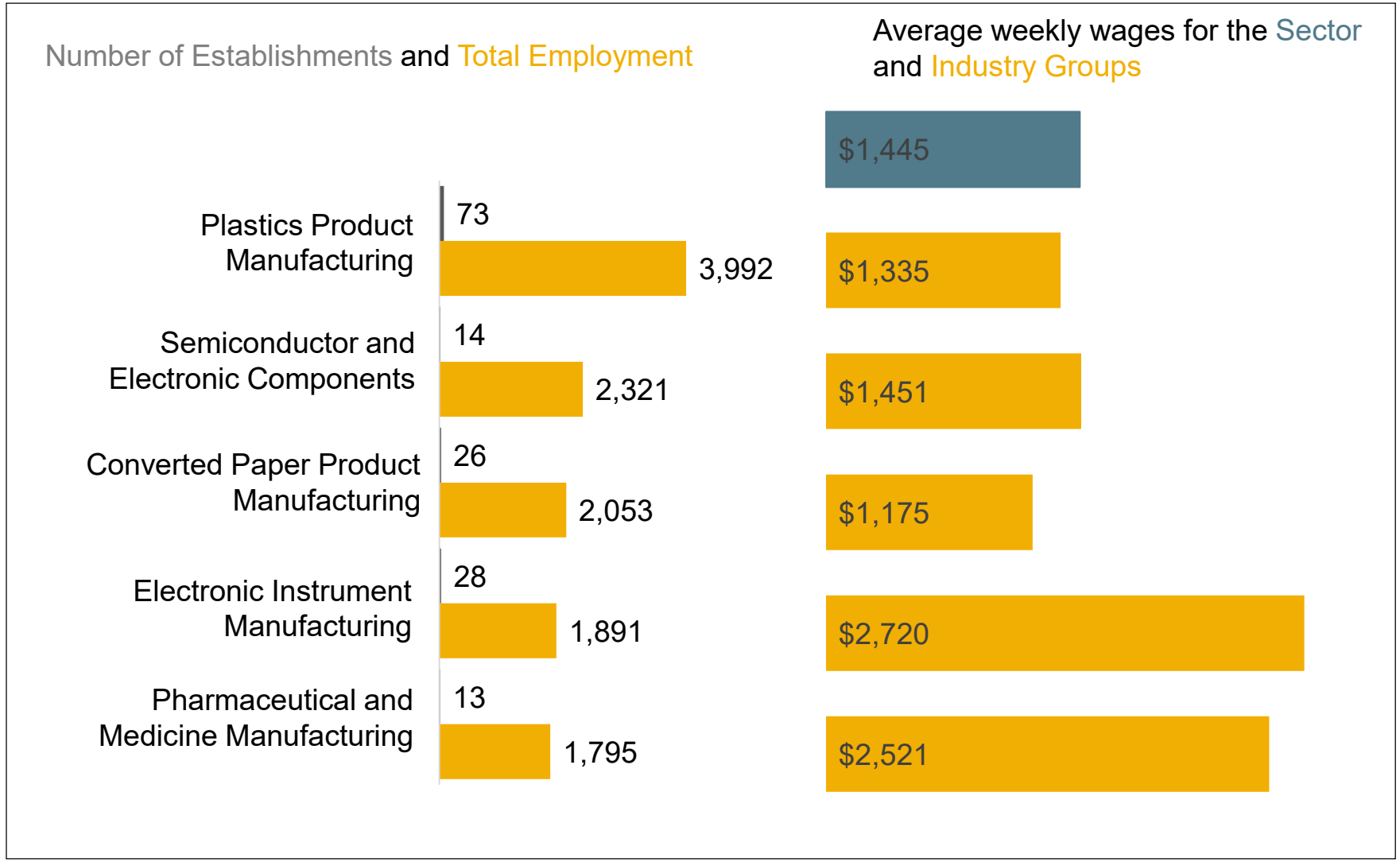
Healthcare Industry Groups



Largest Employers by 12-month Job Postings

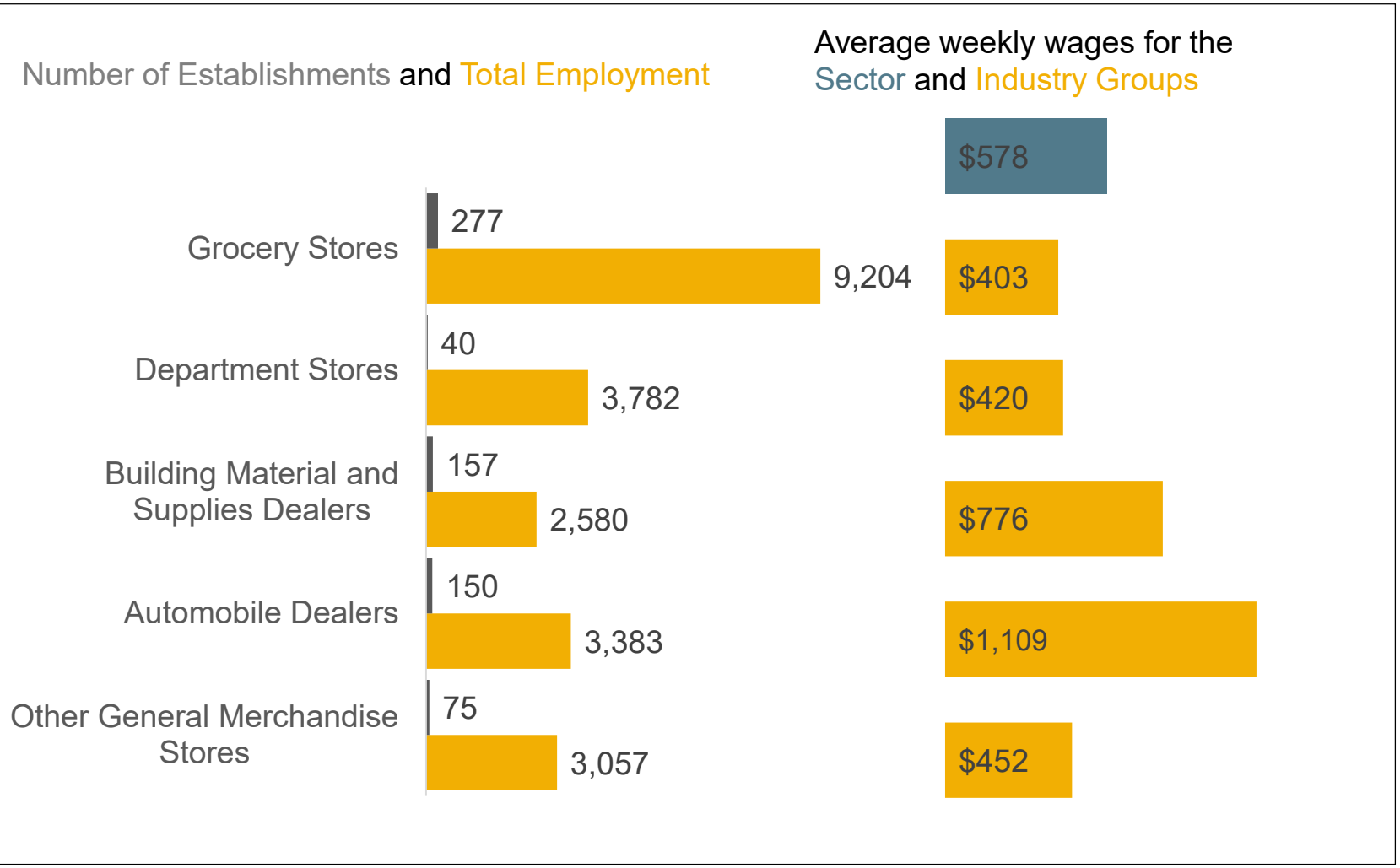
Employer	Postings
University of Massachusetts	798
University of Massachusetts Boston	540
Milford Regional Medical Center	500
UMass Memorial Medical Center	349
Burncoat Family Center	231

Manufacturing Industry Groups



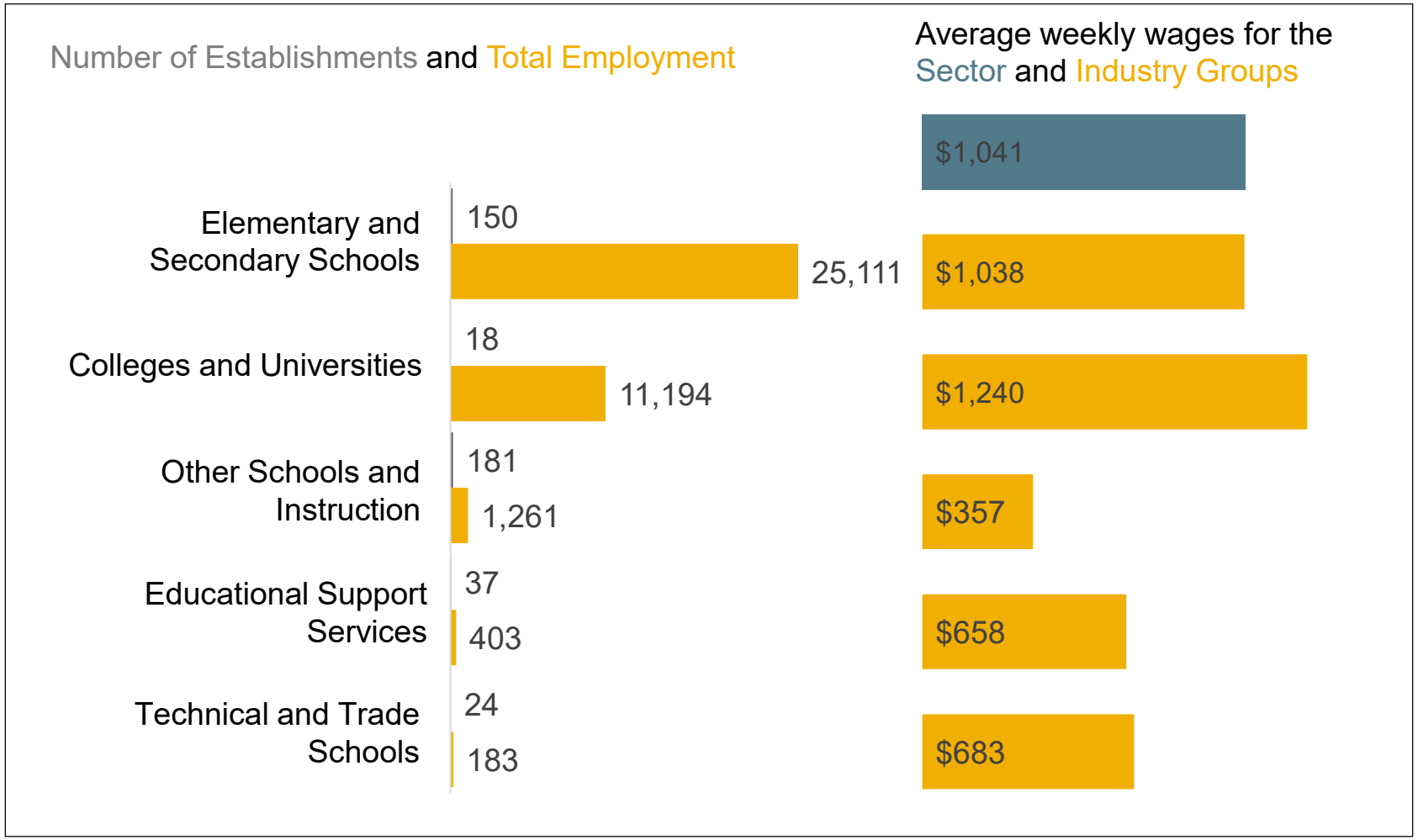
Largest Employers by 12-month Job Postings	
Employer	Postings
AbbVie	203
KARL STORZ	141
Olympus Corporation	62
Avecia Biologics Limited	55
Deluxe Corporation	48

Retail Trade Industry Groups



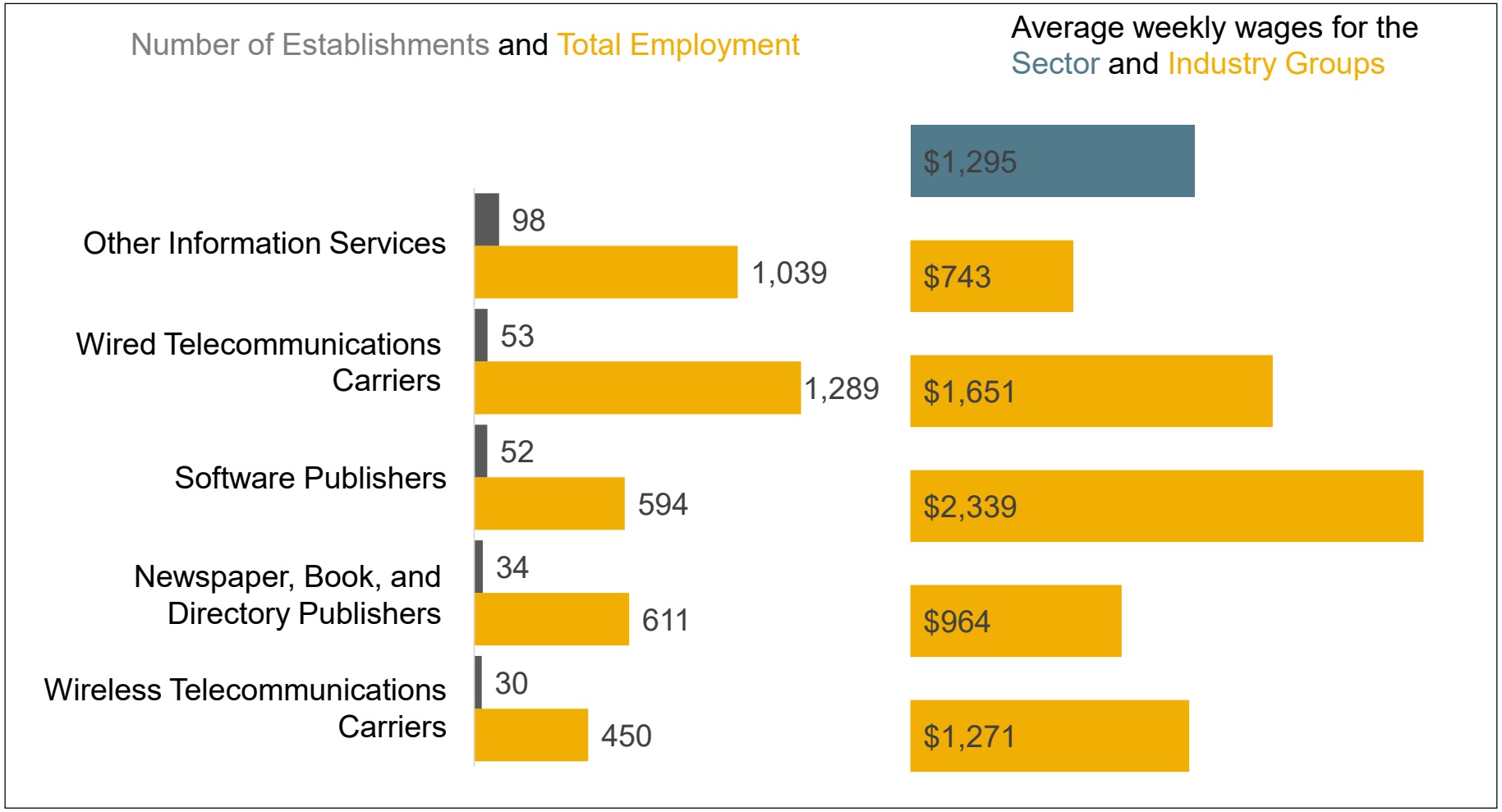
Largest Employers by 12-month Job Postings	
Employer	Postings
Lowe's	512
Target Corporation	406
BJ's Wholesale Club, Inc	284
Hannaford Brothers	189
Kohl's Corporation	123

Education Services Industry Groups



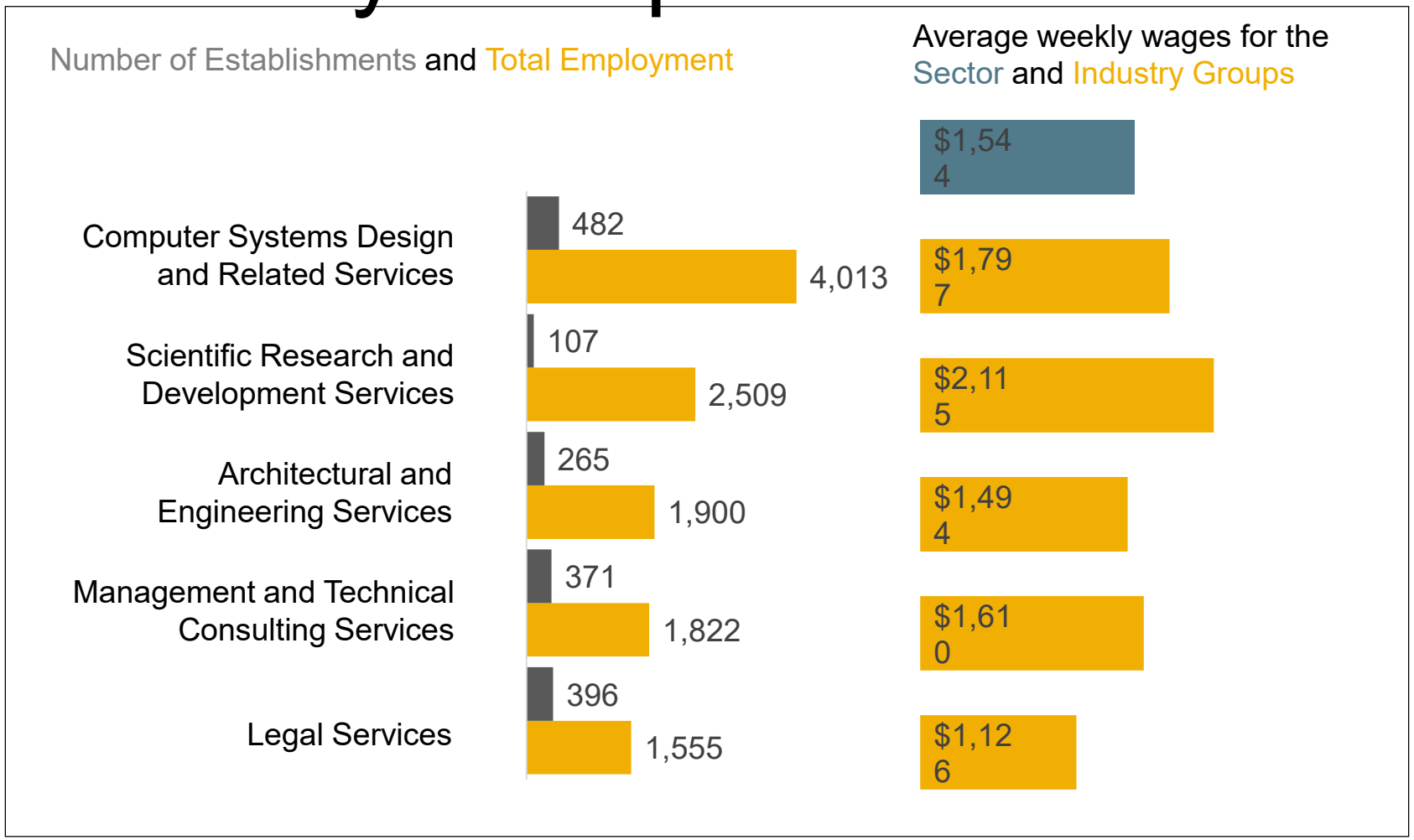
Largest Employers by 12-month Job Postings	
Employer	Postings
Seven Hills Foundation	171
Clarke University	167
EduCare	94
Quinsagamond Community College	82
Devereux	60

Information Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Verizon	43
Charter Communications	36
Telegram & Gazette	14
Sprint Communications	14
Gale Free Library	12

Professional and Technical Services Industry Groups



Largest Employers by 12-month Job Postings	
Employer	Postings
Charles River Laboratories	193
Adcare	182
The Bank of New York Mellon Corporation	173
Carroll Enterprises, Inc.	91
Liberty Tax Service	71

C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

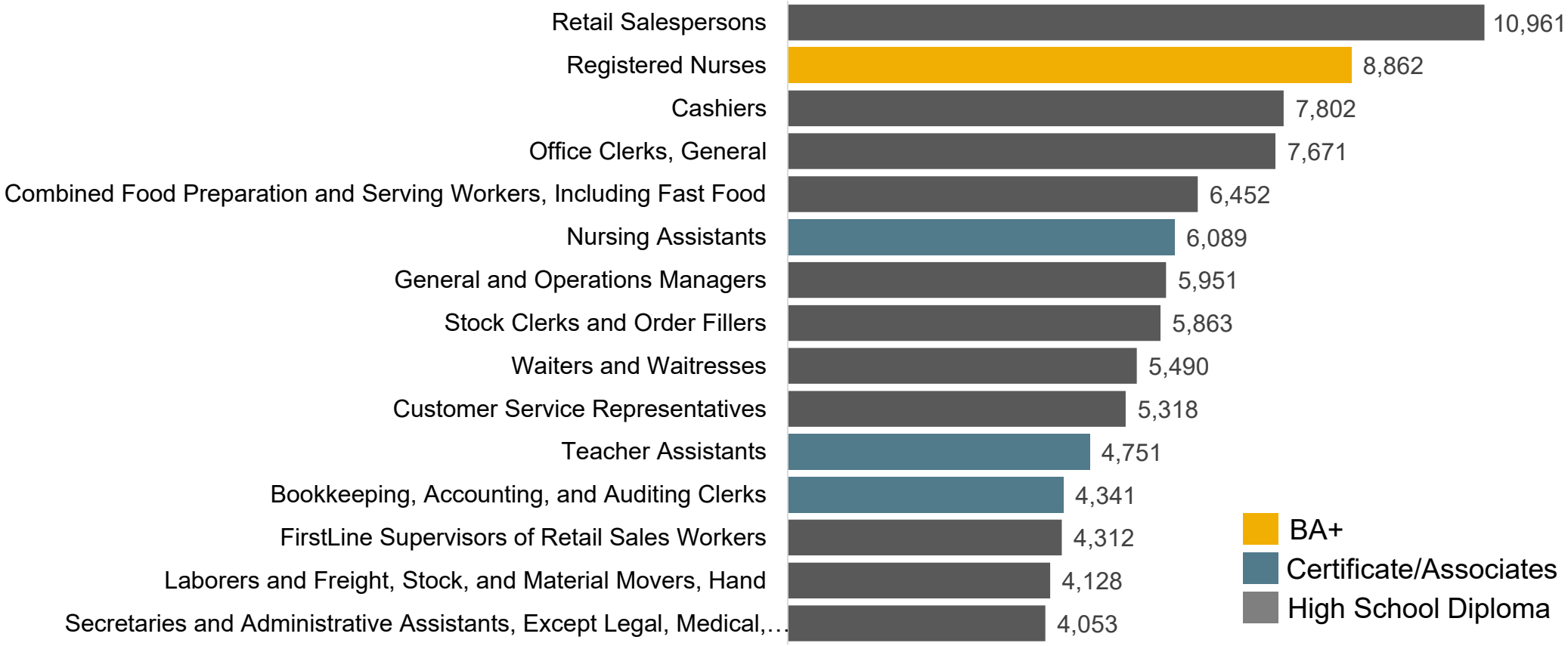
C3. Occupations Indexed by Demand Star Ranking

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

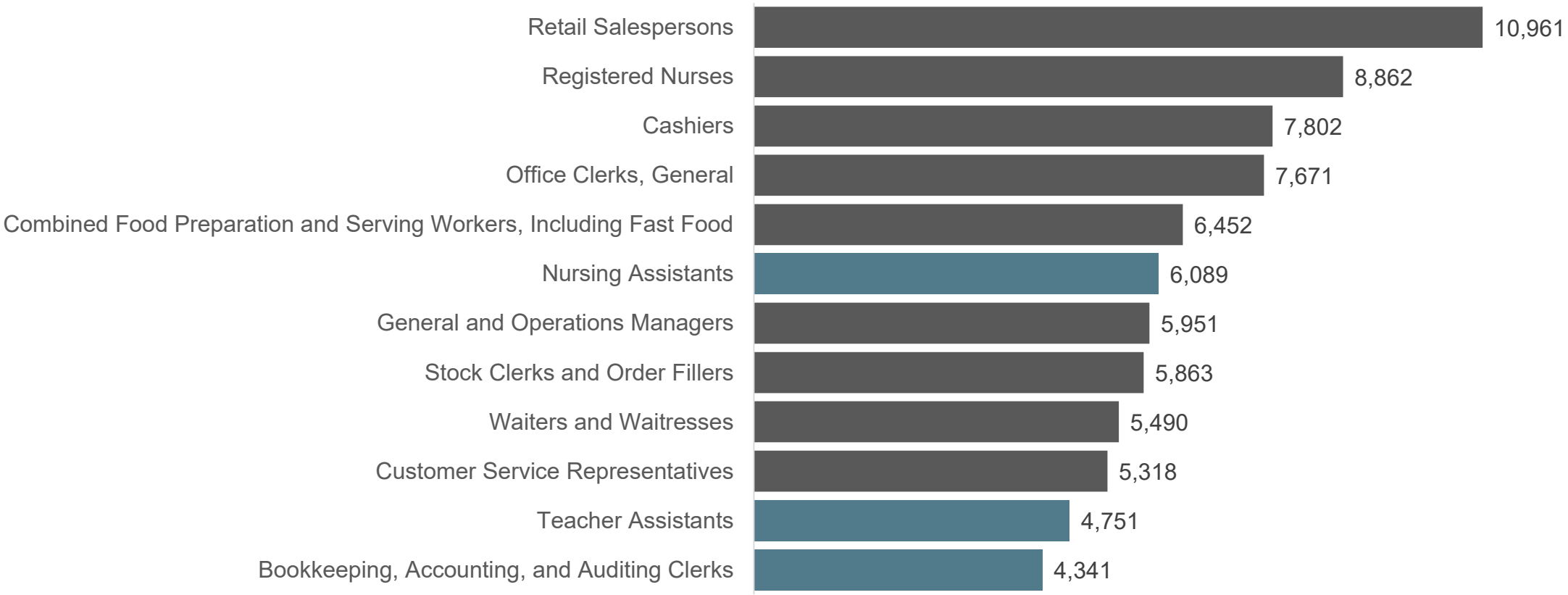
Occupation Terminology

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

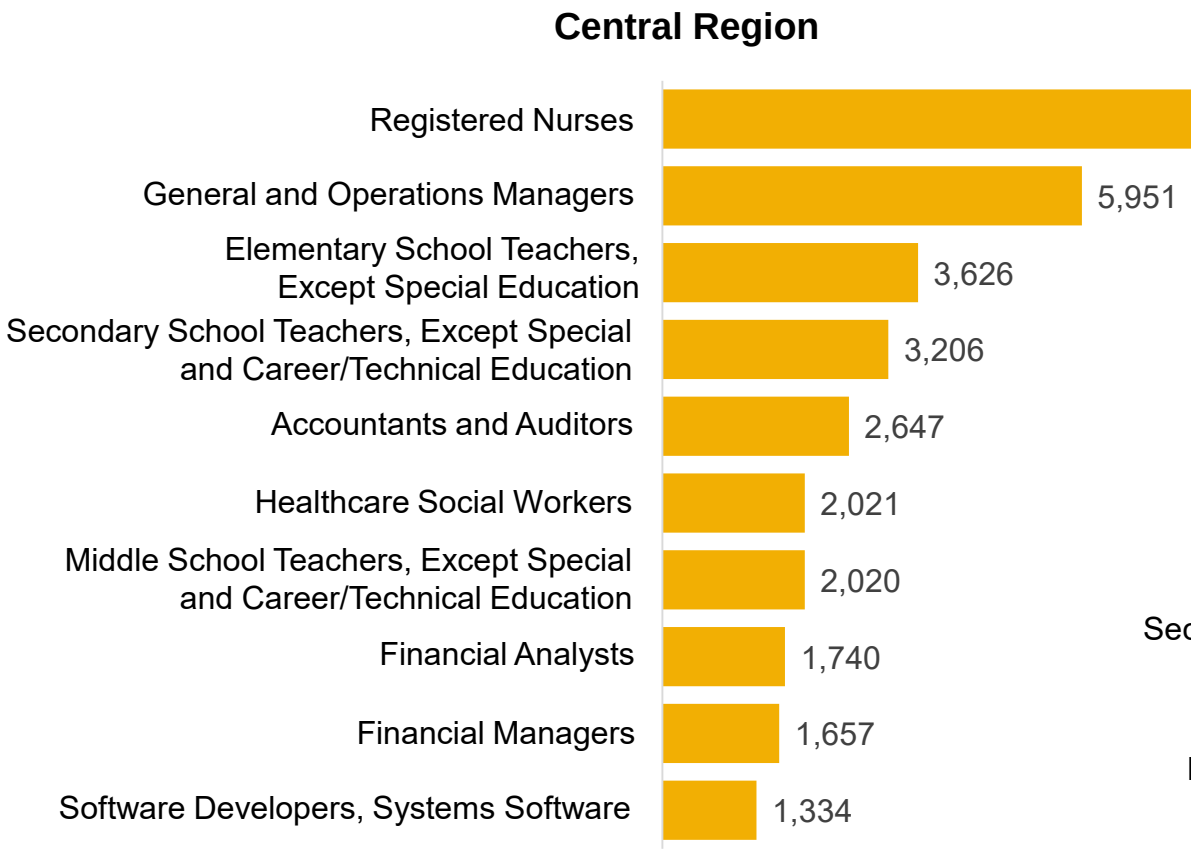
Top 15 Occupations by Share of Employment, 2015

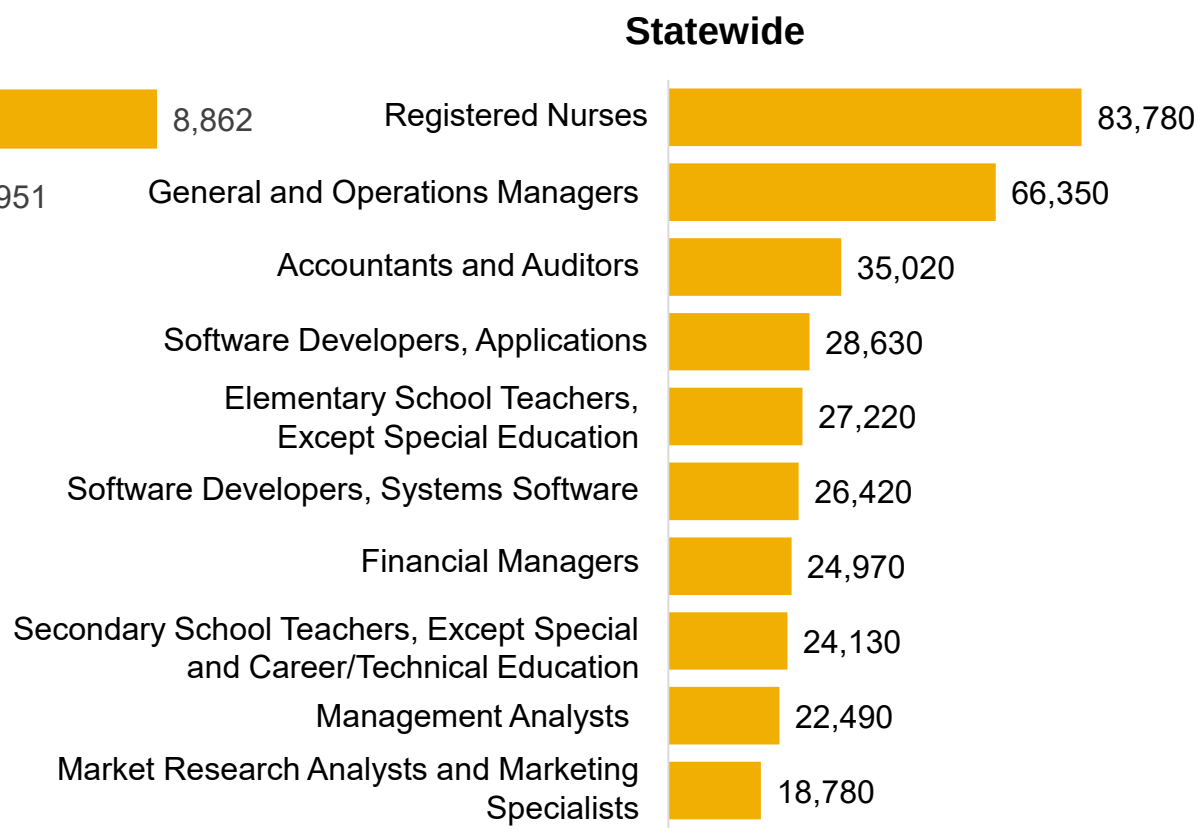


Top 10 Occupations by Employment Share, 2015 Sub-BA



Top 10 Occupation by Employment Share, 2015, BA+

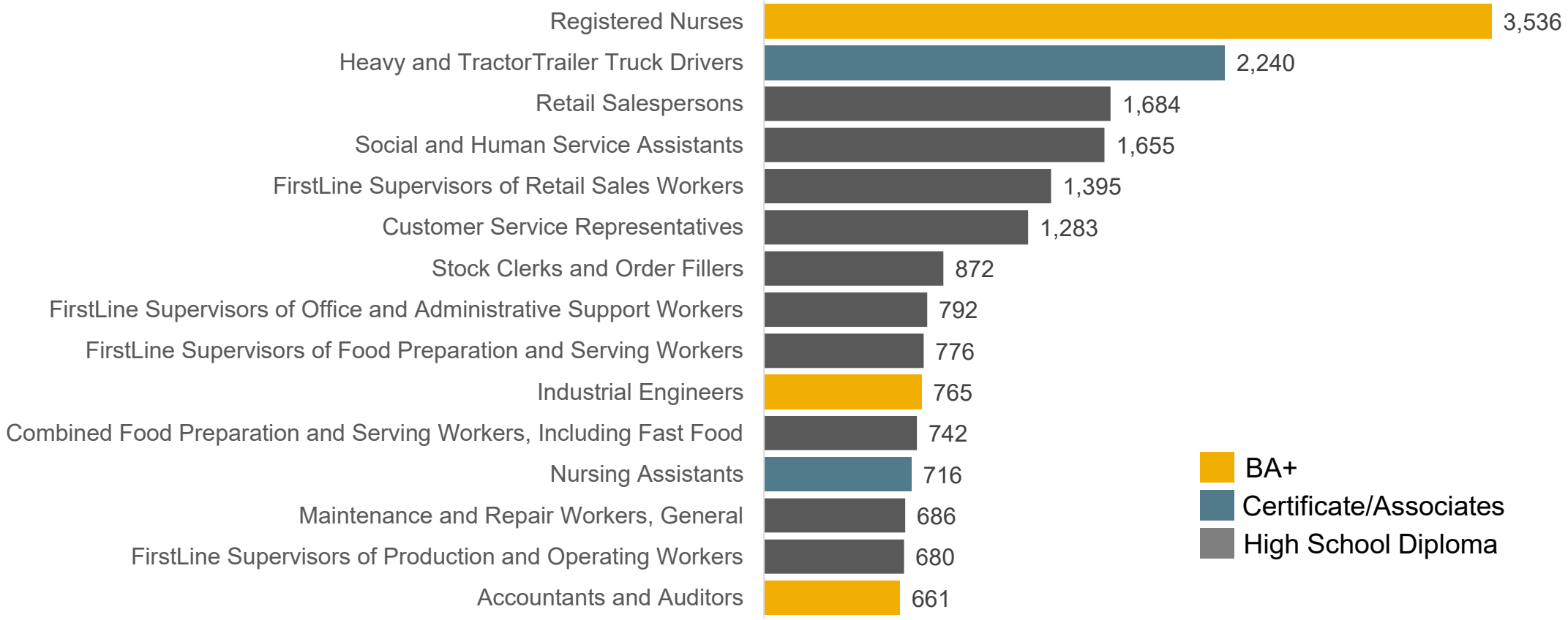




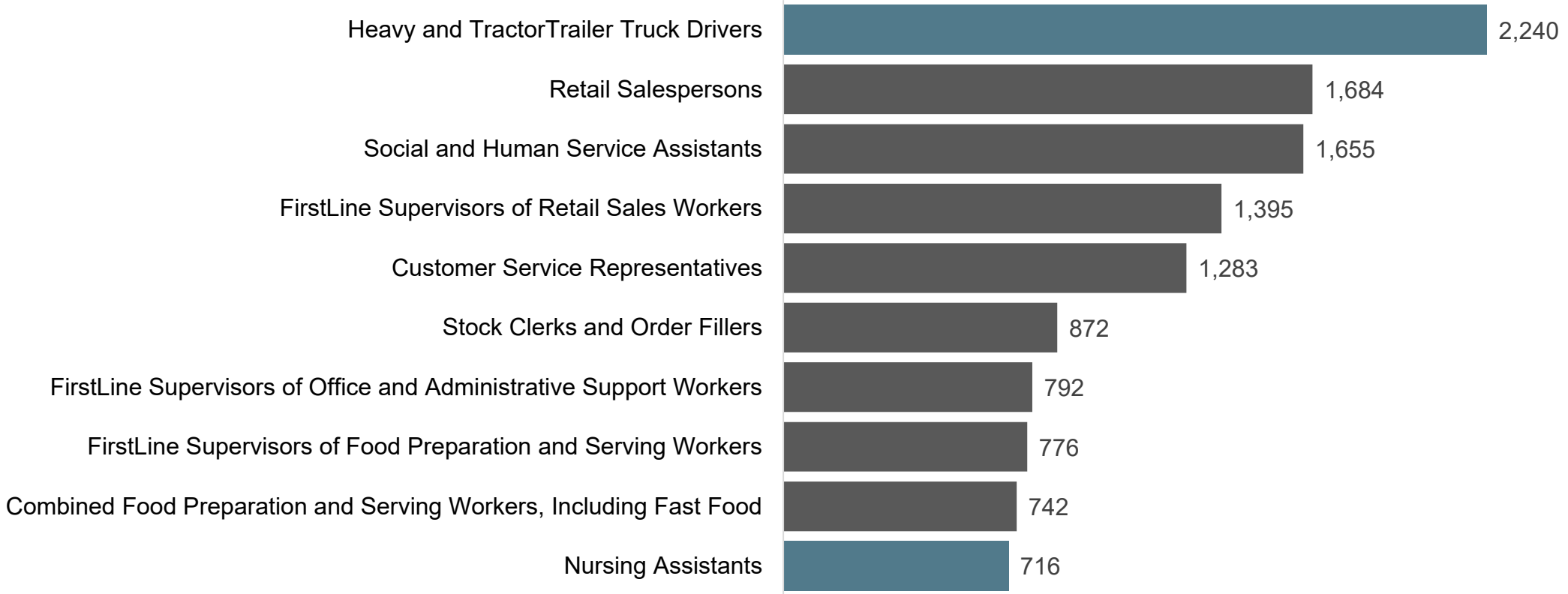
Employer Demand Terminology

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

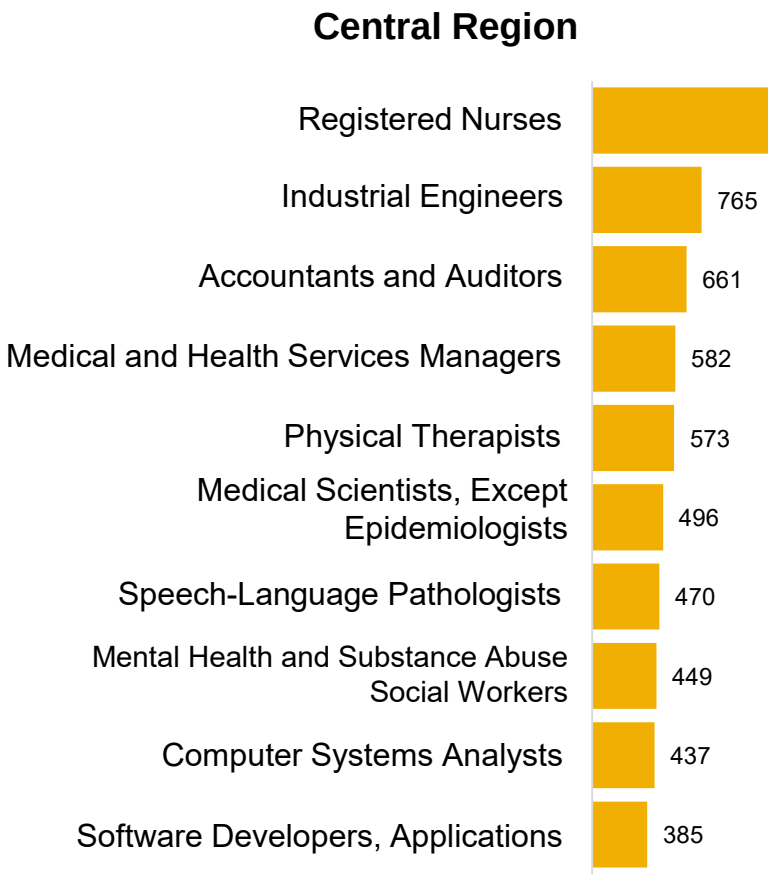
Top 15 Occupations by Indexed Employer Demand, All Education Levels

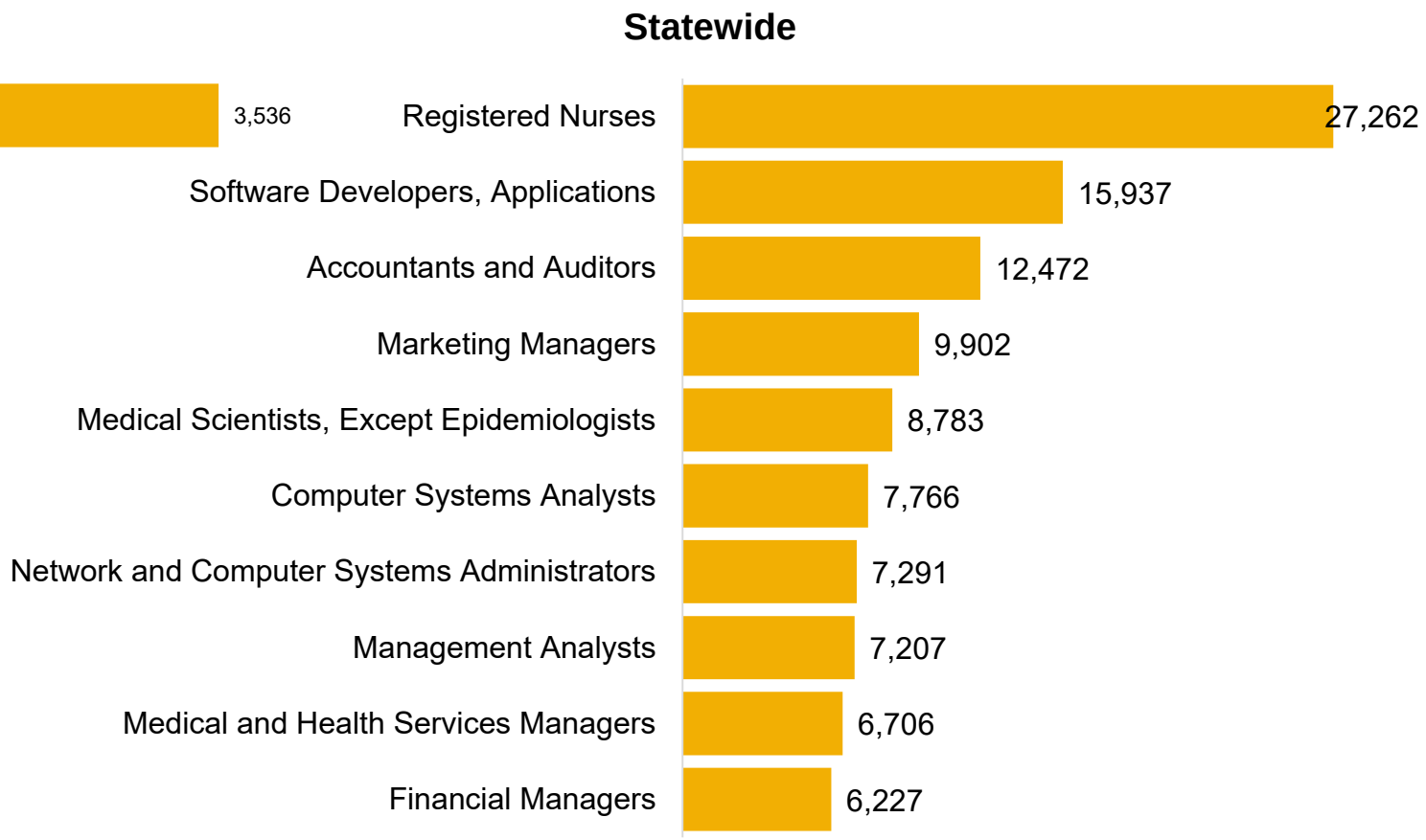


Top 15 Occupations by Indexed Employer Demand, Sub-BA



Top 15 Occupations Requiring a BA by Indexed Employer Demand





Terminology

Demand Star Ranking	Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage. *Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.*

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

Occupation	Associated Industry	Demand STARS	Median Wages
FirstLine Supervisors of Construction Trades and Extraction Workers	Construction	5	$67,108
Brickmasons and Blockmasons	Construction	4	$72,870
Carpenters	Construction	4	$45,727
Construction Laborers	Construction	4	$39,592
Operating Engineers and Other Construction Equipment Operators	Construction	4	$55,347
Electricians	Construction	5	$69,738
Plumbers, Pipefitters, and Steamfitters	Construction	4	$52,372
FirstLine Supervisors of Mechanics, Installers, and Repairers	Administrative and Waste Services	5	$69,814
Bus and Truck Mechanics and Diesel Engine Specialists	Transportation and Warehousing	4	$53,205
Mobile Heavy Equipment Mechanics, Except Engines	Construction	4	$57,063
Industrial Machinery Mechanics	Manufacturing	4	$50,511
Maintenance and Repair Workers, General	Real Estate and Rental and Leasing	4	$41,845

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

Occupation Title	Professional and Technical Services	Demand STAR	Wages Annual Median
Web Developers	Professional and Technical Services	4	$59,990
Computer User Support Specialists	Professional and Technical Services	4	$52,456
Paralegals and Legal Assistants	Professional and Technical Services	4	$55,859
Respiratory Therapists	Health Care and Social Assistance	4	$71,356
Dental Hygienists	Health Care and Social Assistance	4	$84,545
Radiologic Technologists	Health Care and Social Assistance	4	$77,109
Emergency Medical Technicians and Paramedics	Health Care and Social Assistance	4	$37,690
Surgical Technologists	Health Care and Social Assistance	4	$50,850
Licensed Practical and Licensed Vocational Nurses	Health Care and Social Assistance	4	$53,899
Physical Therapist Assistants	Health Care and Social Assistance	4	$54,270
Medical Assistants	Health Care and Social Assistance	4	$35,952
Firefighters	Public Administration	4	$51,477
Automotive Service Technicians and Mechanics	Construction	4	$40,880
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Construction	4	$55,557
Heavy and TractorTrailer Truck Drivers	Professional and Technical Services	4	$46,015

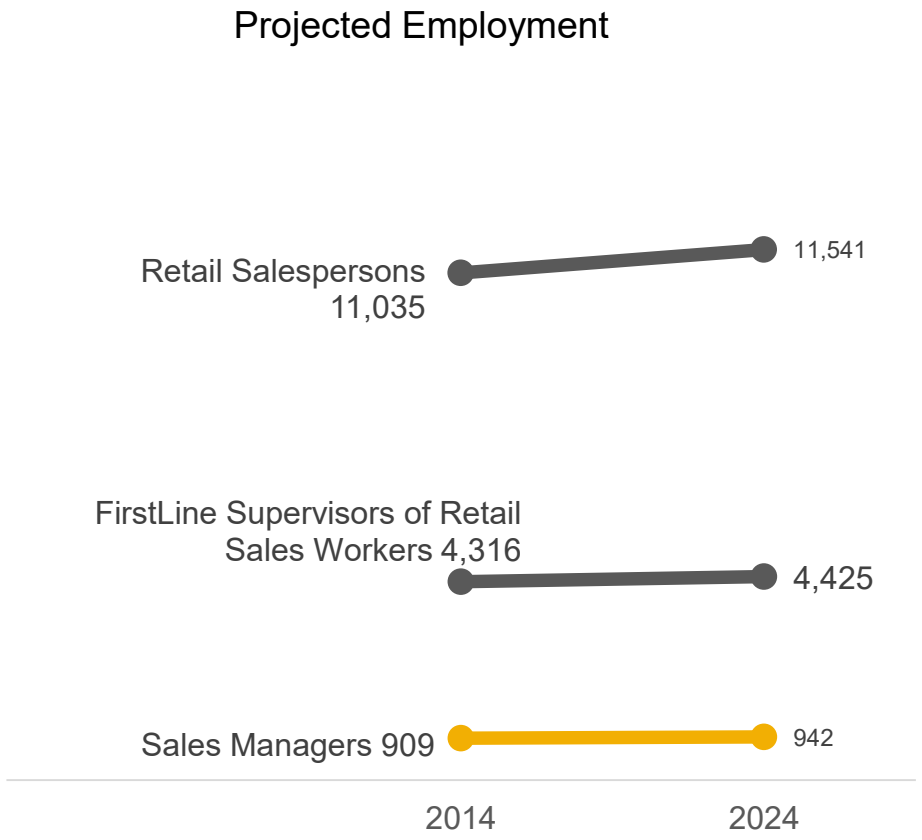
Selected 5-Star Occupations Requiring a BA+

Occupation	Associated Industry	Demand STAR	Median Wages
General and Operations Managers	Professional and Technical Services	5	$97,586
Marketing Managers	Professional and Technical Services	5	$112,799
Sales Managers	Retail Trade	5	$108,909
Administrative Services Managers	Professional and Technical Services	5	$85,891
Computer and Information Systems Managers	Professional and Technical Services	5	$114,498
Financial Managers	Finance and Insurance	5	$86,268
Human Resources Managers	Professional and Technical Services	5	$92,479
Construction Managers	Construction	5	$97,054
Education Administrators, Elementary and Secondary School	Health Care and Social Assistance	5	$99,362
Medical and Health Services Managers	Health Care and Social Assistance	5	$97,583
Claims Adjusters, Examiners, and Investigators	Finance and Insurance	5	$63,710
Management Analysts	Professional and Technical Services	5	$76,908

D. Career Pathways

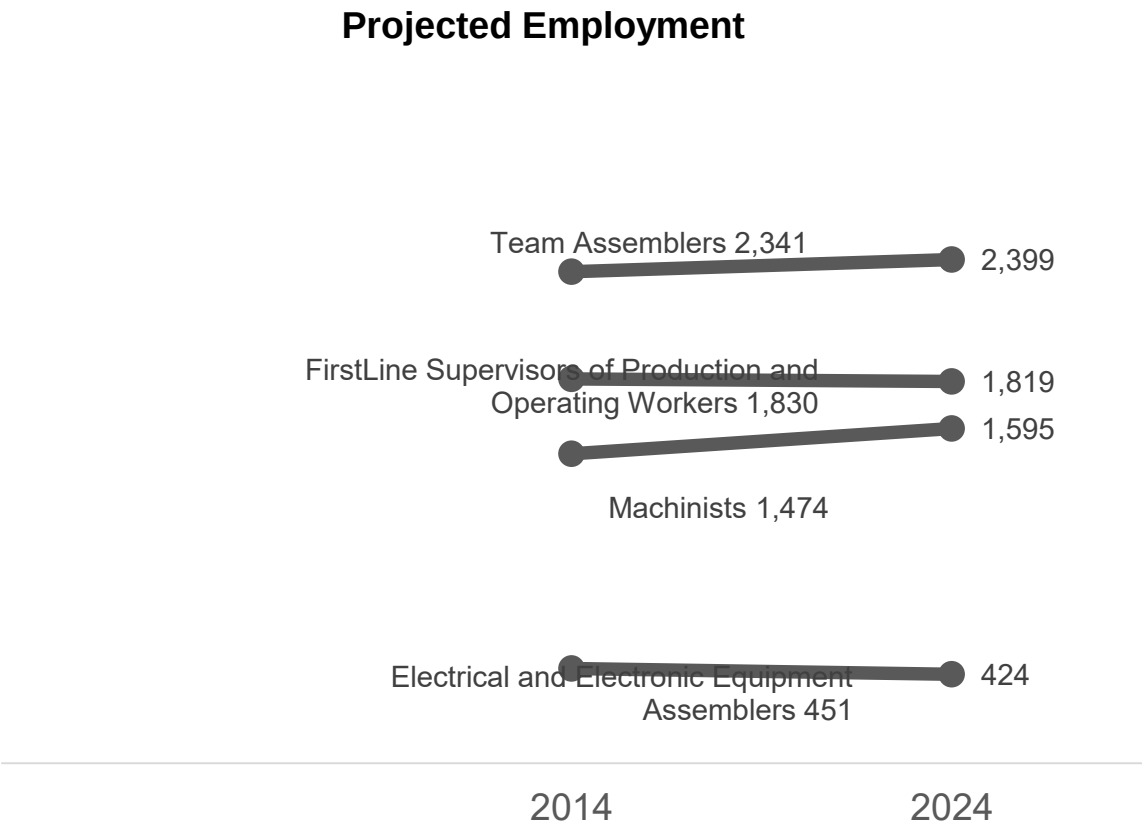
- *Projected employment and median earnings for key career pathways important to the region*

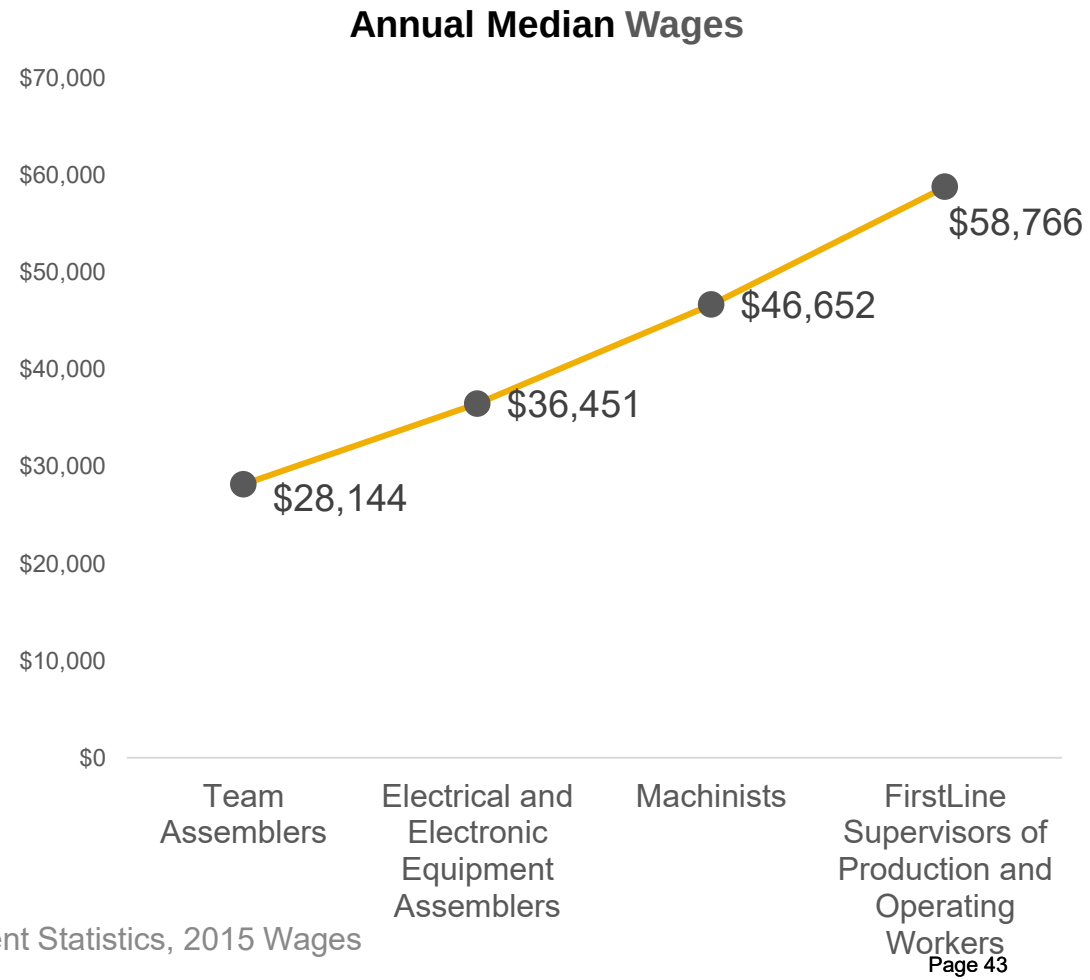
Retail Career Pathway



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

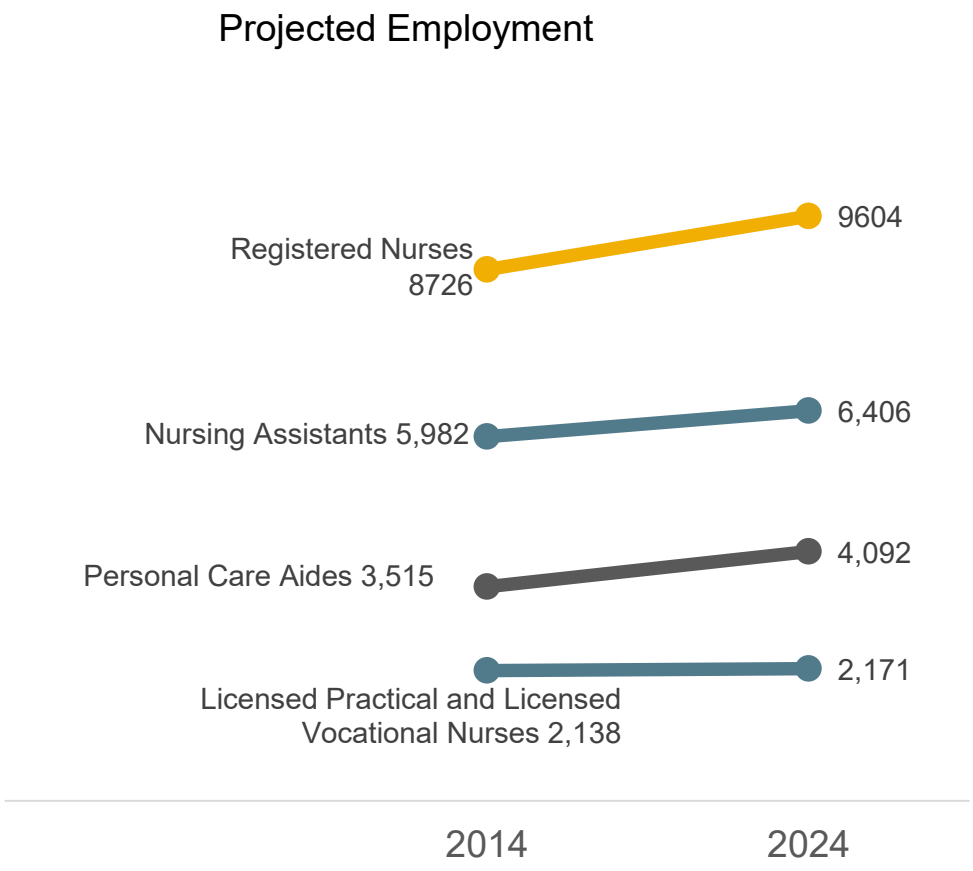
Manufacturing Career Pathway

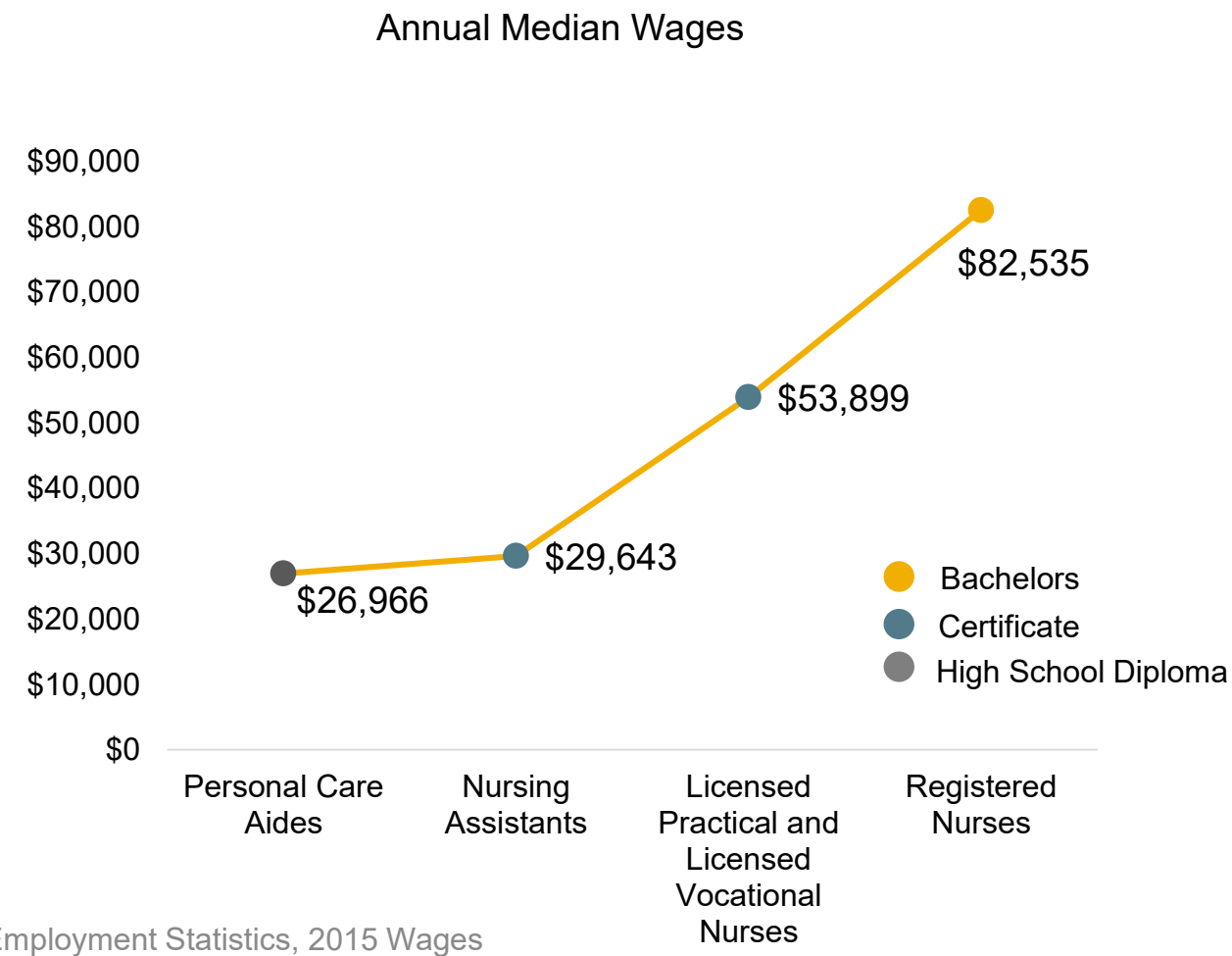




Occupational Employment Statistics, 2014-2024 Projections; Occupational Employment Statistics, 2015 Wages

Nursing Career Pathway





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

IV. Supply Gaps

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

Calculating the Supply Gap Ratio

Supply Gap Ratio = Projected Qualified Individuals Per Opening

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

Calculating Labor Demand & Labor Supply

Demand

How many potential job openings do are expected for a given occupation?

Average of total number of jobs for each occupation across three data sets…

- 2017 projections from openings and replacement (OES)
- 2024 projections from openings and replacement (OES)
- Help Wanted Online annualized 2016 job postings

Supply

How many qualified individuals are potentially available to fill a relevant job opening?

Sum of available workers or graduates related to an occupation from multiple data sets…

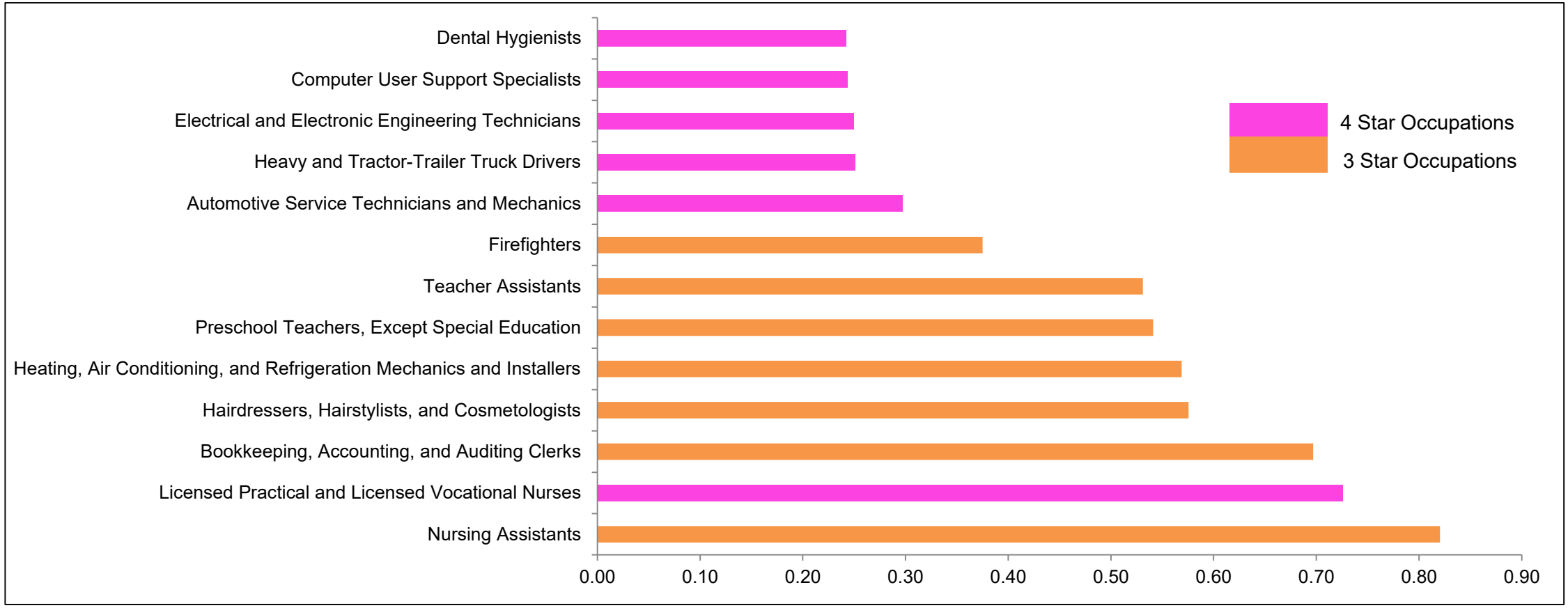
- Unique UI claims, 2016 (DUA)
- Relevant completer data
  - Voc-Tech completers, 2013-2015 average (DESE), 50% available*
  - Community College completers, 2013-2015 average (DHE), 90% available
  - State University completers, 2013-2015 average (DHE), 71% available
  - Private University completers, 2013-2015 average (iPEDS), 55% available

*All retention figures are statewide, studies cited in Data Tool

**Occupations requiring post-secondary education only

More Openings than Qualified: Regional Sub-BA Occupations

Among all occupations requiring an Associates or Certificate, healthcare support occupations, engineering and tech, transportation, and a number of installation professions face supply gaps.

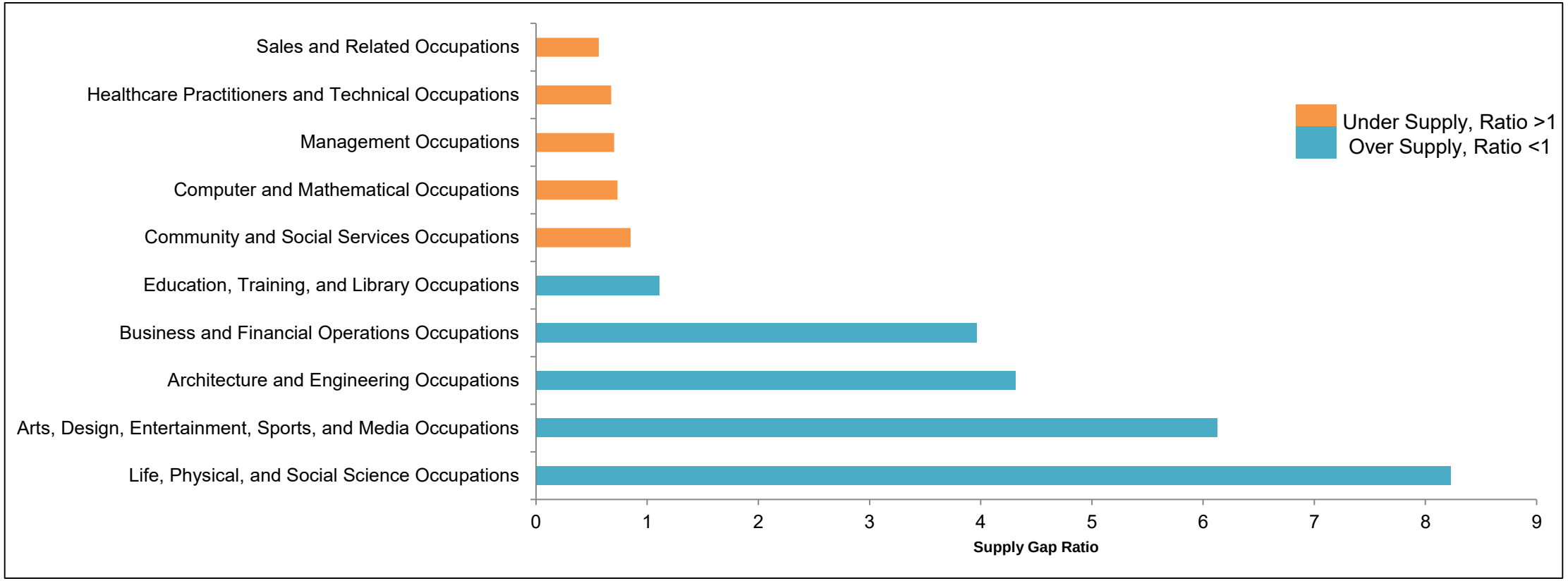


Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree

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

State Supply Gap Overview: BA Clusters

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

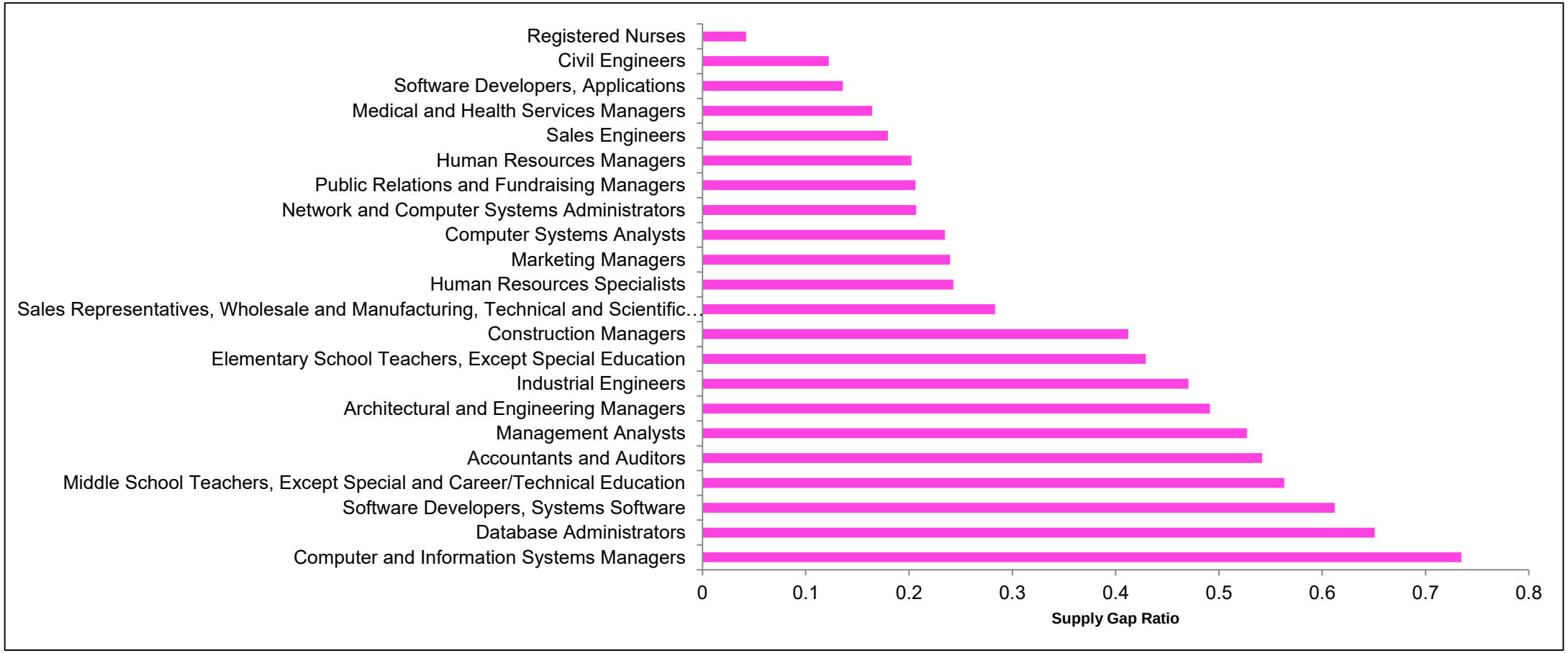


Occupations requiring a Bachelor's Degree, Demand Index 100+ Only

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

More Openings than Qualified: State BA Occupations

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



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

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

Labor Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

- In Central Mass, a specific set of 3 and 4 star occupations face supply gaps – most notably in healthcare support, computer support/IT, installation, and transportation fields.

Bachelor's Degree

- Across the State, supply gaps in 4 and 5 star occupations will occur primarily in STEM fields, with an emphasis on healthcare, and computer and mathematical occupations.

Labor Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

- In the Northeast Region, a specific set of 3 and 4 star occupations face supply gaps – most notably in healthcare support, computer support/IT, installation, and transportation fields.

Bachelor's Degree

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

North Central Massachusetts Workforce Investment Board

Local Area Information Related to Adult Education and Literacy

1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

Our ABE providers are represented on the Board and work with us to identify priority populations and critical industry sectors, this information is in the Board's strategic plan and can be found on our web site at www.ncmwib.org. The ABE providers are also required MOU partners and will be working with the Board and our Career Center to design customer flow, and shared customers with our Career Center.

2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

Priority populations include anyone with barriers to employment, English language learners, anyone whose math and reading levels are below 6th grade. Most of our trainings require reading levels and math levels at or above 6th grade.

3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

This I do not know, we have waiting lists for most if not all ABE services.

4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

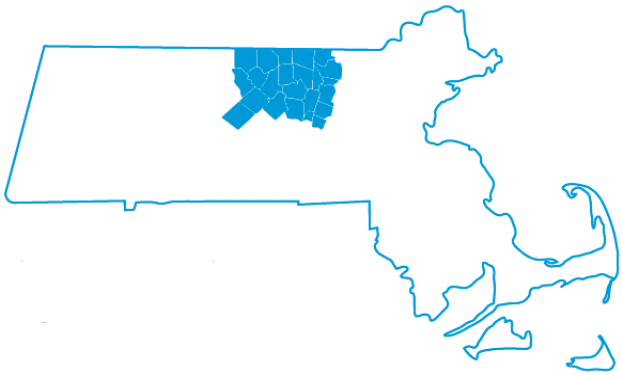
We have developed Career Ladders in Hospitality, Healthcare, Manufacturing, and Finance.

SECTION II: WORKFORCE BOARD STRATEGIC PLAN

STRATEGIC VISION

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

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



NORTH CENTRAL MASSACHUSETTS WORKFORCE INVESTMENT BOARD

Strategic Plan 2016 - 2019

NORTH CENTRAL MASSACHUSETTS
WORKFORCE INVESTMENT BOARD

Dear Secretary Walker,

It is my pleasure to serve as the Chair of the North Central Massachusetts Workforce Investment Board, and in this role, to present this new WIOA Strategic Plan as a summary of our shared commitment to building a strong, economically viable region.

The Workforce Investment Board is composed of a diverse and influential group of leaders from North Central communities. Together, we will coordinate the resources and develop new approaches to ensure that employers have a skilled workforce to meet their needs. The Board will also assure that job seekers in this region have the opportunities to learn new skills that employers and businesses require to keep pace with the changing economic conditions and the related demands on their industry sector.

This document reflects our review of local workforce issues and challenges, industry demand and current labor market analysis with shared ideas about how to ensure that residents of the North Central communities we serve are prepared to work in emerging and expanding industries, including advanced manufacturing, healthcare and other priority sectors. By working together to train and educate our workforce, our goal is to support the broader regional growth strategy developed by our partners at the North Central Economic Development Council.

I hope that as you read this plan you will see a role for yourself and your organization in supporting our regional economic development and the investments we will make in training and workforce development to ensure that the residents of our cities and towns have the skills they need to participate in this changing workforce.

Sincerely,

Barbara A Mahoney
Chair

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Introduction

In December, 2015, the North Central MA Workforce Investment Board (NCMWIB) began the robust process of mapping out a three-year strategic plan with an eye towards the future of the new Workforce Innovation and Opportunity Act (WIOA). A Strategic Planning Committee (a sub-committee of the Board) worked with NCMWIB's Executive Director to engage the Board, staff and business representatives, industry leaders, non-profit and educational stakeholders in a process that included:

- Updating the strategic plan based on current economic and demographic data
- Identifying current priority industry sectors based on new data
- Developing goals and objectives for the next 3 years
- Revising our "dashboard" report to reflect new goals and measurements
- Documenting strategies and timelines for WIOA implementation
- Discussing career center certification & procurement and the move to a "job driven" service delivery model
- Identifying any additional local career center performance requirements not in state regulations
- Documenting all of this in a "new" strategic plan

The NCMWIB's Executive Committee provided leadership, guidance and on-going feedback throughout the strategic planning process. In addition, the Chief Elected Official for the region participated through review and comment at critical points of the process.

The full membership of the NCMWIB, was engaged in conducting the environmental analysis, reviewing drafts, participating in the survey, and recommending and approving major goals and objectives, activities and measures for each goal. See Appendix A for a list of Board and committee members.

The process included five phases:

Phase I: Identify and engage stakeholders.

Phase II: Market analysis and environmental scan; confirm priority industry sectors; identify additional data to be collected; identify job needs, growth potential, future employment prospects and skill needs; review existing career pathways to meet skill requirements; and prepare market analysis data summary.

Phase III: Review new WIOA requirements; conduct a SWOT analysis; consider the assets and challenges of the region, the Workforce Board, the One-Stop Career Center, and each of the major programs.

Phase IV: Document key areas of strategic focus to address the findings in the other phases, including by industry sector, to address WIOA changes, and to address weaknesses identified through the internal assessment. Review existing dashboard template and make recommended changes.

Phase V: Send draft out for review to stakeholders for feedback and input. Through interviews with key stakeholders, surveys, meetings, forums and external research, identify current labor, economic and demographic trends facing our region. From that analysis outline the areas where we believe the NCMWIB is best positioned for growth and where the memberships' energy and interests will support effective action in the coming one to three years.

The overall goals of our ongoing strategic planning process were to (1) identify strategic areas of activity that would have the greatest impact on our region's economy and (2) to identify the structure and capacity of our local

workforce system to support the accomplishment of our strategic objectives.

This Strategic Plan continues strategic activities that the North Central MA Workforce Investment Board has been engaged in for many years, including the successful completion in 2010 of the High Performing Board Certification process. NCMWIB's Strategic Planning committee and Youth Council meets regularly to review and revise goals, objectives and outcomes and shares our progress with the full Board using our dashboard reports. This document reflects the work of those committees and the insights, ideas and hopes that individuals and groups of NCMWIB members bring forward during our ongoing strategic planning discussions.

Strategic planning is a continuous process that cumulates in the establishment of objectives and quantifiable measureable outcomes. As these objectives are implemented and evaluated, the cycle continues so that this plan is active and usable, not something that simply gets done and filed away. Once approved, the staff and Board review regularly and update to meet new opportunities to meet the strategic direction outlined in this document. The emphasis of this process was to look out 3-5 years and to set an overall strategic framework. An evaluation of progress will happen at least annually and new specific objectives will be set each year.

About the North Central MA Workforce Investment Board

The North Central Massachusetts Workforce Investment Board, Inc., established in 1979, is a private 501(c)3 non-profit corporation designated by the Governor to serve as the Local Workforce Board for the North Central Massachusetts Workforce Region under the new Federal Workforce Innovation & Opportunity Act. Board members are appointed for three year terms by the local chief elected official. The NCMWIB is responsible for the policy development and oversight of all state and federally funded workforce development initiatives in the region. For a complete list of the Boards functions see section 679.370 of WIOA regulations pg.977-983.

The purpose and functions of this 51% private sector Board under the Workforce Investment & Opportunity Act section107(d) and final regulations section 679.300 are:

§ 679.300 The purpose of the Local Workforce Development Board

- Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high quality workforce development system in the local area and larger planning region;
- Assist in the achievement of the State's strategic and operational vision and goals as outlined in the Unified State Plan or Combined State Plan; and
- Maximize and continue to improve the quality of services, customer satisfaction, effectiveness of the services provided.

§ 679.370 The functions of the Local Workforce Development Board

As provided in WIOA sec. 107(d), the Local WDB must:

- Develop and submit a 4-year local plan for the local area, in partnership with the chief elected official and consistent with WIOA sec. 108;
- If the local area is part of a planning region that includes other local areas, develop and submit a

regional plan in collaboration with other local areas. If the local area is part of a planning region, the local plan must be submitted as a part of the regional plan;

- Conduct workforce research and regional labor market analysis
- Convene local workforce development system stakeholders to assist in the development of the local plan under § 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the Local WDB and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the Local WDB;
- Lead efforts to engage with a diverse range of employers and other entities in the region
- With representatives of secondary and postsecondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
- Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and job seekers
- Conduct oversight of youth workforce investment activities authorized under WIOA sec. 129(c), adult and dislocated worker employment and training activities under WIOA secs. 134(c) and (d); and entire one-stop delivery system in the local area; and Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and Ensure the appropriate use management, and investment of funds to maximize performance outcomes under WIOA sec. 116.
- Negotiate and reach agreement on local performance indicators with the chief elected official and the Governor.
- Negotiate with CEO and required partners on the methods for funding the infrastructure costs of one-stop centers in the local area in accordance with § 678.715
- Select One-stop operators in accordance with §§ 678.600 through 678.635 of this chapter.
- In accordance with WIOA sec. 107(d)(10)(E) work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities.
- Develop a budget for the activities of the Local WDB, with approval of the chief elected official and consistent with the local plan and the duties of the Local WDB.
- Assess, on an annual basis, the physical and programmatic accessibility of all one stop centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).
- Certify one-stop centers in accordance with § 678.800 of this chapter.

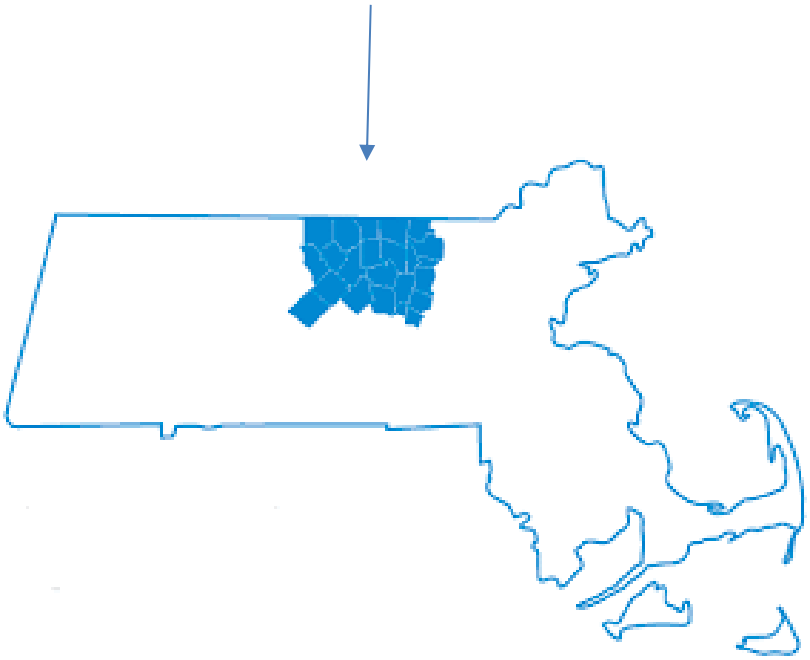
For a more detailed and complete description of the Local Workforce Board responsibilities: See section 679.300 in WIOA final regulations pages 977-983.

Aligning with the key principles of WIOA, the North Central MA WIB:

• Is committed to employer centric solutions through strategic partnerships and collaborative services;	• Engages and convenes all core and mandatory one-stop partners and other stakeholders to advance common goals;
• Builds the capacity of all partners in the system to deliver excellent workforce services that meet the needs of our communities;	• Contracts for One-Stop, youth and other workforce related services, and supports the development and implementation of one-stop policies and processes, service delivery, infrastructure and certification criteria;
• Review and approves budgets, in alignment with strategic goals, that leverage funds and assets of other community partners;	• Is fully supported by our local Chief Elected Officials and local agencies responsible for implementation of WIOA;
• Continuously builds our capacity to fulfill this role and that of our partner agencies and stakeholders;	• Serves as a keeper of a guiding vision for workforce development and engages funders, partners, employers and community members around that vision.

The NCMWIB serves 23 cities and towns primarily in Northern Worcester County designated by the governor as the Local Workforce Development area under the new Federal Workforce Innovation & Opportunity Act. Those cities and towns are:

Ashburnham	Templeton
Ashby	Barre
Clinton	Gardner
Lancaster	Westminster
Sterling	Berlin
Fitchburg	Harvard
Leominster	Bolton
Lunenburg	Princeton
Winchendon	Berlin
Groton	Townsend
Pepperell	Ayer
	Shirley



Key initiatives and accomplishments

Since our last strategic plan was completed in 2012, the North Central MA Workforce Investment Board has:

- Assisted 13 local companies in acquiring over one million dollars to train their incumbent workers in new industry skills through the State's Workforce Training Fund Program.
- Partnered in a four year 4 million dollar H1-B grant with MassMEP and the Central Mass Workforce Board to train advanced CNC operators and middle skilled workers to obtain industry recognized credentials. This project has been extended through December 2016. We have two full time staff working on this project, one in each region.
- Partnered with Mount Wachusett Community College and three other Community Colleges across the country in a 14 million dollar Federal TAACCCT III grant to develop and implement a nationally recognized Industrial Readiness Training and Quality Systems Training program to meet the needs of our local advanced manufacturing sector. This project was also supported by a $350,000 Workforce Competitiveness Trust Fund grant and recognized as a best practice in 2015. We have presented this project at two National Conferences.
- Received a two year $534,000 National Emergency Sector Grant in partnership with the Central Mass Workforce Board to provide the Industrial Readiness and Quality Systems training offered by Mount Wachusett Community College and the advanced CNC operator training offered by MassMEP.
- Received a three year $640,000 Disability Employment Initiative grant to provide existing career pathways training to job seekers in our region who are eligible.
- Partnered with Mount Wachusett Community College on an application for a new Tech Hire grant, another round of federal funding under the H1-B program. We just received notification that this $4 million multi-regional project has been selected for funding.
- The School to Career Connecting Activities program which is now in its' 16th year funded through a small grant from the Department of Elementary and Secondary Education provides internship opportunities to local students in local businesses. This year over 700 hundred students will participate with work-based learning plans and documented skill gain.

In addition to the above, the NCMWIB Director and staff are now working to complete implementation of the "new" Workforce Innovation and Opportunity Act, negotiating MOU's with local partners, developing the RFP and selecting the lead operator for our Career Center.

External Assessment: Environmental Scan

The first step in the strategic planning process was to identify and understand the existing conditions surrounding the region's workforce, including trends and realities in terms of demographics, skill gaps, education and training, and other considerations. With this as a foundation the Board was able to assess the issues, challenges and opportunities to focus on in its strategic plan. This assessment was done with the input of stakeholders represented by the Board of Directors and Strategic Planning Committee.

Demographics

Baby Boomers/Older Workers

- Experienced workers/baby boomers are starting to retire, leaving a skills gap. Trained workers will be needed to replace experienced retirees.
- Many retirees want to continue to work, and may be looking for part-time opportunities. Some older workers take early retirement and accept part time jobs that don't fully use their skill set and pay much less than they earned before their retirement. Sometimes this is desired to avoid loss of retirement benefits.
- With the aging population, there is a great and increasing need for healthcare and home care workers. They are being sent home early from hospitals and they desire to stay at home, causing a great need for home health aide workers and direct care professionals.

Millennials

- Businesses and employers need to also adapt to millennials. Need to learn how to work best with millennials and help them understand career ladders, but also that there is a need for training and experience in order to earn higher wages. Some millennials expect higher starting salaries and are not used to failing, but there are skill gaps and the need to begin with entry level jobs.
- Millennials have expertise in social media and technology, but they often need training in social skills and how to be successful members of work teams. Employers complain about the lack of basic work ethic, interpersonal skills, business etiquette and the ability to take direction from supervisors and mentors.

Older youth without skills

- With the importance placed on secondary and post-secondary education as basic requirements for most entry level positions, and the increasing focus on standardized testing, there is a need to help older youth who didn't pass MCAS and therefore did not graduate. The increase in older youth enrolled in HISET could be tied to the MCAS exam.

At the same time, HISET is becoming more difficult, so there are more unemployed youth who lack a high school degree and cannot pass the HISET exam without assistance.

Over-qualified candidates for available jobs

- There are many college degreed people without steady employment. Many graduates with 4-year degrees are overqualified for the entry level positions available. Given the investment made in their higher education, they expect higher wages and more responsible positions than are currently available.

- There is a need for better integration between high schools and employment systems to make sure that educators understand employer needs and what jobs will be available, before encouraging students to pursue a 4-year degree.

- On the other end of the employment spectrum, there are experienced workers who have been laid off from companies where they have worked for many years looking to replicate their former salary, but there is a mismatch with available jobs that offer lower starting salaries.

- There are several issues with an aging population. Some employers perceive that the salaries requested from older workers are too high, which older workers expect due to their years of experience. Others fear that older new hires will not stay long term, but that they will only work a few years and then retire. There are misperceptions they only want part-time, or that they will only stay on the job if they can earn as much money as they were making at previous employment.

People with disabilities

- Federal contract hiring laws, new WIOA requirements, the Department of Labor Disabilities Employment Initiative, and a strengthened partnership with MRC have all offered an increased emphasis on this potential talent pool.

- Skilled older workers who do not choose to retire may need accommodations.

- Many transition age youth with disabilities ages 16-24 need support in employment.

- Massachusetts is closing day programs and shifting to employment, increasing the number of people with disabilities of all ages and abilities looking for competitive work. Many of them will need skill training and possibly additional support. This may also be an additional reason that there is a need for basic employment and social skills training.

Transportation

- People without vehicles or public transportation access, especially outside the main routes, have a serious barrier to employment.

- There is often a mismatch between employer shift hours and transportation services (e.g., to Devens for early and late shift Manufacturing positons).

- There are transportation options but we need to better educate people about them, and develop stronger partnerships with transportation providers (MART, private services) and employers to identify solutions.

Global Economy

- We need to adapt to a global economy, companies may need to consider alternative sources of labor to meet their demands. Importing of labor may be part of the solution.

Skill Gaps

- There is a need to continue focus on job driven training initiatives.

- Many college degreed job seekers are not finding employment without practical skill credentials.

- It's not always true that you need the degree to make more money, sometimes on the job experience or short term training is worth more.

- Need more certificate programs and to continue to pursue a job training model, with an emphasis on stackable credentials and career pathways, practical education, tuition assistance, money for professional seminars once people are employed. This will require a continued collaboration between educators and employers, which the local workforce board can facilitate.

- Need to be careful not to flood the market with skills that quickly become outdated, e.g., medical coders that were predicted years ago and now have unusable credentials. When people enter into a 4-year program there is a 4-year lag, sometimes by the time they graduate there is no longer the need for skills identified when they entered higher education.

- We need to focus on career outcomes and career ladders, and take a strategic long-term view of employment needs.

- There is an increased use of online training.

- Social skills beyond the technical increasingly are important. Soft skills are still lacking and they are not necessarily being taught in school or in the family. There is a need for soft skills and financial literacy training.

- Customer service skills are needed for all jobs.

- Unemployment in the region is often a money issue, not a skills gap. Overqualified candidates feel entitled because of their experience and education, but then the jobs available pay less, as companies are competing with the global economy. Companies outside the region pay more. People are not able to support a family on $10/hour jobs.

- If companies want the skilled labor they need, then they need to find a way to pay for it. It is possible to find workers interested in increasing their skills, but employers need to think about how to fund training, such as offering tuition support or taking advantage of the Workforce Training Fund.

- We need to do more work with employers on how to implement Workforce Training Fund Program grant opportunities. We can help them apply but then they feel buried by the paperwork required to implement the grant. We need to continue our facilitation role, but take it a next step.

- We could encourage more coalitions of companies to apply for funds and the-local board could be the lead applicant and take on the administrative role.

- Reading skills are not aligned with increasing needs, especially among bilingual employees.

- We need a bigger pool of Certified Nursing Assistants and Home Health Assistants. The need for Home Care Workers is on the rise.

- Nurse mentoring programs are needed; graduates can't just do the job after 4 weeks of training. They need experience, or patients won't get the care they need.

- CNC training along with robotics will be in greater demand.

- Programmers will continue to be needed.

- Need to educate employers on the availability of workers from different talent pools (such as older workers, people with disabilities, youth).

Education and Training

- Most industries require a minimum level of education, beyond High School.

- Stackable credentials will become more necessary, particularly in Advanced Manufacturing.

- Need stronger partnerships between employers/schools/internships/ co-ops/training.

- People need help with the transition from first job after college to actual career.

- HISET continues to change through a 3-stage process, becoming more math focused.

- Need more screening for college readiness.

- More services are needed for adults over the age of 25, 25-35 range.

- More OJT with less federal restrictions.

- Customer service skills are needed for all jobs.

- Partnerships are key!

- Businesses don't know how to deal with skill mismatch, don't have good succession plans.

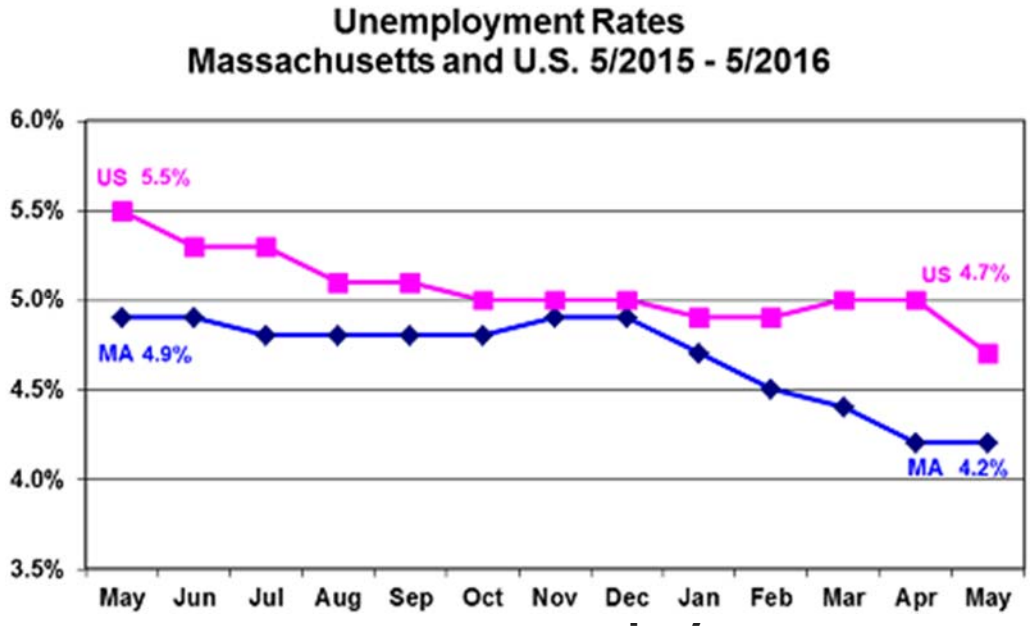
North Central MA Labor Market Analysis

The North Central MA Workforce Investment Board continually examines the needs and opportunities for businesses and individual job seekers, including unemployment statistics, long-term unemployed surveys, and employment projections. The committee reviewed many sources of labor market data, including Career Center statistics, MA Labor and Workforce Development data, the latest MA Labor and Market Review, and the results of a survey of long-term unemployed. Key findings that informed the strategic plan included:

Unemployment

At 4.2 percent, the unemployment rate is down 0.7 percent over the year, with the state's seasonally adjusted unemployment rate dropping from 4.9 percent in May 2015. There were 26,600 fewer unemployed persons and 49,000 more employed persons over the year compared to May 2015. The Commonwealth's May unemployment rate remains lower than the national rate of 4.7 percent reported by the Bureau of Labor Statistics. "The labor force continues to grow, with 7,000 more employed residents and 2,000 fewer unemployed residents in May," Labor and Workforce Development Secretary Ronald L. Walker, II said. "The Education and Health Care Professional, Scientific and Business Services sectors continue to generate the most jobs in the Commonwealth."

The not-seasonally adjusted rate for the state of Massachusetts in May 2016 was 3.8%.



North Central Massachusetts – May 2016

Area	Labor Force	Employed	Unemployed	Area Rate
North Central WDA	132,130	126,838	5,292	4.0

City or Town	Labor Force	Employed	Unemployed	Rate
Ashburnham	3,546	3,419	127	3.6
Ashby	1,856	1,801	55	3.0
Ayer	4,075	3,898	177	4.3
Barre	2,883	2,763	120	4.2
Berlin	1,756	1,707	49	2.8
Bolton	2,853	2,777	76	2.7
Clinton	8,107	7,775	332	4.1
Fitchburg	19,265	18,273	992	5.1
Gardner	9,549	9,058	491	5.1
Groton	5,917	5,737	180	3.0
Harvard	2,645	2,570	75	2.8
Hubbardston	2,469	2,391	78	3.2
Lancaster	3,923	3,811	112	2.9
Leominster	21,739	20,794	945	4.3
Lunenburg	6,225	6,020	205	3.3
Pepperell	6,892	6,665	227	3.3
Princeton	1,912	1,854	58	3.0
Shirley	2,820	2,700	120	4.3
Sterling	4,239	4,102	137	3.2
Templeton	4,297	4,111	186	4.3
Townsend	5,315	5,141	174	3.3
Westminster	4,344	4,201	143	3.3
Winchendon	5,503	5,270	233	4.2

At 4.0%, the mean unemployment rate for the North Central MA region is slightly higher than the state average, though significantly lower than the 2014 rate of 6.3%, as noted in *the 2014 Massachusetts Labor Market Review*. Two of the largest cities, Fitchburg and Gardner, show the highest unemployment rate at 5.1% unemployment rate, followed by Leominster, Ayer, and Templeton all at 4.3%. Nine of the 23 towns/cities in North Central MA have higher unemployment than the statewide average, though six (Ashby, Berlin, Bolton, Harvard, Lancaster and Princeton) are 3.0% or lower. The average wage increased by 6.9%, from $45,239 in 2014 to $48, 459 in 2016.

North Central Unemployment and Wage Comparison
2014 -- 2016

	2014	**2016**
Unemployment rate	6.3	4.0
Mean average wage	$45,239	$48,459

Economic Outlook: Looking for Skilled Labor

According to the *2016 North Central Massachusetts Economic Outlook Survey*, though 40% of the 200 local CEOs surveyed thought the economy in the next 12 months would be in much better or somewhat better shape, 11% cited lack of skilled labor as the single greatest threat to the economy of the region, and 20% see it as the most challenging issue they expect to face in the next two years?[1] This re-inforces the need to identify and address skill and labor gaps in the region. A small focus group of North Central MA Manufacturing executives projected about 15% increases over the next few years in both production and hiring, with the need for entry level and skilled labor to support those hiring goals.

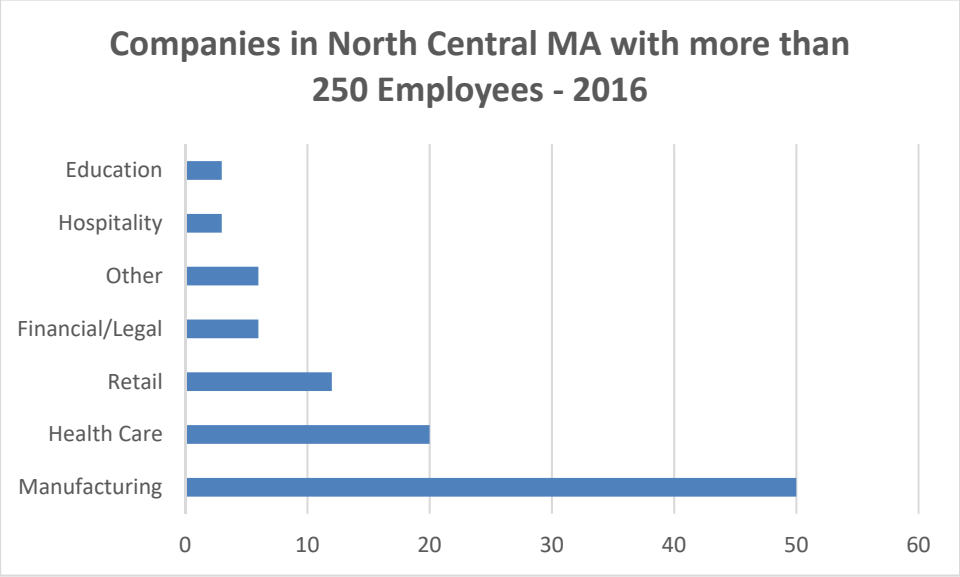
Long Term Unemployed Survey

The strategic planning committee reviewed a *2015 Massachusetts Long Term Unemployed Survey,* which polled 4547 (213 from the North Central region) individuals who were still looking for work beyond their unemployment claim period. The most striking observation was the fact that close to 60% of the long term unemployed had at least a 2-year degree, 48% of them with 4+ years of higher education. The majority of respondents were looking for work in higher skilled managerial, administration, business operations, or sales occupations. Close to 70% of those surveyed were over age 46. These survey results, coupled with observations and data from the Career Center Director, suggests that there are many people with college educations and years of experience, who, when laid off from long-term employment situations, find either that their skills are outdated for new position requirements, or because of their long tenure and experience they have come to expect and need a level of salary that is not available in the current job market. The committee highlighted this group of older job seekers, though educated and experienced, as one to include in the category of people with employment barriers for which retraining opportunities could be identified.

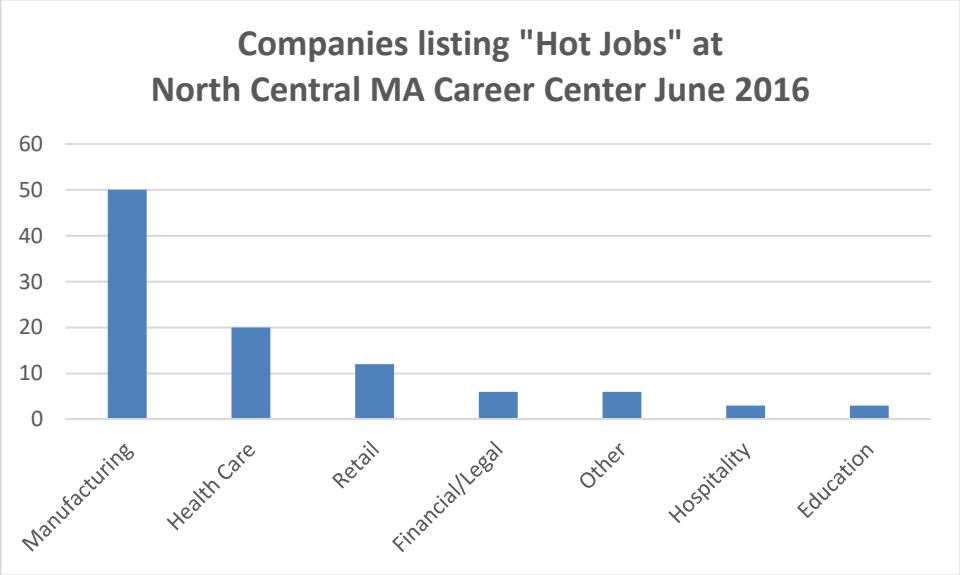
[1] Presented at the 2016 North Central Massachusetts Economic Outlook Survey Forecast Breakfast sponsored by the North Central MA Chamber of Commerce, Fidelity Bank, the Greater Gardner Chamber of Commerce, and the Nashoba Valley Chamber of Commerce.

Priority industry sector determination

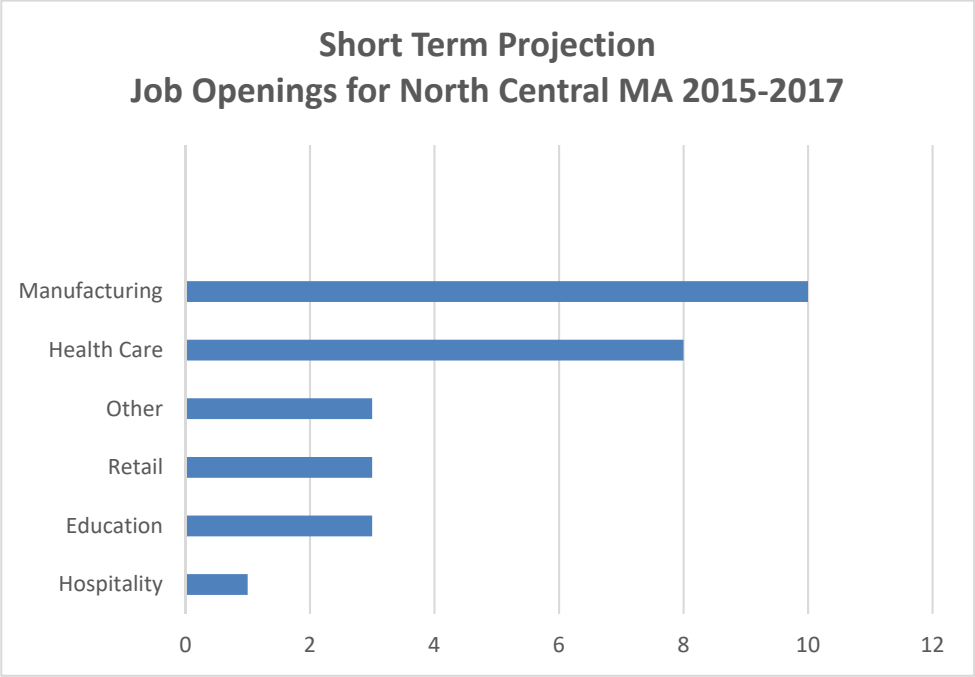
One of the key tasks of the strategic planning committee and process was to confirm which industries would be the priorities on which the North Central MA Workforce Investment Board should focus for the next several years. The committee reviewed short and long term occupational projections, the companies that had the most "hot jobs" listed at the Career Center; companies that employed more than 250 employees; and data obtained through interviews with NCMWIB members, employers, educators and the Career Center Business Representative during the 2015-16 labor needs assessment for the Disability Employment Initiative. While opportunities outside these few industries would still be encouraged and pursued, it was important to highlight those industries with the most need for skilled labor and the most opportunities for those seeking employment. This would inform the types of career pathways to develop and fund, as well as help define agenda topics and guest speakers for board discussions. The following data was among those statistics analyzed.



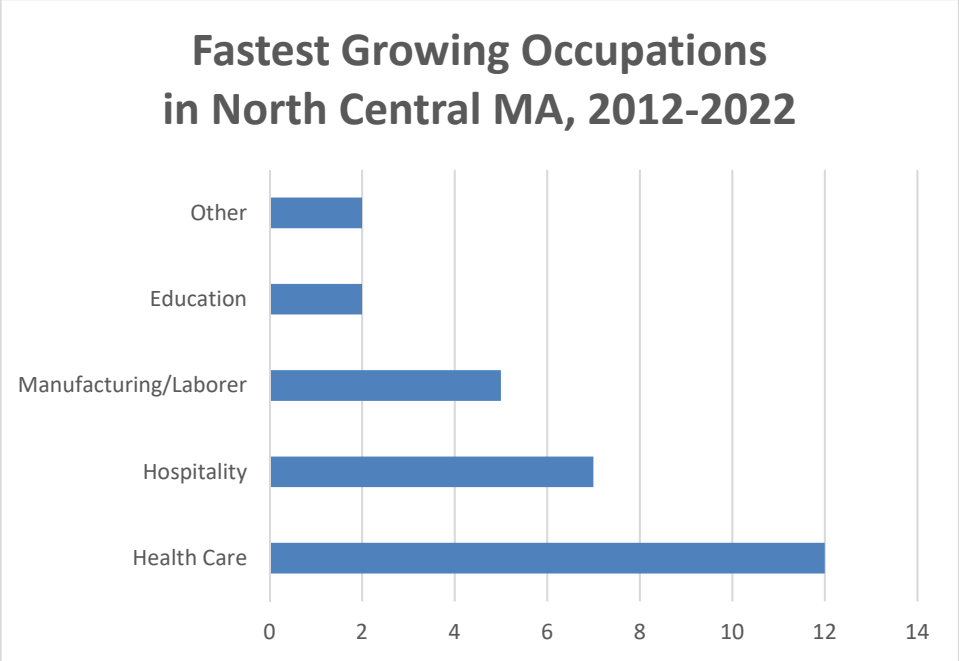
According to MA Labor and Workforce Development (June 2016), the majority of companies with the highest number of employees in North Central MA are in Manufacturing or Health Care.



Each week the North Central MA Career Center lists the top "Hot Jobs" listed by employers and searched by job seekers. For the week of June 29, 2016, half of the companies listing positions on that list were in Manufacturing, followed by Health Care.



The short-term projection for job openings in the North Central MA region through 2017 shows a majority of job openings are in Manufacturing and Health Care.



According to MA Labor and Workforce Development (June 2016), of the top 32 fastest growing occupations in North Central MA,

- 38% Health Care
- 21% Hospitality
- 16% Manufacturing/ Construction
- 6% Education
- 6% Other

This data, along with Career Center dashboard information regarding job placements, confirmed that the priority industry sectors for the North Central MA Workforce Region are **Advanced Manufacturing and Health Care**. While additional concentrations are in Retail and Hospitality, many of those jobs are low skill/low wage that do not require additional training and support, or in higher skill/higher wage jobs such as those in Education that require college degrees beyond the scope of the NCMWIB's typical mission.

Internal Assessment: Strengths, Weaknesses, Opportunities, Threats

Strengths

- A lot of talented staff, great leadership from board members and staff, work ethic, knowledge (10)
- Network of support, Great collaboration with partners, Ability to address issues cross collaboratively among several agencies, local partnerships have already been established and the formalization process will strengthen those partnerships (8)
- Strong board membership; right people around the table (NCMWIB meetings), engaged, diversity or board representation, different perspectives, NCMWIB meetings well attended, diverse, participation (5)
- Grant writing to supplement funding (2)
- Multiple layers of resources (2)
- Dropping unemployment rate (3)
- Business services, company connection is reflected in job fairs, workshops (3)

Other comments on strengths included: New employers moving in; available in-person customer service; Work ethic of older workers; Solid reputation/recognition; Wholehearted engagement by the board on a deeper level; Partnerships with Fitchburg State and MWCC; Good data; Funding seems to be well distributed; Great Youth Council; Good vision.

Weaknesses

- More support to smaller towns and communities (4)
- Need better coordination and collaboration, sharing knowledge (4)
- Marketing (2)
- Complexity of work, hard to summarize and understand, causes people (including board members) to disengage. Simplify board orientation? (2)
- Need more representation of private businesses (2)
- Career center ability to match job seeker skills with job openings and track their success at filling those job vacancies (3)

Other comments on weaknesses included: Long term unemployed needs; Common complaint of need for soft skills; hard to fill jobs with low wages; Data entry (MOSES); Good basic website but needs to be updated and easy to post news/keep current; need to address transportation issues; Territoriality; Mindset (academia); need for more dual enrollment (client sharing); Funding struggles; Permanent employment vs temp workers; Restrictions on training with previous college and career change; need to ensure commitment of NCMWIB members beyond meeting attendance; more brainstorming/discussion during meetings (topic driven); Staff capacity grows and shrinks with competitive funding.

Opportunities

- Room for expansion for more companies and new construction; Local/state TIF program
- More presentations at board by board members to describe what they do, how they related to NCMWIB priorities; Bring back guest speakers in general, more often; When board members have roles to play offline, more engaged at board meeting.
- Small size allows flexibility to adapt to changes
- Programs to help long-term unemployed and under-employed
- Help local businesses become more entrepreneurial to take advantage of available skills
- Employers are asking for more involved and trained soft skilled candidates

- Working with schools for youth to be educated on vocations, educate in all facets of job opportunities; Work based learning, OJTs, internships
- Strengthen partnerships with VR, employers, agencies supporting people with disabilities
- Streamlined access to meaningful job opportunities through career pathways model
- Job seekers have good opportunity to find the right match of job for their skill set
- Advanced manufacturing program by MWCC
- New law, board has more local control
- Contracted relationship with WIOA providers is a great opportunity
- More local control over the use of limited resources
- State and federal opportunities for competitive funds

Threats

- Stability of funding (5)
- Eventual retirement of ED, institutional knowledge and board success largely rests with him, need succession plan for when he retires, start nurturing successor now (2)

Other threats comments included: Restrictive regulations; Rising cost of education and training; Private opportunities; Must be willing to change; Candidates getting frustrated in job search, move on to other areas; Employers equally frustrated when they can't find candidates to fill jobs; Loss of consumer focused service model/individual choice; Younger job seekers lack math and reading skills to obtain entry level positions; Language – lack of ability to read/write in English is a roadblock for many job seekers.

Critical Issues Survey

The strategic planning committee surveyed a small sample of 23 regional leaders, all of whom had either hiring authority or a vested interest in workforce development, including business owners, non-profit leaders, elected officials, state agency personnel, local community-based partners, skills training providers, state or local education providers, labor union representatives and local government. Questions included:

- What do you think are the primary challenges facing North Central MA companies in relation to their labor force?
- What do you think are the primary issues facing North Central residents in relation to finding, getting, and keeping quality employment?
- What do you think are the primary issues facing North Central educational providers as they attempt to address these challenges and issues?
- In your opinion, what other critical issues will the North Central area face in the next 3 years that is relevant to NCMWIB's work?

This survey was conducted about half way through the strategic planning process, when the group had narrowed the list of potential goals down to seven (7), and the final question of the survey asked respondents to comment on those goals. See Appendix D for survey results.

Workforce Innovation and Opportunity Act (WIOA)

Much of the work of the strategic planning committee and the NCMWIB has been to understand the Workforce Innovation and Opportunity Act (WIOA) and its implications for the North Central MA workforce region.

The Workforce Innovation and Opportunity Act (WIOA)'s goal is to help job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy. Congress passed WIOA, the first legislative reform of the public workforce system in more than 15 years, by a wide bipartisan majority. In doing so, Congress reaffirmed the role of the American Job Center (AJC) system, a cornerstone of the public workforce investment system, and brought together and enhanced several key employment, education, and training programs. In recent years over 20 million people annually turn to these programs to obtain good jobs and a pathway to the middle class. WIOA continues to advance services to these job seekers and employers.

HIGHLIGHTS OF WIOA

Aligns Federal Investments to Support Job Seekers and Employers
At the State level, WIOA establishes unified strategic planning across "core" programs, which include Title I Adult, Dislocated Worker and Youth programs; Adult Education and Literacy programs; the Wagner-Peyser Employment Service; and Title I of the Rehabilitation Act programs.

Strengthens Governing Bodies that Establish State, Regional and Local Workforce Investment Priorities
WIOA streamlines membership of business-led, state and local workforce development boards. The Act emphasizes the role of boards in coordinating and aligning workforce programs and adds functions to develop strategies to meet worker and employer needs.

Helps Employers Find Workers with the Necessary Skills:
WIOA emphasizes engaging employers across the workforce system to align training with needed skills and match employers with qualified workers. The Act adds flexibility at the local level to provide incumbent worker training and transitional jobs as allowable activities and promotes work-based training, for example by increasing On the Job Training reimbursement rates to 75%. The law emphasizes training that leads to industry-recognized post-secondary credentials.

Aligns Goals and Increases Accountability and Information for Job Seekers and the Public
WIOA aligns the performance indicators for core programs, and adds new ones related to services to employers and postsecondary credential attainment. Performance goals must reflect economic conditions and participant characteristics. It makes available data on training providers' performance outcomes and requires third party evaluations of programs.

Fosters Regional Collaboration to Meet the Needs of Regional Economies
WIOA requires states to identify economic regions within their state, and local areas are to coordinate planning and service delivery on a regional basis.

Targets Workforce Services to Better Serve Job Seekers
WIOA promotes the use of career pathways and sector partnerships to increase employment in in-demand industries and occupations. To help local economies target the needs of job seekers, WIOA allows 100 percent funds transfer between the Adult and Dislocated Worker programs. WIOA adds basic skills deficient as a priority category for Adult services. WIOA also focuses youth program services to out-of-school youth. The Act strengthens services for unemployment insurance claimants. It merges WIA core and intensive services into a new category of career services, clarifying there is no required sequence of services. The Act allows Governors to reserve up to 15% of formula funds for activities such as innovative programs.

Improves Services to Individuals with Disabilities
WIOA increases individuals with disabilities' access to high-quality workforce services to prepare them for competitive integrated employment. It requires better employer engagement and promotes physical and programmatic accessibility to employment and training services for individuals with disabilities. Youth with disabilities receive extensive pre-employment transition services to obtain and retain competitive integrated employment. It creates an Advisory Committee on strategies to increase competitive integrated employment for individuals with disabilities.

Supports Access to Services
To make services easier to access, the WIOA requires co-location of the Wagner-Peyser Employment Service in AJCs and adds the Temporary Assistance for Needy Families program as a mandatory partner. WIOA establishes dedicated funding from AJC partner programs to support the costs of infrastructure and other shared costs that support access to services. It asks the Secretary of Labor to establish a common identifier for the workforce system to help workers and employers find available services. In addition, WIOA allows local areas to award pay for performance contracts so providers of services get paid for results. It also allows direct contracts to higher education institutions to provide training.

Conclusions

After many meetings of the strategic planning committee, to review and analyze the above information, and reviews with the Board, staff, and other stakeholders, the following mission, goals, activities, and outcomes were developed. The NCMWIB is committed to ongoing review, evaluation, and updating of these goals over the next 3 years. Outcomes listed are primarily for year 1. A "Dashboard" will be created to regularly review progress against goals at Board and Executive Committee meetings. This strategic plan will be input to the Regional Plan needed for WIOA implementation. The North Central and Central Mass Workforce regions will be working together to develop a regional plan that will be submitted to the Division of Career Services in compliance with WIOA regulations.

North Central MA Workforce Investment Board
Strategic Plan 2016-2019

Mission

The mission of the NCMWIB is to provide job driven employment and educational services that expand opportunities for young people and adults in North Central Massachusetts and provide employers with the competitive workforce they need to succeed.

North Central MA WIB Strategic Goals: 2016 – 2019

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

1. Promote, develop and expand relevant career pathways, stackable credentials, work-based learning and skill development opportunities to address the hiring needs of the region's priority industry sectors of Health Care and Advanced Manufacturing.

2. Increase access and opportunities for people with barriers to employment, such as people with disabilities, older workers, veterans, low income adults, experienced or displaced workers with outdated skills, and college graduates with academic credentials not matched to skill demand.

3. Provide the region's youth with opportunities, skills and credentials to participate in career pathways and secure employment.

4. Restructure NCMWIB and our Career Center to address WIOA regulations and to continue to be a high performing workforce system.

GOAL 1A: Promote, develop and expand relevant career pathways, stackable credentials, work-based learning and skill development opportunities to address the hiring needs of the region's priority industry sectors of Healthcare and Advanced Manufacturing.

A. ***Healthcar***e

Strategies	Activities/Outcomes
1. Maintain strong partnerships to ensure training partners understand the needs of Healthcare employers.	At least two members from the Healthcare sector on the board. Convene at least semi-annual meetings between Healthcare employers and training partners to discuss skill development needs and opportunities.
2. Increase the pipeline of available skilled workers and upskill incumbent employees.	Participate in opportunities to secure healthcare planning and implementation grants to provide funding for relevant training programs & career pathways. Track CC placement data to assure we continue to address some of the hiring needs of this sector Recommend to funders and training vendors that they include internships or clinical practicums for participants. CC develops job driven strategies to post and fill critical healthcare positions.
3. Educate adults and youth about career pathways and training opportunities in Healthcare through our Career Center.	Make Healthcare a priority sector in all STEM projects. Promote training programs and opportunities in healthcare for youth and adults.
4. Support local community college and vocational schools to develop curriculum for critical and emerging healthcare needs.	Support TAACCCT and Perkins applications for new curriculum and equipment for training students in healthcare.

GOAL 1B: Promote, develop and expand relevant career pathways, stackable credentials, work-based learning and skill development opportunities to address the hiring needs of the region's priority industry sectors of Healthcare and Advanced Manufacturing.

B. ***Manufacturing***

Strategies	Activities/Outcomes
1. Provide support and identify resources for manufacturing.	At least two members from the Manufacturing sector on the board Market the Workforce Training Fund Program
2. Increase the pipeline of available skilled workers and upskill incumbent employees.	Participate in opportunities to secure grants & funding to provide relevant training programs & career pathways Continue to work with Mass MEP on the $3.9 million H1-B grant for manufacturing Meet or exceed the goals of the NEG manufacturing grant and the "new" Tech Hire grant Continue to work on training for advanced manufacturing positions, CNC operators and entry level CC develops job driven strategies to post and fill critical manufacturing positions
3. Educate adults and youth about career pathways in Manufacturing and increase awareness of STEM careers.	Support the North Central Chamber of Commerce "Amp it Up" program Promote STEMPOWER.org that contains contacts, postings and discussions used in the H1-B manufacturing project
4. Support local community college and vocational schools to develop curriculum for critical and emerging manufacturing needs.	Support applications for new curriculum and equipment for training students in manufacturing (Perkins, TAACCCT, etc.)
5. Maintain strong manufacturing partnerships between key business and training providers to ensure training meets the needs of businesses.	Engage local employers in grant projects and on project advisory committees

GOAL 2: Increase access and opportunities for people with barriers to employment, such as people with disabilities, older workers, veterans, low income adults, experienced or displaced workers with outdated skills, and college graduates with academic credentials not matched to skill demand.

Strategies	Activities/Outcomes
1. Continue to implement the USDOL Disability Employment Initiative.	Build cross agency partnerships focused on services to individuals with disabilities and ensuring accessibility of Career Pathways and Career Center resources Conduct skill assessments with companies from each sector to determine job availability, skill needs, and potential for internships/employment Design and implement education and training programs for employers Identify Career Pathways opportunities to address skill development needs Recruit, screen and enroll 44 participants in training Support 34 participants through career pathways programs, internships, and employment opportunities
2. Enhance outreach to veterans and create opportunities for employers and veterans to engage	NCMWIB and Career Center directors meet with local veterans' agents to explain programs Inform Career Center Vet reps of any newly funded projects and opportunities
3. Use WIOA Youth and Adult funding to provide education and training opportunities in priority industry sectors and beyond for eligible participants with employment barriers	Use formula funds to address skill gaps and train participants for available jobs in our region, tracked through MOSES & CC performance
4. Use WIOA Dislocated Worker funds to provide training opportunities for eligible candidates for in demand jobs in our region	Use these formula funds to up-skill dislocated workers for current openings that meet the needs of local employers, tracked through MOSES & CC performance
5. Provide opportunities for older workers, especially those who need new and additional skills to remain competitively employed.	Partner with the Office of Elder Affairs to provide training & employment opportunities for people over age 55 Member of Operation Able on Board

GOAL 3: Provide the region's youth with career exploration opportunities, internships, foundation skills, summer employment opportunities, career pathways and credentials to prepare them for competitive employment.

Strategies	Activities/Outcomes
1. 15 -20 young women participate annually in our Women in Technology project at TYCO/Simplex	Project celebrated it's fourteenth year in 2016
2. 700 youth participate in internships annually through the Connecting Activities program with at least 20 in our priority sectors	FY14 836 participants 57 in priority sectors FY15 814 participants 87 in priority sectors FY16 744 participants 51 in priority sectors
3. 250 youth attend the regions Youth Leadership Summit	FY15 278 FY16 300
4. 100 youth participate annually in the Summer Youth Works program and complete CommCorps Empower Your Future Career Readiness curriculum	FY15 109 FY16 110
5. Use WIOA Youth funds to prepare out of school youth for employment	Track "Youth" outcomes through CC performance and sub-contract monitoring

GOAL 4: Restructure NCMWIB and our Career Center to address WIOA requirements and to continue to be a high performing workforce investment system.

Strategies	Activities/Outcomes
1. Complete Fiscal Agent designation for the Board	July 1, 2016
2. Prepare and issue the Request for Proposals for the Career Center Operator, schedule a bidders conference and potential sub-contractor list	July/August 2016
3. Develop new WIOA Strategic Plan	Complete by September 2016
4. Complete Career Center procurement, establish a review committee and scoring criteria.	Procure by December 2016 for implementation & operation by July 1, 2017
5. Develop agreements and signed MOU's with required local WIOA partners including infrastructure cost sharing	Interim MOU due June 2016 Final MOU with shared costs due June 2017

APPENDIX A

North Central MA Workforce Investment Board
Strategic Planning Committee

Michael Noble, Committee Chair

Barbara Mahoney, NCMWIB Chair

Paulette Carroll, Career Center Director

Christine Cordio, Director ABE Clinton

Dale DelleChiaie, Gardner VNA

Jacqueline Belrose, MWCC

Lisa Marrone, City of Leominster

Martha Chiarchiaro, Clinton Hospital past NCMWIB Chair

Michael Gerry, NCMWIB Staff

Jeffrey Roberge, Director local MRC office

Scott Percifull, Career Center Business Rep.

Theresa Kane, The Polus Center for Social & Economic Development, Inc.

Tim Sappington, NCMWIB, Executive Director

North Central MA Workforce Investment Board Members -2016

Trevor	Beauregard	Dept. of Community Development & Planning
Jackie	Belrose	Mount Wachusett Community College
Kristi	Bruwer	Training Resources of America
Paulette	Carroll	Café Edesia, LLC
Martha	Chiarchiaro	Clinton Hospital
Maryalyce	Cleveland	Department of Transitional Assistance

Christine	Cordio	Clinton Adult Learning Center
Jeff	Crowley	Wachusett Mountain Ski Area
Dale	DelleChiaie	GVNA Health Care
Melissa	Fetterhoff	Nashoba Valley Chamber of Commerce
Yolonda	Francois	Shriver Job Corps
Roy	Gilbert	GB Chapel Furnishings
Beth	Goguen	Department of Career Services
Pierre	Groleau	Plumbers & Pipefitters Local 4
Mario	Guay	SMC Ltd.
Theresa	Kane Ph.D.	Polus Center
Mohammed	Khan	MART
Linda	Lagoy	Workers' Credit Union
Barbara	Mahoney	Leominster Credit Union
Lisa	Marrone	Leominster Office of Planning & Development
Donata	Martin	Boys & Girls Club of Fitchburg & Leominster
Christopher	Mattioli Sr.	New England Regional Council of Carpenters
Maegen	McCaffrey	RCAP Solutions
Roy	Nascimento	No. Central MA Chamber of Commerce
Michael	Noble	North Middlesex Savings Bank
Tee	Provost	Operation A.B.L.E.
Kevin	Reed	Montachusett Opportunity Council
Jeff	Roberge	Mass Rehabilitation Commission

Appendix B

Fastest Growing Occupations in North Central MA

Title	Employment					2015 Mean Wage
	2012	2022	Annual Percent	Sector		
Electrical and Electronic Equipment Assemblers	287	455	4.72 %	M	High school diploma or equivalent	$28,836
Fitness Trainers and Aerobics Instructors	230	316	3.23 %	HC	High school diploma or equivalent	$43,526
Construction Laborers	445	587	2.81 %	C	Less than high school	$59,354
Medical Secretaries	663	869	2.74 %	HC	High school diploma or equivalent	$38,301
Home Health Aides	317	414	2.71 %	HC	Less than high school	$27,616
Cooks, Restaurant	608	789	2.64 %	HOSP	Less than high school	$26,584
Physical Therapists	202	262	2.63 %	HC	Doctoral or professional degree	$87,685
Personal Care Aides	344	445	2.61 %	HC	Less than high school	$26,425
Carpenters	852	1,094	2.53 %	C	High school diploma or equivalent	$47,487
Bartenders	699	894	2.49 %	HOSP	Less than high school	$22,714
First-Line Supervisors of Construction Trades and Extraction Workers	277	353	2.45 %	C	High school diploma or equivalent	$69,089
Self-Enrichment Education Teachers	310	392	2.37 %	E	High school diploma or equivalent	$48,516
Healthcare Social Workers	400	503	2.32 %	HC	Master's degree	$53,621
Combined Food Preparation and Serving Workers, Including Fast Food	916	1,146	2.27 %	HOSP	Less than high school	$22,617
First-Line Supervisors of Food Preparation and Serving Workers	309	383	2.17 %	HOSP	High school diploma or equivalent	$30,947
Registered Nurses	1,632	2,008	2.10 %	HC	Information Not Available	$84,005
Medical and Health Services Managers	268	329	2.07 %	HC	Bachelor's degree	$121,286
Nursing Assistants	908	1,114	2.07 %	HC	Information Not Available	$29,119
Licensed Practical and Licensed Vocational Nurses	416	510	2.06 %	HC	Postsecondary non-degree award	$51,933

Industrial Machinery Mechanics	214	262	2.04 %	M	High school diploma or equivalent	$54,924
Bus Drivers, School or Special Client	617	755	2.04 %		High school diploma or equivalent	$27,697
Childcare Workers	377	458	1.97 %	E	High school diploma or equivalent	$25,869
Medical Assistants	401	487	1.96 %	HC	High school diploma or equivalent	$34,637
Maids and Housekeeping Cleaners	301	364	1.92 %	HOSP	Less than high school	$23,886
Landscaping and Groundskeeping Workers	799	955	1.80 %		Less than high school	$30,711
Rehabilitation Counselors	351	419	1.79 %	HC	Master's degree	$33,113
Dining Room and Cafeteria Attendants and Bartender Helpers	252	300	1.76 %	HOSP	Less than high school	$21,866
Waiters and Waitresses	1,888	2,239	1.72 %	HOSP	Less than high school	$22,859

N=32
Health Care – 12
Hospitality – 7
Manufacturing /Construction/Laborer– 5
Education - 2
Other - 2

APPENDIX C
Top Companies in North Central MA with More than 250 Employees

		employees
Future Electronics Corp	Bolton	1,000-4,999
Health Alliance Hospital	Fitchburg	1,000-4,999
Tyco Simplex Grinnell LP	Westminster	1,000-4,999
Wachusett Mountain Ski Area	Princeton	1,000-4,999
Deluxe Corp	Groton	500-999
Fitchburg State College	Fitchburg	500-999
Henry Heywood Memorial Hosp	Gardner	500-999
Mci Shirley Complex	Shirley	500-999
Nashoba Valley Medical Ctr	Ayer	500-999
Nypro Inc	Clinton	500-999
Sterilite Corp	Townsend	500-999
Clinton Hospital	Clinton	250-499
Demoulas Super Markets Inc	Fitchburg	250-499
Doctor Franklin Perkins School	Lancaster	250-499
Franklin Perkins Dr School	Lancaster	250-499
Georgia-Pacific Corp	Leominster	250-499
Hannaford Supermarket	Leominster	250-499
Highlands Long Term Care Ctr	Fitchburg	250-499
Hollingsworth & Vose Co	Groton	250-499
Market Basket	Fitchburg	250-499
Mt Wachusett Community College	Gardner	250-499
North Central Corrections Inst	Gardner	250-499
Paragon	Bolton	250-499
S M C Ltd	Sterling	250-499
SMC Limited	Leominster	250-499
Sterling Village	Sterling	250-499
Stetson School Inc	Barre	250-499
Templeton Developmental Ctr	Baldwinville	250-499
TRW Automotive	Westminster	250-499

APPENDIX D

North Central MA Workforce Investment Board

Critical Issues Questionnaire Results

1. Organization/Partner type (check all that apply)		
Company	2	
Non-profit	7	
Elected official	1	
State agency	1	
Local community-based partner	4	
Skills training provider	3	
State or local education provider	3	
Other, please specify	2	Labor union, local govt

2. What do you think are the primary challenges facing North Central MA companies in relation to their labor force?		
There are no issues.		
Unable to find workers with specific occupational skills	13	
Unable to find workers with basic core competencies and/or generic skills, e.g., reading, speaking, doing basic math, etc.	10	
Cost of hiring/employing individuals, i.e., health care, other benefits, state assessments like Unemployment	6	
Unable to keep skilled workers who leave to work for competitors	8	
Unable to keep skilled workers who move out of the area	2	
Don't know		
Other, please specify	1	

- Unable to find work opportunities for union dues paying members.
- We do not have many issues in regards to recruitment; can find individuals who have skills needed fairly easily at non-exempt level. More difficult for specialized jobs.
- Cost of recruitment.
- High turnover
- Skill gap less of a problem than unwillingness to shoulder costs. Companies need to add value, most people stay put
- Unable to fine workers with basic job skills (e.g., professionalism, punctuality, customer service)

3. What do you think are the primary issues facing North Central <u>residents</u> in relation to finding, getting, and keeping quality employment?		
There are no issues		
Continually being laid off by companies	3	
Lack of knowledge on how to find a job	5 (youth)	
Lack of specific skills required by companies in their field	11	
Lack of knowledge on how to gain these skills	6	
Lack of time to return to school to gain these skills	8	
Mismatch of skills and available jobs (e.g., over-qualified, wages)	13	
Don't know	1	

Other, please specify

- There is a constant downward pressure in the economy. There is less of an effort by businesses to be part of the community and look at benefitting the community in the longer term.
- Transportation has been an issue recently. (2)
- Language (ESL).
- Many career center customers are not ready for training.
- Temp employment without benefits and insurance.

4. What do you think are the primary issues facing North Central <u>educational providers</u> as they attempt to address these challenges and issues?		
Lack of information on local labor force needs	8	
Lack of funding to expand education/training programs	5	
Need stronger partnerships between employers/schools	13	
Don't know	1	

5. In your opinion, what other critical issues will the North Central area face in the next 3 years that is relevant to the WIB's work?
No comments

6. Please review the following list of potential areas of focus for the NCM Workforce investment board. <u>Check all of which you think should be included in the strategic plan</u>:

- o Develop, with training providers, stackable credentials and career pathways, continue to enhance partnerships between educators and employers8
- o Provide focused funding and activities to address barriers of alternative sources of talent, such as people with disabilities and older workers.7
- o Address skill gaps such as youth with low skills, experienced older workers with outdated skills, college graduates with educations not matched to skill demand. Connect long term unemployed with hard to fill positions. Improve soft skills and customer service in addition to technical skill development.7
- o Focus on priority industries (Advanced Manufacturing, Health Care/Social Assistance)6
- o Continue shift to a job driven vs. job seeker model, better matching of customers to job openings6
- o Restructure WIB/Career Center to address WIOA requirements4

Other:

- The priority industries will be determined by the major employers driving the local industry.
- Important! Need to combat the perception that people are just sending resumes from career center to simply check off but without any thought of matching job to business. Probably a by-product of insisting people apply for x-number of jobs a week.

SECTION III: MEMORANDUM OF UNDERSTANDING

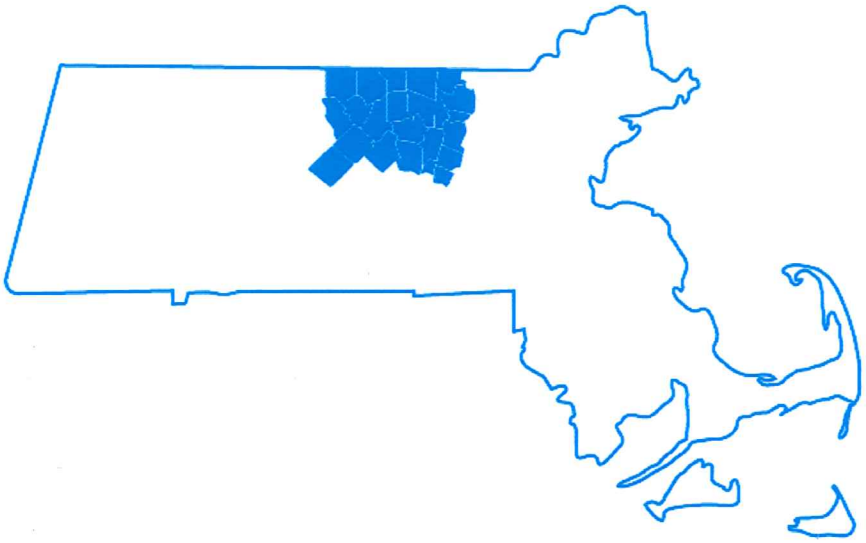
METHODS OF INTEGRATED SERVICE DELIVERY

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

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

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

The North Central Massachusetts Workforce Investment Board, Inc.



Workforce Innovation and Opportunity Act Memorandum of Understanding

2017

Memorandum of Understanding
Between the North Central Workforce Investment Board and its Workforce Innovation Opportunity Act Partners

The purpose of this agreement conveys the agreement developed and executed between the North Central Workforce Investment Board (NCMWIB) with the city of Leominster, serving as the Chief Elected Official (CEO), the North Central Consortium, North Central Career Centers (NCCC) and required Workforce Innovation Opportunity Act (WIOA) Partners. This agreement relates to the operation of the NCCC and its delivery of service to the North Central Massachusetts community. This Memorandum of Understanding (MOU) was developed through a collaborative effort of Partner representatives from within the North Central Workforce Development Area (WDA).

Section 1 – Mandated Partners

The NCMWIB will be the principal negotiator with the Partners to shape the delivery of services through the NCCC ensuring quality services to the North Central population.

The MOU will define the roles and responsibilities of all partners to enhance and expand the current services being offered at the NCCC, to meet the need of an ever-evolving workforce.

In accordance with WIOA Section 121(c), this Local MOU is written and executed with agreement of the region's CEO and the WIOA One-Stop Career Center (OSCC) required Partners.

1. **The Adult Program** (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
2. **The Dislocated Worker Program** (Title I), as part of DCS/EOLWD;
3. **The Youth Program** (Title I), as part of DCS/EOLWD;
4. **The Adult Education and Family Literacy Act Program** (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE); represented by Mount Wachusett Community College and Clinton Adult Learning Center
5. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD; represented through the region's OSCC operator, NCCC;
6. **The Vocational Rehabilitation Program** (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);

7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
8. **Trade Adjustment Assistance for Workers Programs** (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
10. **Temporary Assistance for Needy Families Program (TANF),** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program (SNAP)**, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)), as part of DTA, EOHHS;
12. **Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)); represented by Catholic Charities and Operation A.B.L.E.
13. **Mount Wachusett Community College (MWCC)**: Provide career planning and workshop services to appropriate clients in a manner that leverages other college programs and provides clients with a fully integrated and supportive experience.
14. **Shriver Job Corps:** Provides an educational and career technical training program that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training.

Additional non-mandated Partners are:

The Polus Center for Social and Economic Development, Inc.
Worcester County Sheriff's Office
Montachusett Opportunity Council

Section 2 – MOU Process

NCMWIB convened an initial meeting with the Partners in fall 2016 to discuss the planned process for development of the MOU. NCMWIB then met individually with each partner to gather information about their organization's customers, services, delivery systems and their NCCC needs regarding space, workshops and contributions. Once the individual meetings were completed in late November, the first full partner meeting was held. Representatives from the Department of Career Services, WIOA youth program and adult learning centers, Massachusetts Rehabilitation Commission, Massachusetts Commission for the Blind, the Department of Unemployment Assistance and the Department of Transitional Assistance were at the table. The goal of the first full meeting was to define a "shared customer". This is the definition chosen:

A shared customer is a job seeker or a business that is formally enrolled in services by more than one core agency or program either at the same time or sequentially. If applicable, a shared customer must meet the eligibility criteria of the partner agency providing services. Not all customers will be shared customers.

Section 3 – Priority Populations

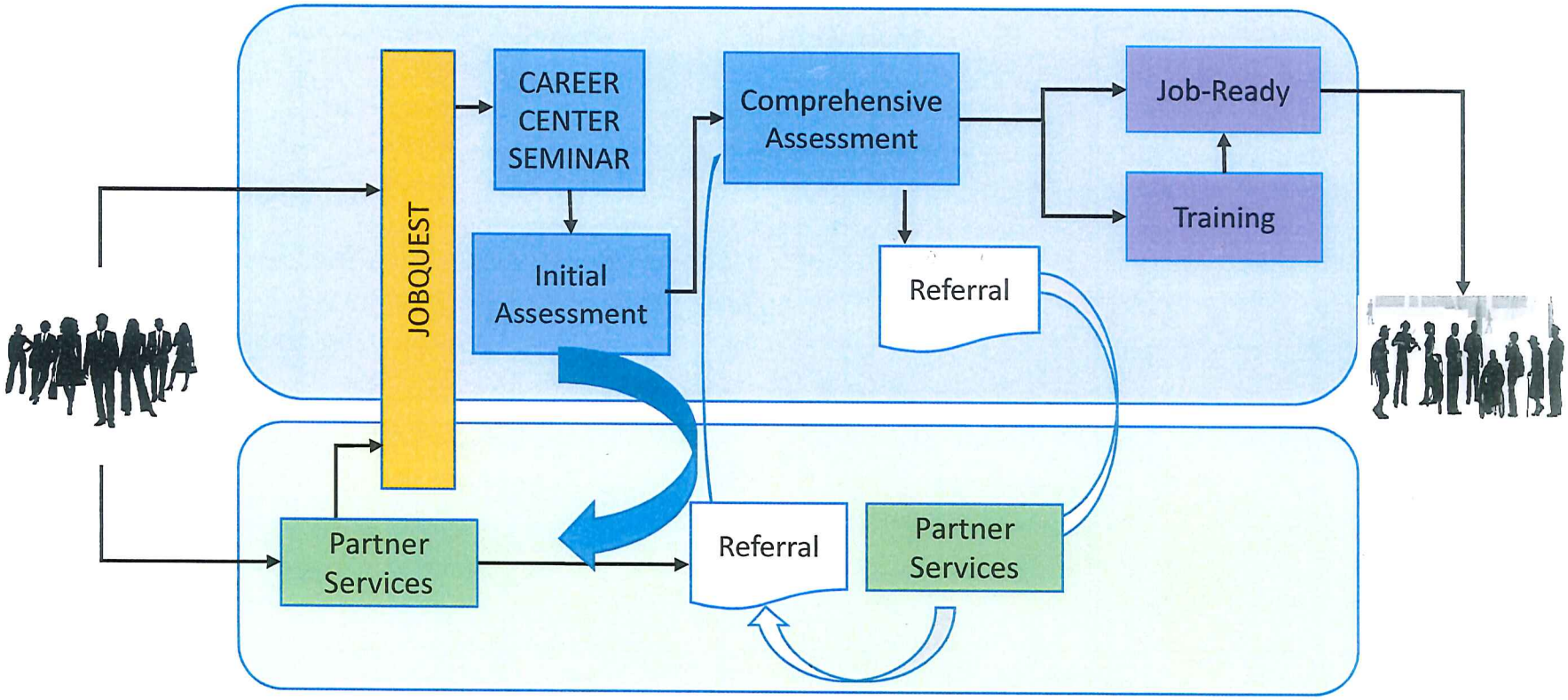
Following the design and development of the NCMWIB WIOA Partner Services Grid, several more meetings were held to discuss priority populations and available career pathways. The priority populations identified by the Partners are:

- Unemployment insurance claimants
- Low-income adults, including TANF and SNAP recipients
- Homeless, including Homeless Veterans
- Adult Education participants (Title II)
- Individuals with disabilities (Vocational Rehabilitation Title IV)
- Veterans
- Older Workers
- Reintegration populations
- Youth, including youth with barriers to employment

It was also decided by the Partners that shared customers will be referred between agencies using a referral form that each organization is currently developing. This process will simplify the process of following and tracking service integration, applicable career pathways and business service referrals for all shared customers.

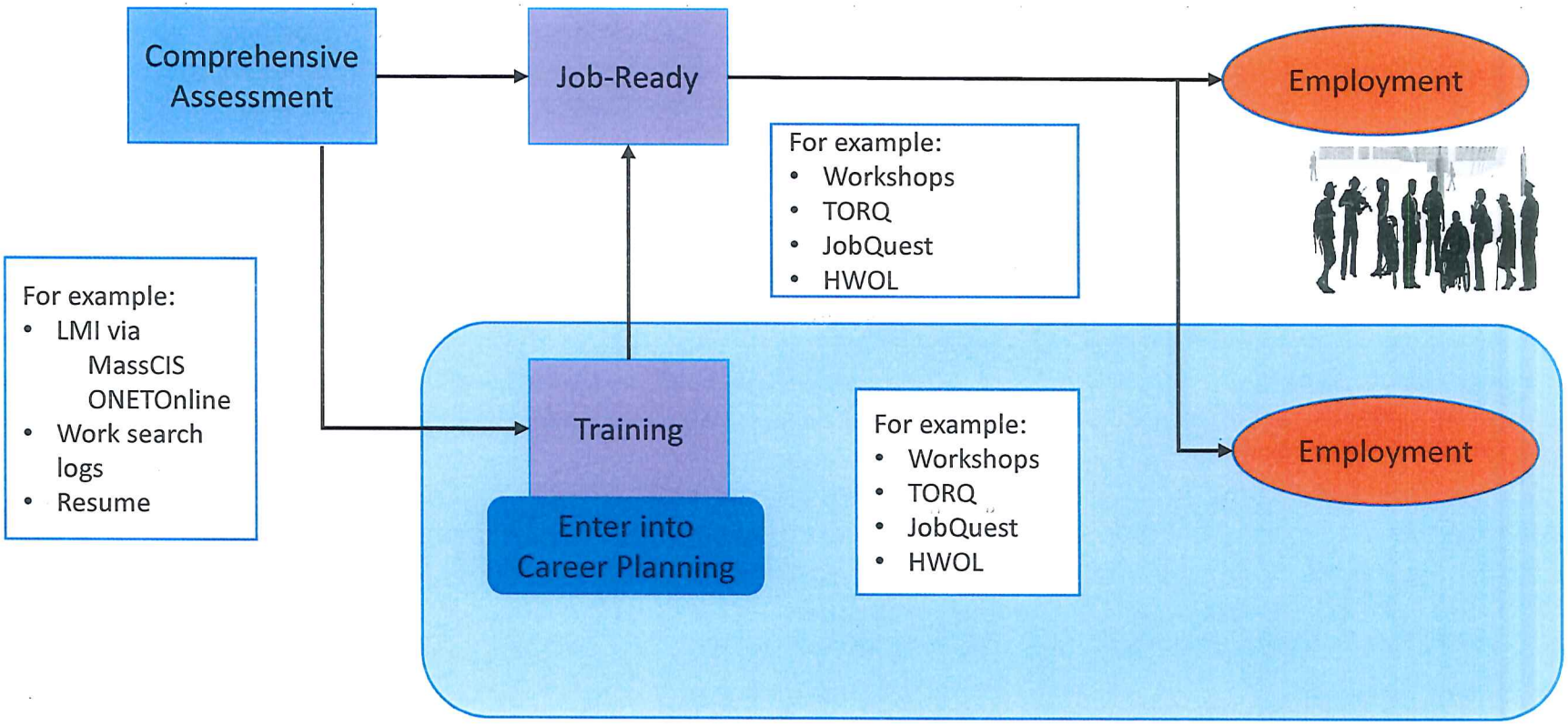
The primary career pathways identified by NCMWIB and the NCCC are pathways to our Healthcare and Manufacturing industry sectors.

GENERAL CUSTOMER FLOW



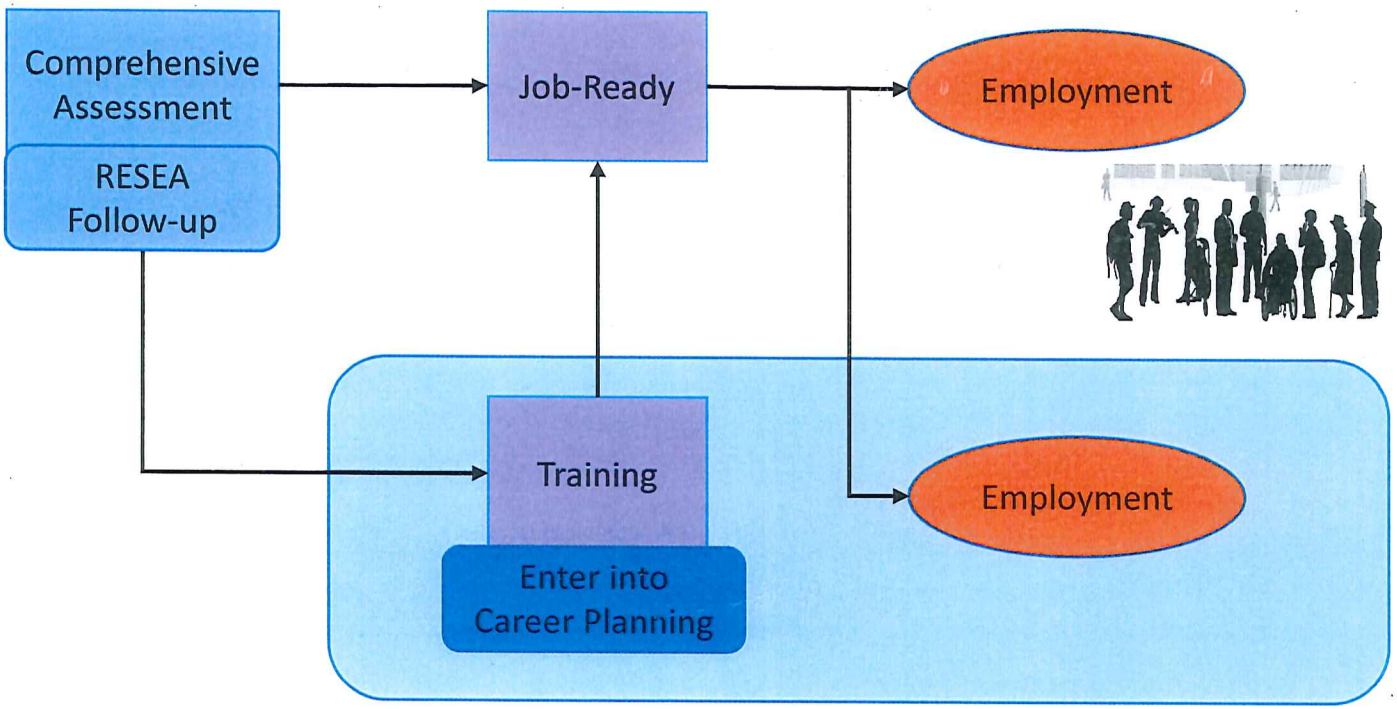
1. Customers may utilize services through the Career Center as a walk-in or a referral by a Partner agency.
2. All customers are required to register on JobQuest.
3. Referrals for services between NCCC and Partners will occur as appropriate and apply to any customer from any population.

CUSTOMER FLOW FOLLOWING TRIAGE



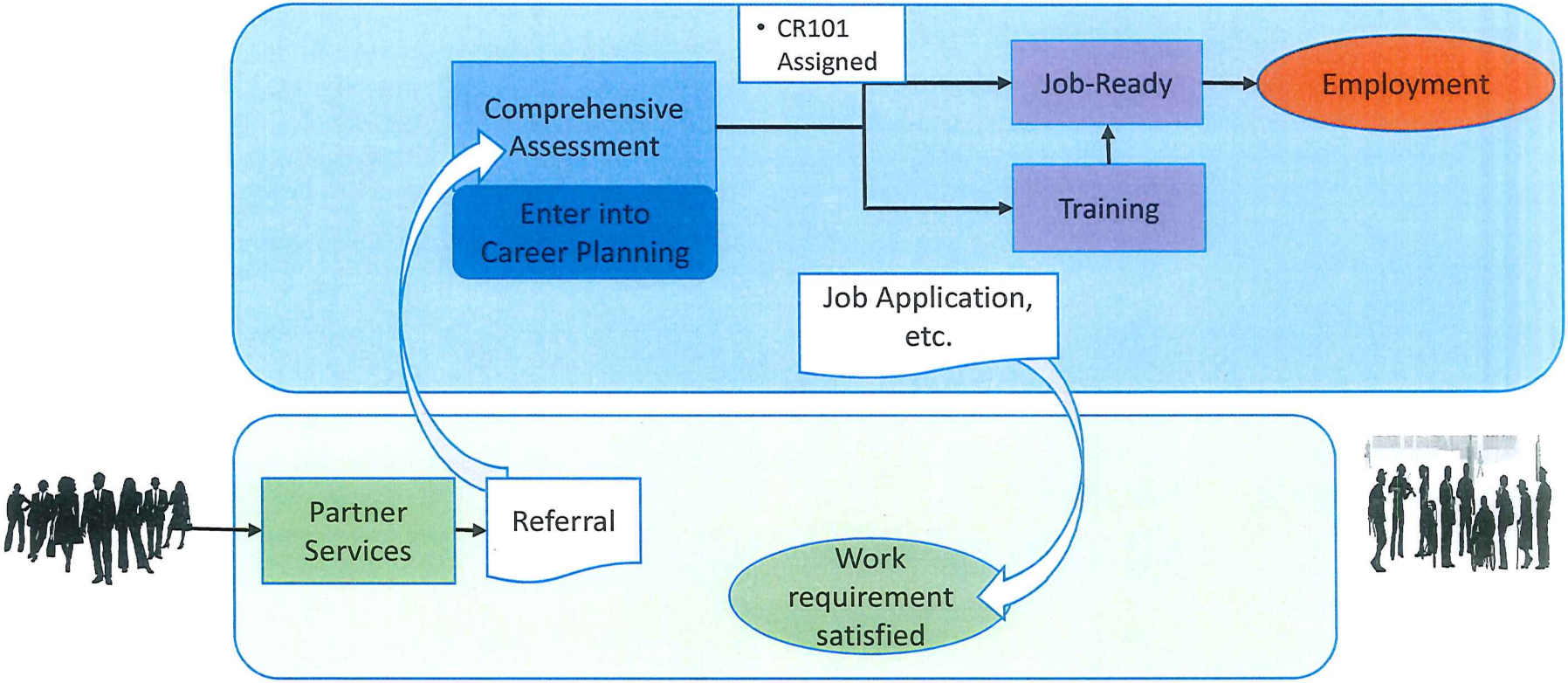
Job-ready customers primarily may be self-service, whereas customers referred for training must meet eligibility requirements and are case managed through training, employment and for 12 months following employment.

UNEMPLOYMENT INSURANCE CLAIMANTS



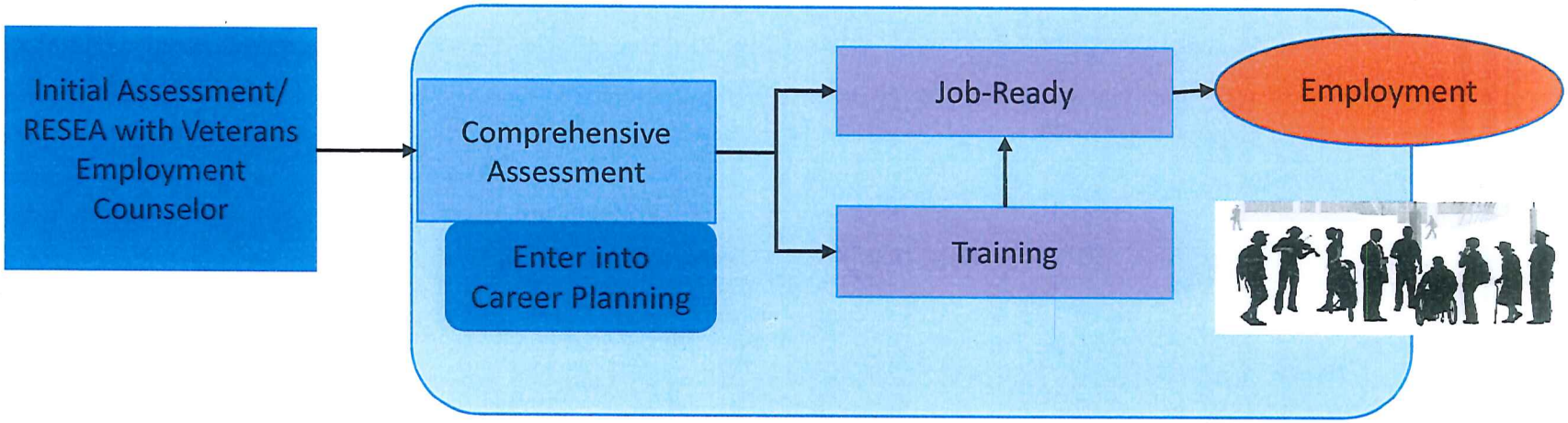
Comprehensive Assessment and appropriate training and/or job referrals will be provided during RESEA.

LOW INCOME, TANF & SNAP CUSTOMERS



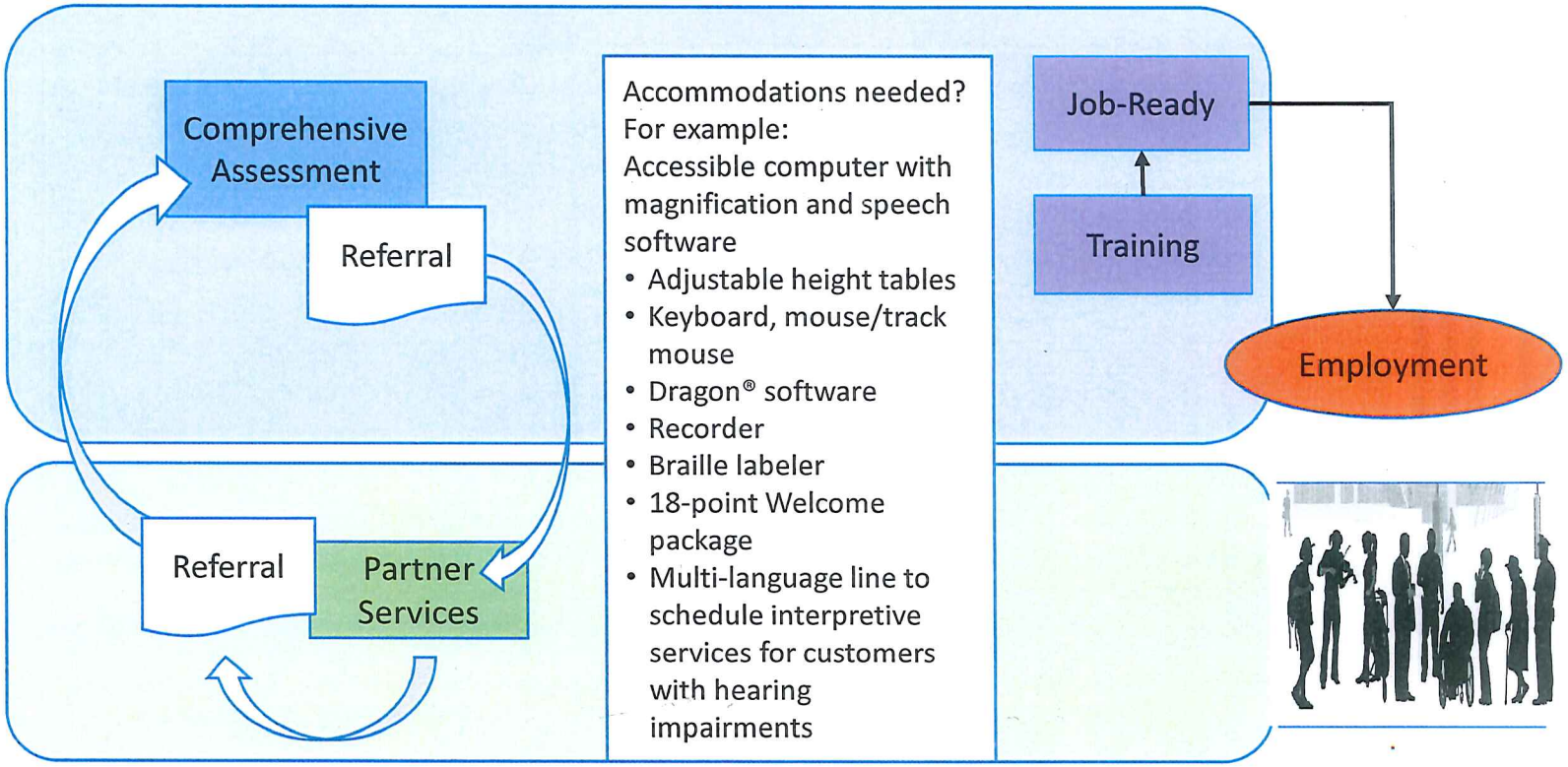
Full-engagement workers and career center staff will work closely to case manage shared customers and to refer and provide appropriate services.

VETERANS



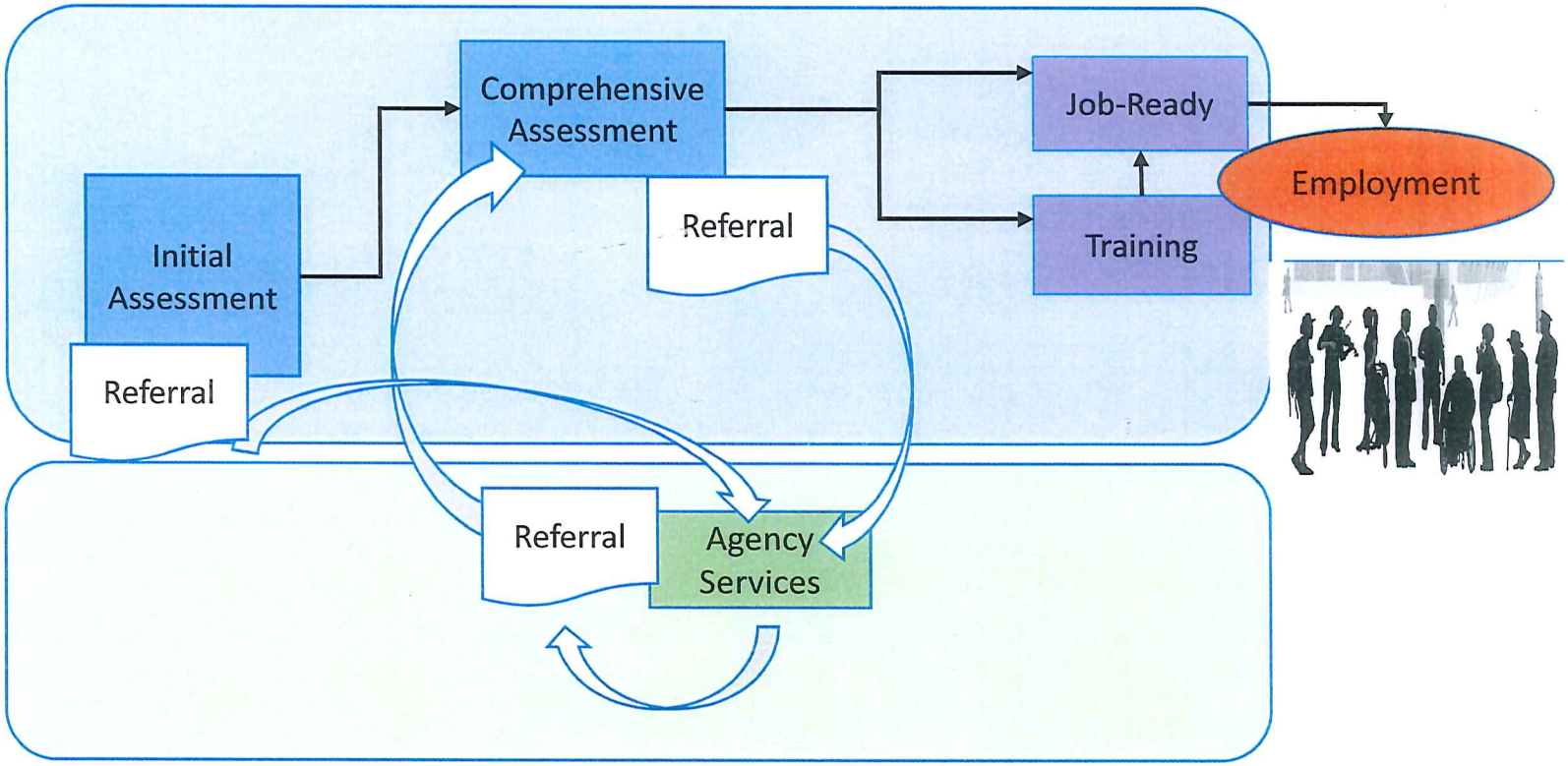
Veterans are provided priority of service and may receive services via designated Veterans staff.

CUSTOMERS WITH A DISABILITY



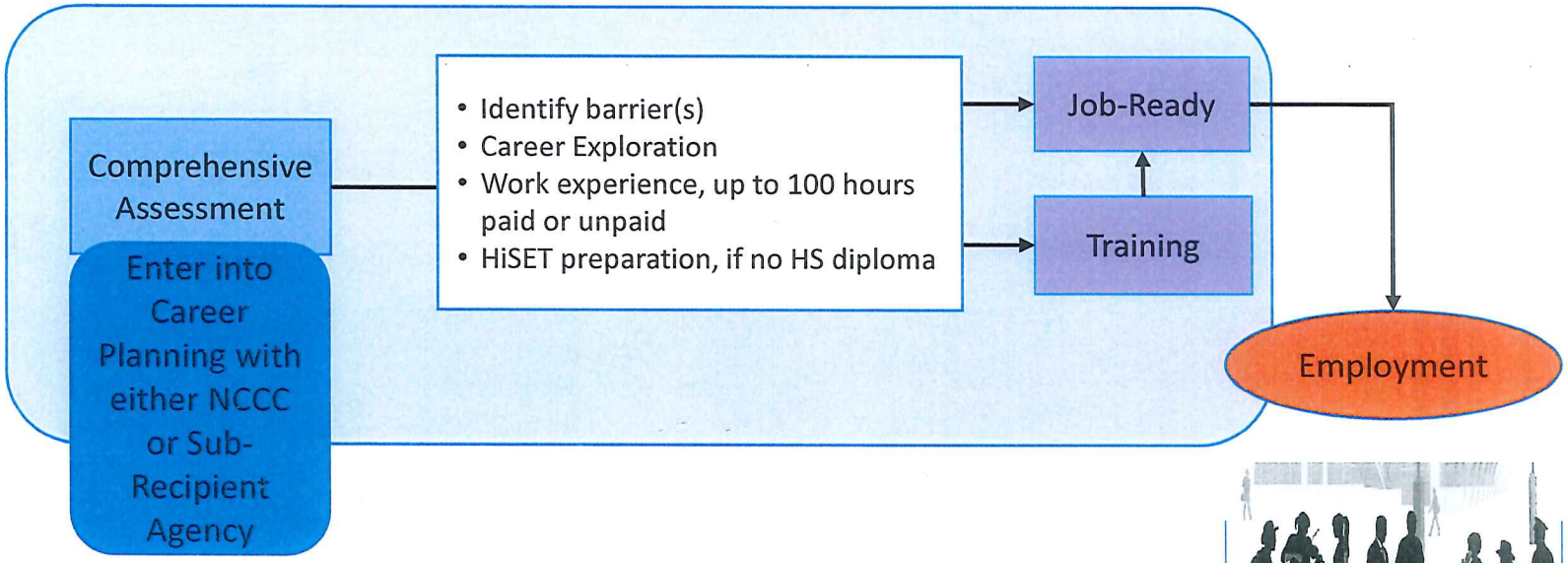
Customers self-identified with a disability will work closely with career center staff to be case managed, referred to and provided with appropriate services.

HOMELESS CUSTOMERS, Including VETERANS & YOUTH

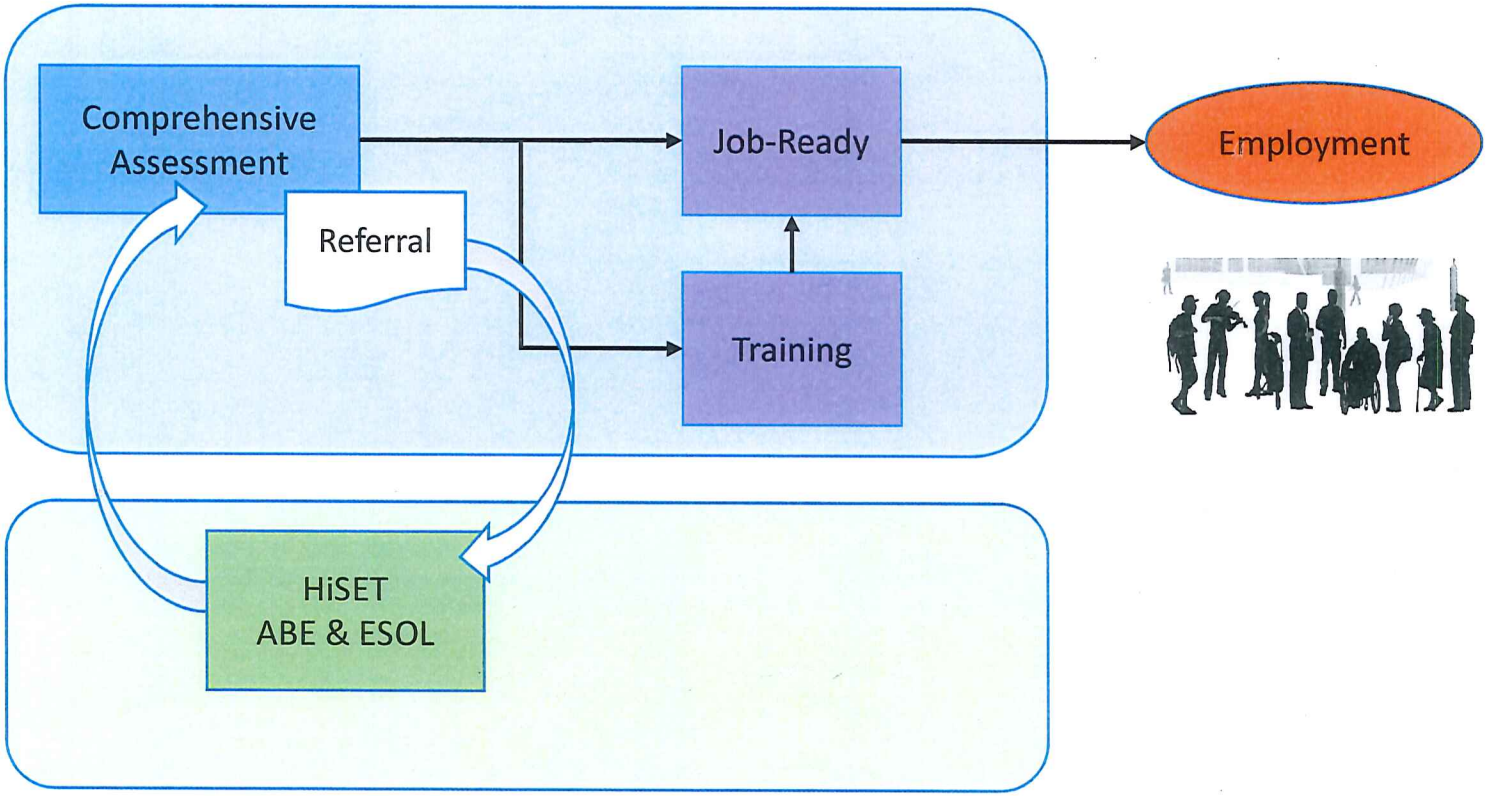


Career center staff will work closely to case manage customer and to refer to and provide appropriate services. Homeless veterans will receive priority of service via designated Veterans staff.

YOUTH, 16–24 Years of Age, with BARRIER

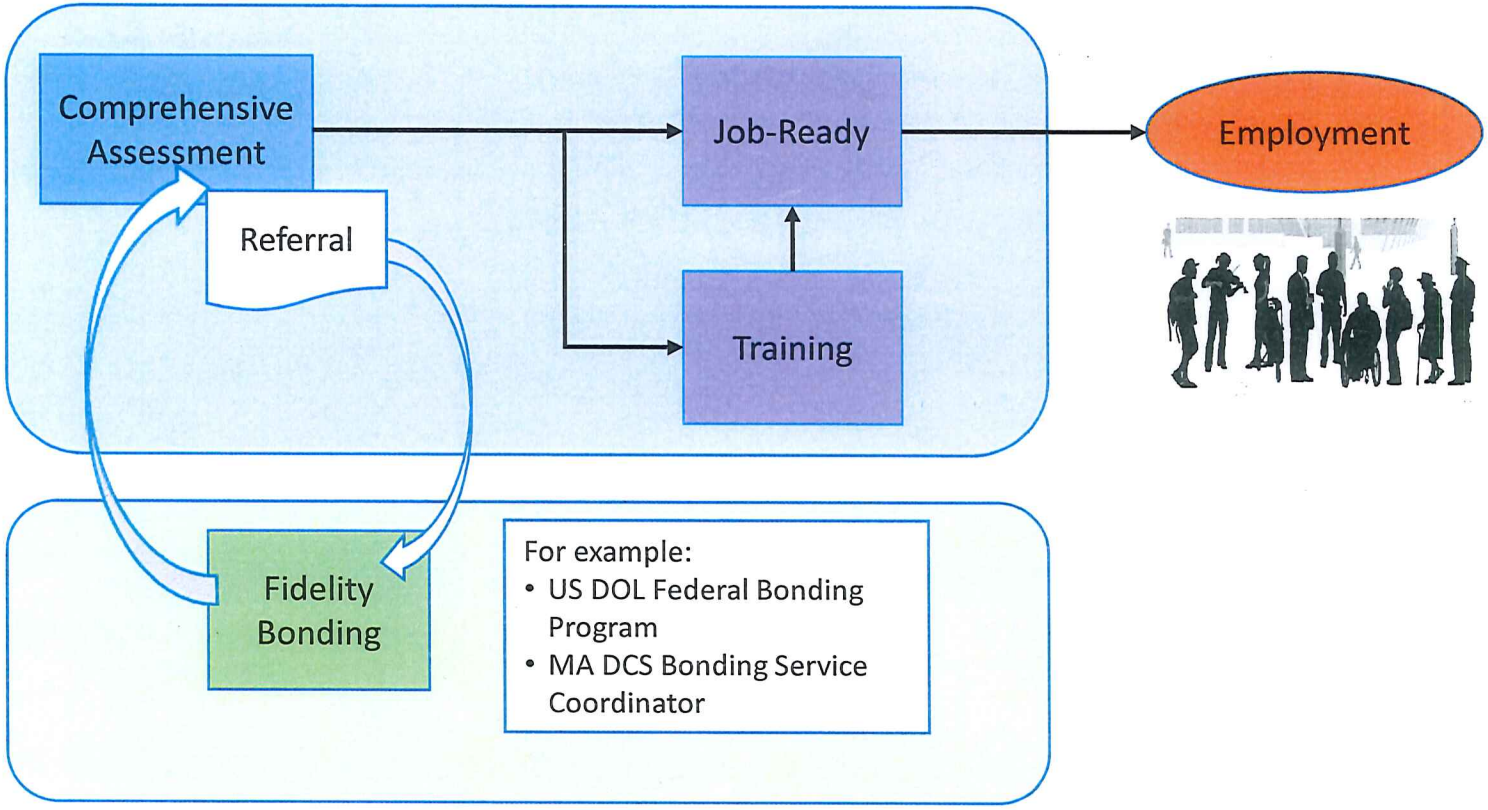


ADULT BASIC EDUCATION (ABE) CUSTOMERS



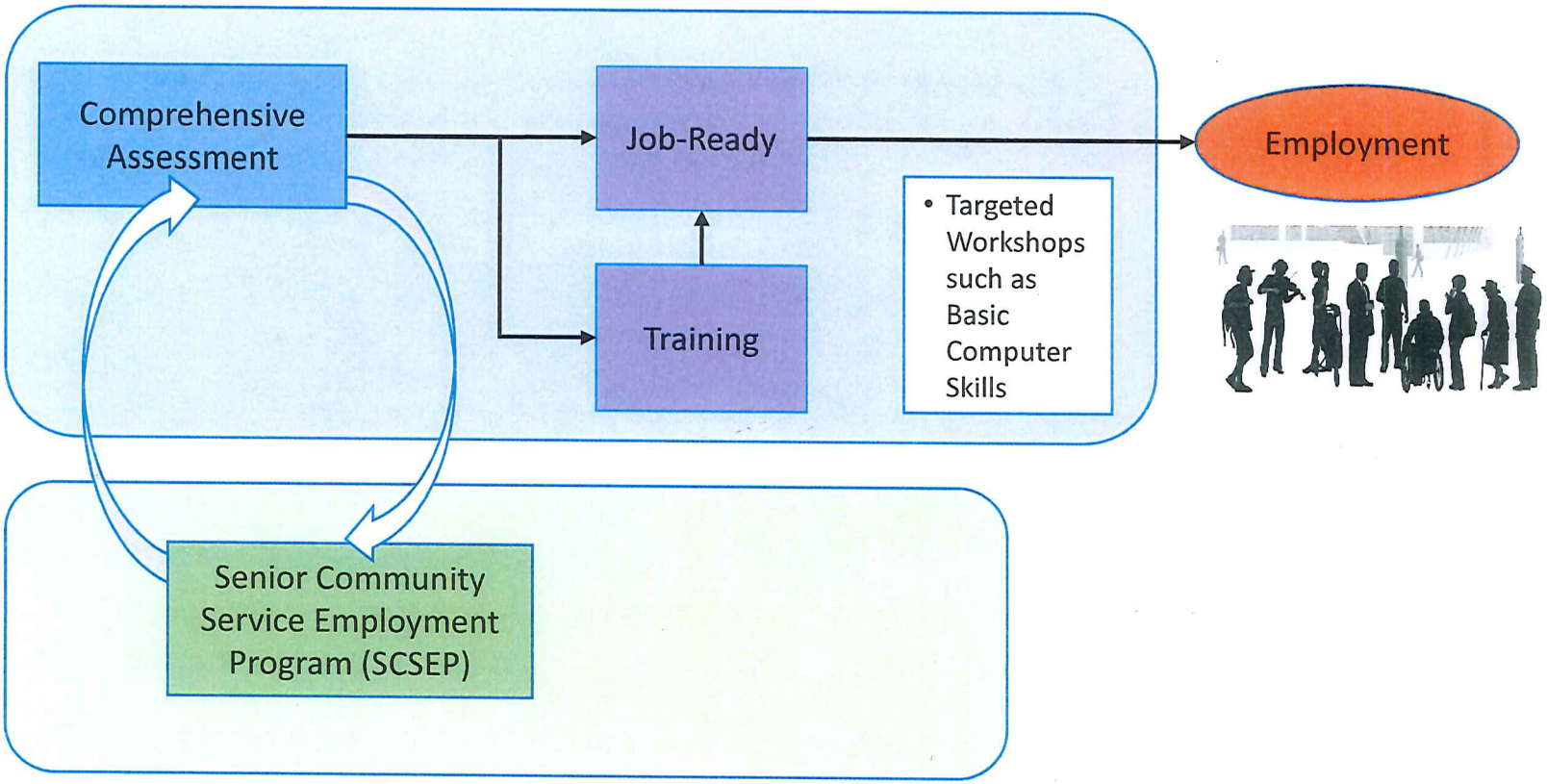
ABE staff and career center staff will work closely to case manage customer and to refer to and provide appropriate services.

REINTEGRATION POPULATION



Fidelity Bonding can be performed at the same time as job-ready activities.

OLDER WORKERS



SCSEP partners and career center staff will work closely to refer and provide appropriate services.

Section 4 – Continuum of Services for Priority Populations

A reference guide, to include contact information, services provided by the Partners, eligibility guidelines, and requirements for program enrollment, either paper or electronic, will be made available to ensure quality referrals between Partners.

The referral process will be standardized for those MOU Partners on/off site at NCCC. A common referral form, either paper or electronic will be submitted when staff are referring a shared customer.

Referral information will be recorded in MOSES under the appropriate tab or in the notes section.

Enrollment into programs (i.e: Title I services)

NCMWIB and the Partners have identified the following roles and responsibilities of the partners:

DTA will provide a full-engagement worker (FEW) onsite at the NCCC weekly

MRC will provide a monthly information session detailing the Vocational Rehabilitation program and will meet with customers at the NCCC on a one-on-one basis at least once a month

MCB will refer and potentially co-enroll customers

ABE will have a representative housed at the career center for 12 hours per week. ABE will also provide TABE testing.

SCSEP will be co-located at the NCCC a minimum of one day per week. SCSEP will continue to provide the career center with administrative support.

MWCC will continue to provide Title I services as well as workshop coordination

DCS will provide Title I services, service UI customers with navigation of the online application, RESEA services, conduct workshops when applicable

DUA will provide support via UI Navigation training for staff so unemployment assistance services are provided to Career Center customers. Provide supportive resources (Career Center Que line/ Agent Assist line and escalation procedures) to resolve customer issues in a reasonable amount of time. Provide funding as outlined in the MOU, to support unemployment assistance services for Career Center customers.

Partners will give their customers a brief overview of services provided by the OSCC's and refer them to the Career Center for services. The customers most likely to benefit from the use of career center career assessment tools, participation in advising, training and/or placement services are those individuals who:

Want to take the first step toward employment and/or education, are able and willing to work, and want a job

Are able to complete digital, paper and accessible assessment formats

Have a desire for services and are committed to training or retooling skills as necessary

Are prepared to look for work; i.e., have arranged for family member care and transportation

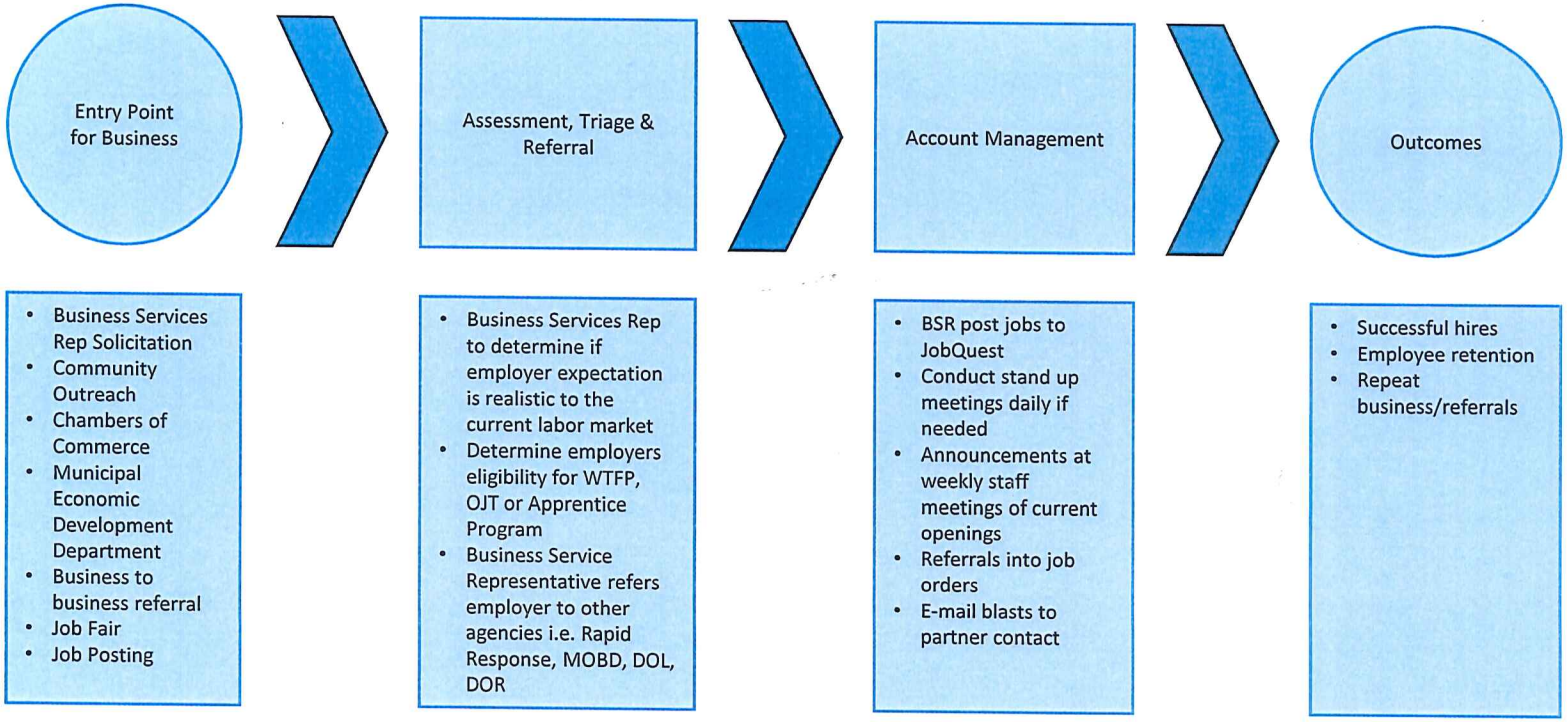
Are documented and able to work in the United States

Are willing/able to sign a release of information form which will allow agencies to share applicable client information

Section 5 – Continuum of Services for Businesses

All staff members will be a part of the business-driven model. Employment Counselors (EC) will build a file of resumes to refer to for the purpose of filling the needs of the area employers. The Business Service Representative (BSR) will update staff at weekly staff meetings with the employers' latest openings as well as e-mailing employer requests on an as-needed basis. When appropriate, the BSR will meet with staff at the start of the day to share information about employers who may have immediate openings. The BSR will also share that information with Partners' contacts, by a mutually agreed-upon method.

BUSINESS CUSTOMERS/Demand Driven 2.0



Section 6 - Technology

The North Central Career Center has a resource room of computers available to our customers. Our resource room is available for access to job search websites as well as any other job search needs. For our customers that may benefit from a quiet space, we provide a group of computers that can be used for tutorials, self-paced assessments and virtual trainings. The computer lab is available for computer workshops (Building Computer Confidence, Word, Job Search on the Internet, Linked In). At least one computer will be accessible with magnification capabilities and speech software and other assistive devices.

The NCCC web page provides updates to the upcoming events offered. Currently, the majority of our services are conducted on an in-person basis during regular business hours (8 a.m. to 4 p.m.). However, moving forward, the vision is that there will be more virtual services provided such as a RESEA review, comprehensive assessments, Career Center Seminars and workshops.

Section 7 – Information Sharing and Staff Development

The NCCC has developed a plan for the development and training of staff. Guide cards will be created to aid staff in determining eligibility and referral processes for Partner programs. A set of guide cards will be given to every NCCC staff member, including the reception staff. Training on how to use the cards and the information included on them will be reviewed at a weekly staff meeting.

A reference guide, to include contact information, services provided by partners, eligibility guidelines, and requirements for program enrollment, paper or electronically, will be made available to ensure quality referrals between partners. If any reference guide training is needed by any Partners, this training will be provided by the NCCC. The website and any reference guides will be accessible.

Other methods that are being used to train our staff include job shadowing and mentoring. These methods will enable our staff to learn how to work with each of our priority populations including program eligibility, training opportunities, career advising and job placement services.

As part of the region's ongoing effort to improve coordination and effectiveness of services, the Partners shall work together to develop and deliver coordinated staff development and training. In order to ensure that all NCCC staff understand the Partner programs and the processes used to make effective referrals, each of our mandated Partners will present at one or more of our weekly staff meetings.

Initial training topics include:

- System integration - Partner and NCCC program benefits/services/eligibility,

- MA BizWorks - performance data tracking, customer referral process,
- Professional growth - time management, case-notes,
- Specific interest - cultural competence, disability tools and supports, language resources.

If there are significant changes to procedures or processes with one or more of our Partners, they will be invited back to the weekly staff meeting for an updated presentation.

Any offsite training that is made available to an NCCC member of management or an NCCC staff member, will be delivered to the entire staff in a Train-The-Trainer training session. Ideally, these trainings will be scheduled during a weekly staff meeting (or in a scheduled training session, if needed).

Section 8 – One-Stop Career Center Operator

Mandated WIOA Partners agree to participate in the selection process of the NCCC Operator as required by WIOA and coordinated by the NCMWIB, at least once every four years.

Section 9 – Shared and Infrastructure Costs

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

Section 10 – MOU Commencement and Termination

This agreement will be effective July 1, 2017 and will terminate on June 30, 2020, unless otherwise terminated by agreement of all parties or superseded.

Section 11 – MOU Review

WIOA Section 121(c) (g) requires that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and effective delivery of services, and physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the 3-year review, if substantial changes have occurred.

Section 12 – Other MOU Provisions

The NCMWIB and the Partners agree to conduct the following activities at a local level:

- Participate in the operations of the NCCC delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of federal law authorizing Partner programs and activities.

- Contribute in the defining process of what a "shared" customer's path may be between Partners, to create a clear understanding of how a multitude of providers, services and resources should support youth, job seekers and businesses.

- Actively participate in the redesign of the NCCC customer-centered design and service continuum across partner agencies, including access and availability of services to shared customers.

- Utilize robust technology tools to scale up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.

- Required NCCC Partners will use a portion of the funds available for programs and activities to maintain the NCCC delivery system, including infrastructure and shared costs

of the NCCC, through methods agreed upon by the NCMWIB, CEO, and Partners. If no consensus on methods is reached for required NCCC Partners, the Governor, after consultation with the CEO, NCMWIB, and State Workforce Development Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).

- Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job seekers and business customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations.

- Provide representation on the NCMWIB to the extent possible and/or participate in its ad hoc activities/events or on standing committees and regional WIOA Partner meetings.

- The MOU will be renewed, not less than once every three years to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the NCCC Partner infrastructure cost contributions.

- Assist with the NCCC operator competitive selection process as coordinated by the NCMWIB.

Section 13 – MOU Policy Requirements

This MOU includes all requirements set forth in the WIOA Joint Partner Communication: 02.2016. Please refer to the following link for additional information:

http://www.mass.gov/massworkforce/docs/issuances/joint-partner/02-2016a.pdf

Section 14 - Performance

Assist with the review of WIOA performance metrics for the region and the performance metrics negotiated as part of any shared infrastructure contracts between the NCMWIB required NCCC Partners, including incentives and penalties.

Key To MOU and Partner Acronyms

ABE – Adult Basic Education

ACLS – Adult and Community Learning Services

BSR – Business Services Representative

CEO – Chief Elected Official

CR101 – Career Readiness 101

DESE – Department of Elementary and Secondary Education

DCS – Department of Career Services

DOL - Department of Labor

DOR – Department of Revenue

DTA – Department of Transitional Assistance

DUA – Department of Unemployment Assistance

EC – Employment Counselor

EOE – Executive Office of Education

EOHHS – Executive Office of Health and Human Services

EOLWD – Executive Office of Labor and Workforce Development

ESOL – English for Speakers of Other Languages

FEW – Full-Engagement Worker

HWOL – Help Wanted Online

ISA – Inter-agency Service Agreement

LMI – Labor Market Information

MassCIS – Massachusetts Career Information

MCB – Massachusetts Commission for the Blind

MOBD – Massachusetts Office of Business Development

MOU – Memorandum of Understanding

MRC – Massachusetts Rehabilitation Commission

MWCC – Mount Wachusett Community College

NCCC – North Central Career Center

NCMWIB – North Central Massachusetts Workforce Investment Board

OJT – On-the-Job Training

ONET – Occupational Information Network

OSCC – One-Stop Career Center

RESEA – Reemployment Services and Eligibility Assessment Program

SCSEP – Senior Community Service Employment Program

SWA – State Workforce Agency

SNAP – Supplemental Nutrition Assistance Program

TABE – Test of Adult Basic Education

TANF – Temporary Assistance for Needy Families

TORQ – Transferable Occupational Relationship Quotient

UI – Unemployment Insurance

WDA - Workforce Development Area

WDB – Workforce Development Board

WIOA – Workforce Innovation Opportunity Act

WTFP – Workforce Training Fund Program

SIGNATORIES

By signing the MOU, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to North Center Career Center customers.

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

By signatures affixed below, the parties specify their agreement:

Dean J. Mazzarella, Mayor of Leominster
Chief Elected Official

Barbara Mahoney
NCMWIB, Inc. Board Chair

Tim Sappington
NCMWIB, Inc. Executive Director

Jackie Belrose
Mount Wachusett Community College

Beth Goguen
Department of Career Services

Staci Johnson
Department of Career Services

Raghida Ramey
DUA Representative

Adam Duggan
ABE, Mount Wachusett Community College

Christine Cordio,
ABE, Clinton Adult Learning Center

Jeffrey Roberge
MA Rehabilitation Commission

Carolyn Gordon
MA Commission for the Blind

Stephanie Williams
MA Department of Transitional Assistance

Joan Cirillo
Senior Community Service Employment Program, Operation A.B.L.E.

Susan S. Maedler
Catholic Charities of the Diocese of Worcester

Melissa Graf
Shriver Job Corps

Kevin Reed
Montachusett Opportunity Council

David Tuttle, Superintendent
Worcester County Sheriff's Office

Theresa Kane, COO
Polus Center for Social and Economic Development, Inc.

Attachment A

NCMWIB WIOA Partner Services Grid

	Dept. of Career Services	Dept. of Unemployment Assistance	Dept. of Transitional Assistance	Mass. Commission for the Blind	Mass. Rehabilitation Commission	Clinton Adult Learning Center (ABE)	Mount Wachusett Community College (ABE)	Senior Community Service Employment Program	Shriver Job Corps	Montachusett Opportunity Council	Worcester County Sheriff's Office	Mount Wachusett Community College	The Polus Center
Job Readiness Services													
Career Planning/Counseling	X		X	X	X	X	X	X	X	X		X	X
Skills Assessment	X		X	X	X	X	X	X	X				X
Labor Market Information	X			X	X		X	X	X				X
Contemporary Job Skills Information	X			X	X		X	X	X				X
Medical & Healthcare Office Training								X	X			X	
QuickBooks and Administrative Skills Course								X	X			X	
Out of Area Job Search & Relocation Assistance				X									
Vocational Counseling	X		X	X	X			X	X				X
Resume Development Workshops & Training	X			X	X		X	X	X	X		X	
Job Exploration	X		X	X	X	X	X	X	X				X
Job Placement Services													
Job Search & Placement Assistance	X		X	X	X		X	X	X			X	X
Job Placement Follow-up	X		X	X	X			X	X				X
Job Coaching	X		X	X			X	X		X			X
Vehicle Modifications					X								
Assistive or Rehabilitative Technology				X	X								
On The Job Training	X		X	X	X			X	X			X	
Worksite Modifications				X	X								
Childcare Assistance			X							X		X	
Internships			X	X	X			X		X		X	X
Other Services													
Adult Basic Education Classes						X	X		X			X	
ESL Classes						X	X		X			X	
Employer Outreach & Recruitment	X		X	X	X			X				X	X
Citizenship Preparation						X	X						
Unemployment Claim Information	X	X											
Computer Workshops	X			X			X	X	X				
Aptitude Testing & Diagnostic Evaluations	X		X	X				X	X			X	
Orientation & Mobility Training				X	X							X	
Vision Rehabilitation Therapy (Rehabilitation Teaching)				X									
College Counseling			X	X	X	X	X			X		X	

Must be accepted into and/or eligible for the Partner program

SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS

CAREER CENTER PARTICIPANT AND OUTCOME SUMMARIES

PROFILE OF CAREER CENTER CUSTOMERS

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

WIOA TITLE I ADULT PARTICIPANTS SUMMARY

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

WIOA TITLE I DISLOCATED WORKER PARTICIPANTS SUMMARY

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

WIOA TITLE I YOUTH PARTICIPANTS SUMMARY

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

WIOA TRADE ADJUSTMENT ASSISTANCE

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

WIOA PRIMARY INDICATORS OF PERFORMANCE

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

ADDITIONAL PERFORMANCE DATA

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

PROFILE OF CAREER CENTER CUSTOMERS
NORTH CENTRAL MASS WORKFORCE DEVELOPMENT AREA
FISCAL YEAR 2017

Total Individuals Served	5,849	
Gender		
Male	3,384	58%
Female	2,465	42%
Ethnicity		
White	4,623	79%
Black or African American	361	6%
Hispanic or Latino	773	13%
American Indian or Alaskan Native	61	1%
Asian	150	3%
Hawaiian Native or Other Pacific Islander	12	0%
Other	767	13%
Age		
18 or under	159	3%
19-21	199	3%
22-45	2,493	43%
46-54	1,315	22%
55+	1,683	29%
Education		
Less than High School	408	7%
High School Diploma or Equivalent	2,041	35%
Some College/Vocational Degree	946	16%
Associate Degree	615	11%
Bachelors Degree	1,190	20%
Advanced Degree	478	8%
Self-Identified Persons With Disabilities	304	5%
Unemployment Insurance Claimants	4,616	79%
Veterans	385	7%
Employers Served	1,163	
Employers Listing Job Orders	336	29%
Employers Receiving Referrals	693	60%
Employers Who Hired a Job Seeker Referral	63	5%

NORTH CENTRAL MASS WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017 TITLE I YOUTH PARTICIPANT SUMMARY			
	In-School	Out-of-School	Total Youth
Participant Characteristics (%)			
Total	2	49	51
Age 14-18	100%	37%	39%
Age 19-21	0%	37%	35%
Age 22-21	0%	27%	25%
Female	0%	61%	59%
Disabled	100%	35%	14%
HS Student	100%	0%	4%
HS Dropout	0%	49%	47%
Limited English	0%	0%	0%
Math or Reading Level <9.0	0%	10%	10%
Offender	0%	10%	10%
Welfare	0%	8%	8%
Foster Child	0%	2%	2%
Homeless/Runaway	0%	29%	27%
Pregnant/Parenting	0%	37%	35%
Requires Additional Assistance	0%	4%	4%
Enrollments By Activity			
Educ., Trng, & Tutoring	2	8	10
ABE/GED or Alternative	0	26	26
Financial Literacy	2	45	47
Summer Employment Opportunity	2	41	43
Work Experience/OJT	2	18	20
Occupational Skills Trng	1	44	45
Leadership Dev/Community Services	2	46	48
Mentoring	2	45	47
Guidance/Comprehensive Counseling	0	41	41
Other (non program)	2	42	44
Exit and Outcome Summary			
Total Exits YTD	1	17	18
Entered Employments YTD	0	9	9
Entered Post-HS Training YTD	0	1	1
Placed in Employment/Education Rate	0%	53%	50%
Average Wage	$0.00	$10.37	$10.37
Degree/Certification	1	7	8

Note: Data on entered employments and wages obtained from the participants.

Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

ORTH CENTRAL MASS WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 20			
TITLE I ADULT AND DISLOCATED WORKER, AND TRADE PARTICIPANT SUMMARIES			
	Title I Adult	Title I Dislocated Worker	Trade Adjustment Assistance
Participant Characteristics (%)			
Total Participants YTD	42	84	41
Female	69%	32%	37%
Age 55 or Over	2%	36%	49%
Less than High School	0%	2%	3%
Limited English	0%	0%	0%
Math or Reading Level <9.0	10%	29%	29%
Disabled	2%	2%	0%
Cash Welfare	36%	na	na
UI Claimant	na	99%	89%
Offender	0%	1%	0%
Veteran	0%	8%	6%
Single Parent	69%	5%	6%
Low Income	79%	na	0%
Enrollments By Activity			
Total Program Participants YTD	42	84	35
New Program Enrollments	23	44	21
New Training Enrollments	21	31	19
New & Carry-in Training Enrollments	50	63	27
ABE/GED or Equivalent	0	1	1
ESL	0	2	1
Occupational Skills Training	38	60	25
OJT	0	0	0
Other.	1	0	0
Exit and Outcome Summary			
Total Exits YTD	31	41	10
Entered Employments YTD	18	37	7
Entered Employment Rate at Exit	58%	93%	70%
Average Pre-Wage	na	na	$28.88
Average (Post) Wage	$13.30	$23.96	$19.49
Wage Retention Rate (post/pre-wage)	na	na	67%
Degree/Certification	32	53	na

Note: Data on entered employments and wages obtained from the participants.

Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

NORTH CENTRAL WORKFORCE DEVELOPMENT AREA		
PRIMARY INDICATORS OF PERFORMANCE	FISCAL YEAR 2017 7/1/16 -6/30/17	FISCAL YEAR 2018 7/1/17 – 6/30/18
WIOA TITLE I ADULT		
Employed 2nd Quarter After Exit	84%	85%
Employed 4th Quarter After Exit	75%	77%
Median Earnings at 2nd Quarter After Exit	$5000	$5100
Credential Attainment Rate	Baseline Indicator	
Measureable Skill Gains	Baseline Indicator	
Effectiveness in Serving Employers	Baseline Indicator	
WIOA TITLE 1 DISLOCATED WORKER		
Employed 2nd Quarter After Exit	84%	86%
Employed 4th Quarter After Exit	83%	85%
Median Earnings at 2nd Quarter After Exit	$7500	$7600
Credential Attainment Rate	Baseline Indicator	
Measureable Skill Gains	Baseline Indicator	
Effectiveness in Serving Employers	Baseline Indicator	
WIOA TITLE 1 YOUTH		
Employed 2nd Quarter After Exit	80%	80.5%
Employed 4th Quarter After Exit	73%	74.5%
Median Earnings at 2nd Quarter After Exit		
Credential Attainment Rate	Baseline Indicator	
Measureable Skill Gains	Baseline Indicator	
Effectiveness in Serving Employers	Baseline Indicator	
WIOA TITLE III WAGNER-PEYSER		
Employed 2nd Quarter After Exit	60.0%	64.0%
Employed 4th Quarter After Exit	60.0%	62.0%
Median Earnings at 2nd Quarter After Exit	$5,100.00	$5,500.00
WIOA TITLE II ADULT EDUCATION		
Measureable Skill Gains	41.0%	42.0%

Goal Setting:

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