NORTH SHORE WORKFORCE DEVELOPMENT AREA NORTHEAST REGION WIOA LOCAL PLAN FISCAL YEAR 2018

North Shore Workforce Investment Board

Marry Sarris, Executive Director

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WIOA LOCAL PLAN OVERVIEW 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. SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT **DATA PACKAGES DEMOGRAPHIC CONTEXT EMPLOYER DEMAND SUMMARY** CAREER PATHWAYS INVESTIGATING THE EMPLOYMENT SUPPLY GAP ADULT BASIC EDUCATION SURVEY RESULTS ANALYSIS SECTION II: SECTION II: WORKFORCE BOARD STRATEGIC PLAN 62 SECTION III: MEMORANDUM OF UNDERSTANDING 94 METHODS OF INTEGRATED SERVICE DELIVERY COMBINING EDUCATION & WORKFORCE SYSTESMS TO SUPPORT CAREER PATHWAYS SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS 117 CAREER CENTER PARTICIPANTS AND OUTCOME SUMMARIES PROFILE OF CAREER CENTER CUSTOMERS WIOA TITLE I ADULT PARTICIPANTS SUMMARY WIOA TITLE I DISLOCATED WORKERS PARTICIPANTS SUMMARY WIOA TITLE I YOUTH WORKERS PARTICIPANTS SUMMARY TRADE ADJUSTMENT ASSISTANCE PARTICIPANTS WIOA PRIMARY INDICATORS OF PERFORMANCE

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.



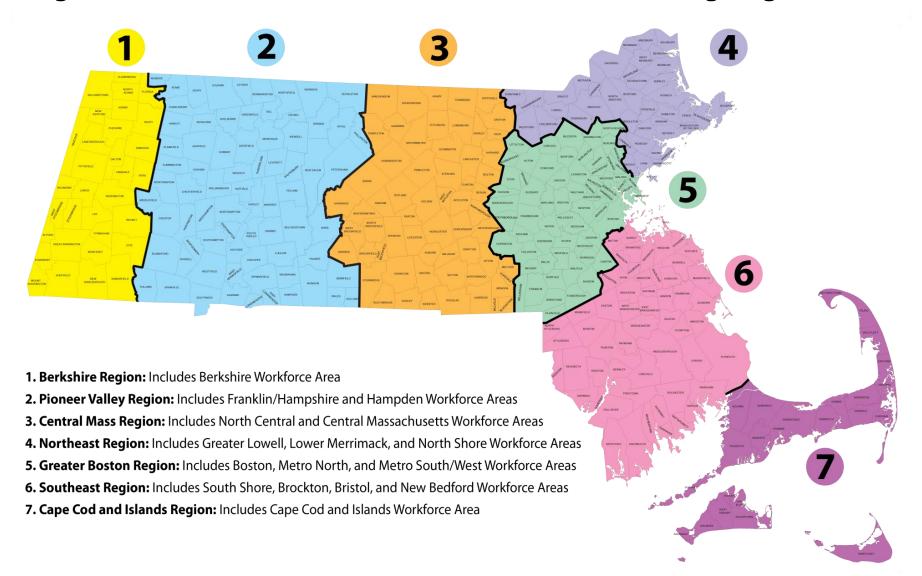


Table of Contents

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



II. Demographic Context and Overview

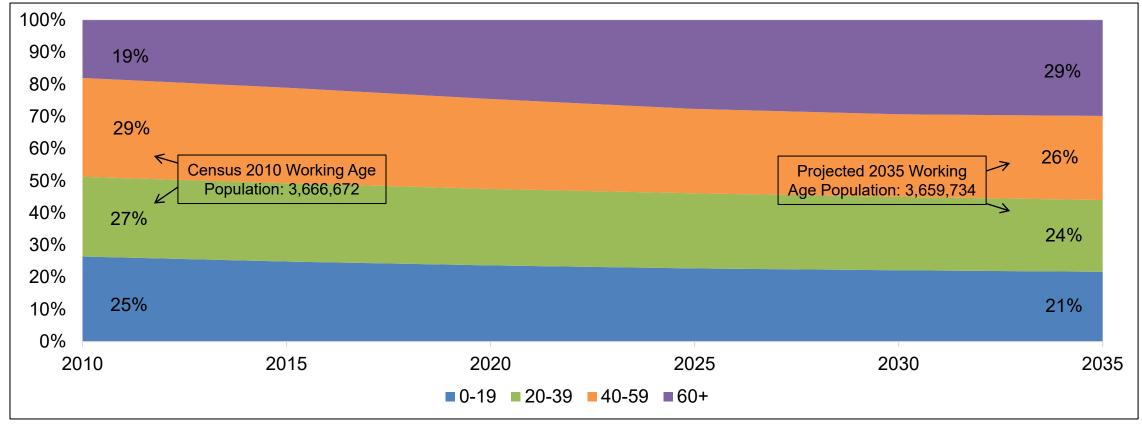
- Population trends in age, race, ethnicity, and immigration
- Commuter patterns in and out of the region
- Data summary

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.

 Census 2010
 Projected 2035

 Population: 6,547,629
 Population: 7,319,469



State Trends, Race/Ethnicity and Place of Origin

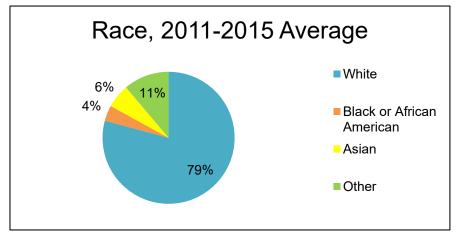
Massachusetts population growth is driven by immigration and growth in diverse populations.

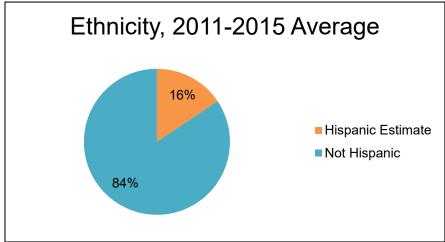
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	Absolute Change	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	31.6%	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.

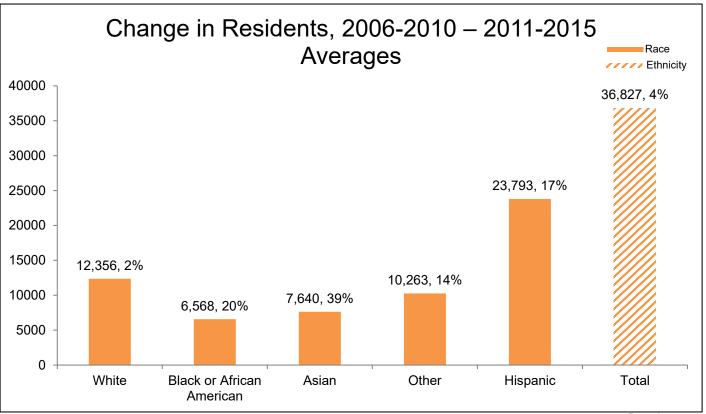
Regional Trends, Race/Ethnicity

The total population in the Northeast has increased slightly over the past ten years, and the strongest growth has been among minority populations.





Total Population Estimate: 1,049,766 2011-2015 Average

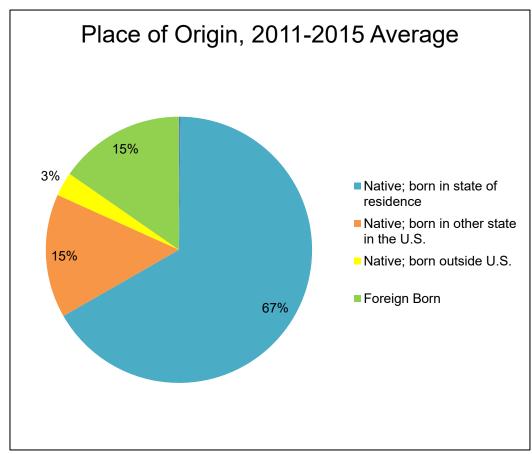


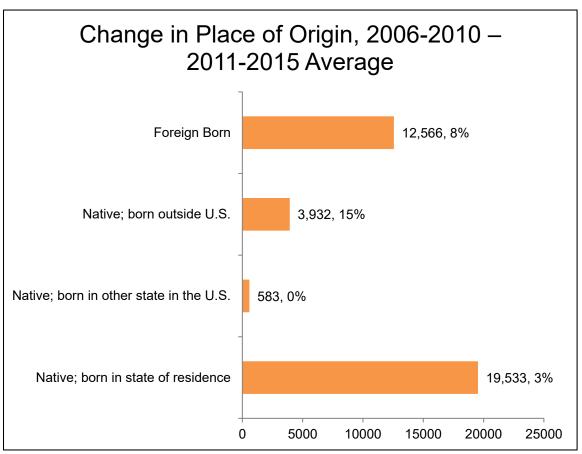
Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015

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Regional Trends, Place of Origin

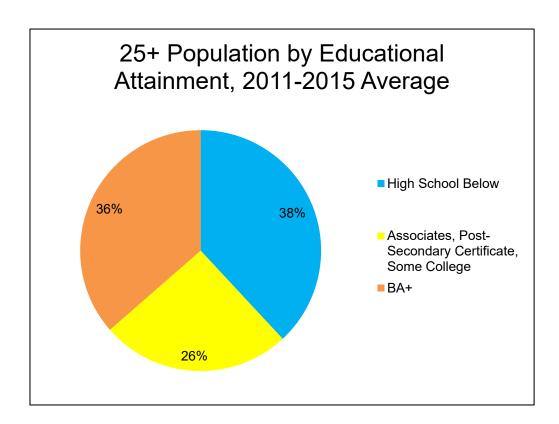
About 2/3 of the Northeast was born locally. The share of foreign-born residents has increased by 8%, while out of state migrants have not increased.

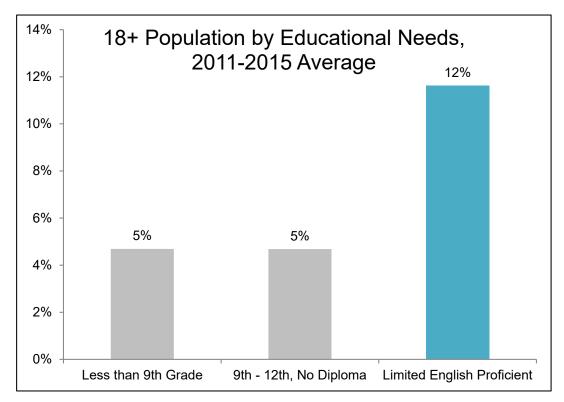




Regional Trends, Education

Although much of the Northeast is highly educated, a significant portion of residents require language or basic skill remediation.





Total Population Estimate, 25+: 756,507

Total Population Estimate, 18+: 860,885

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Regional Commuter Patterns

Northeast employers face a net loss of 77,120 employees who leave the region for work.

161,738 Employed in Region but Living Outside

237,933 Living and Employed in Berkshire

> 238,858 Living in Region but Employed Outside

Summary of Demographic Trends

- As our State's population ages, the share of working age and young people is declining.
- The total population in the Northeast has increased slightly over the past ten years, and the strongest growth has been among minority populations.
- The Northeast 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

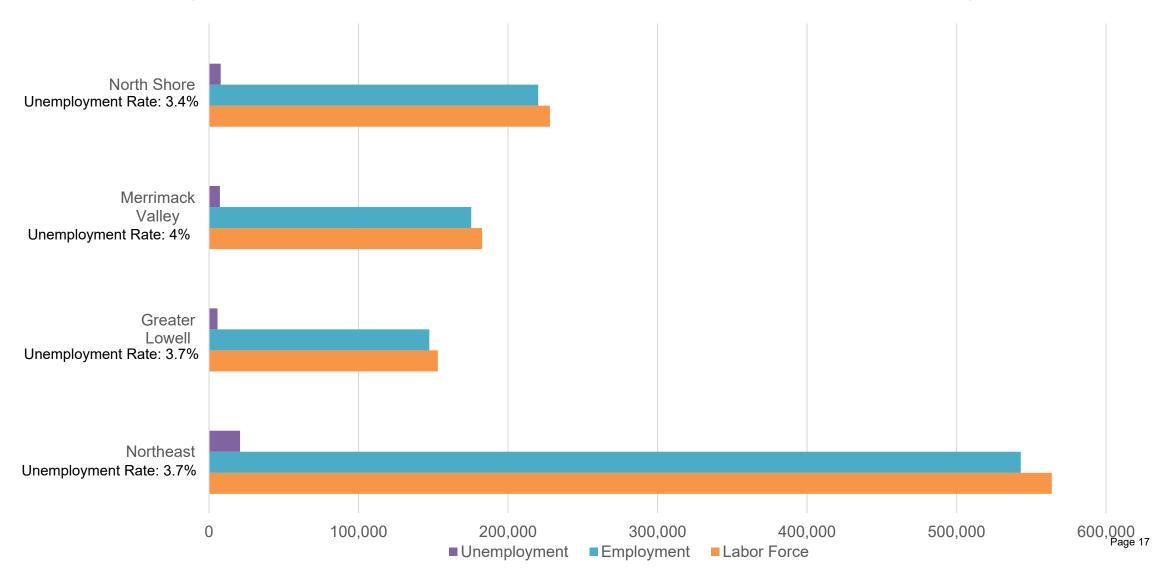
- Contextual data illustrates broadly the employment patterns in the region.
- Industry data shows which employers are prominent in the region.
- Occupation data shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.
- 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

Northeast unemployment rates tend to be on par or slightly above that of the Commonwealth.

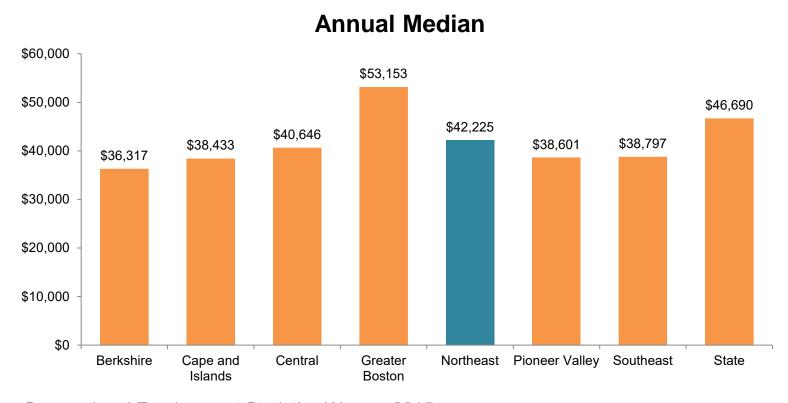


Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



Median Wage

Northeast regional median wages are the second highest in the commonwealth.



Occupational Employment Statistics Wages, 2015

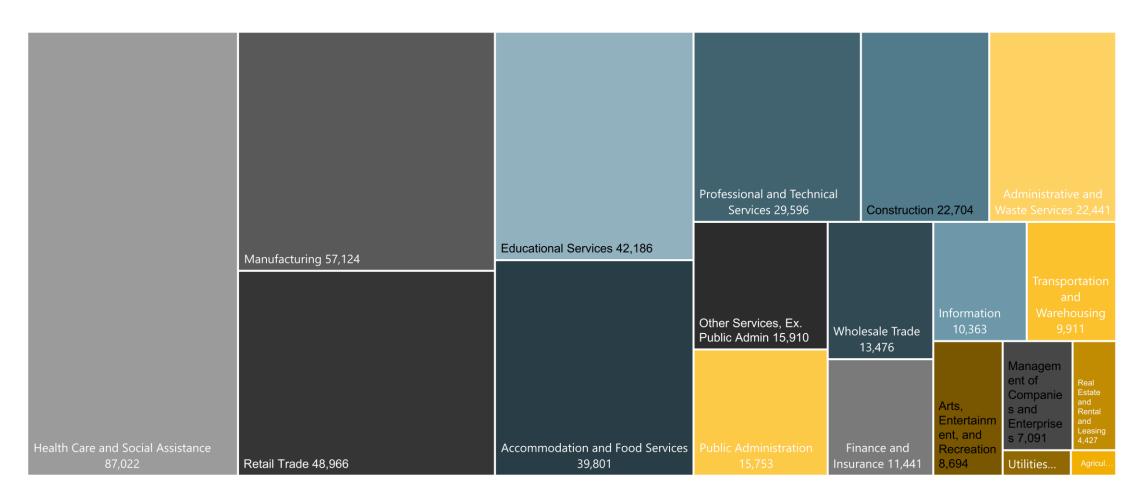
B. Industry Overview

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

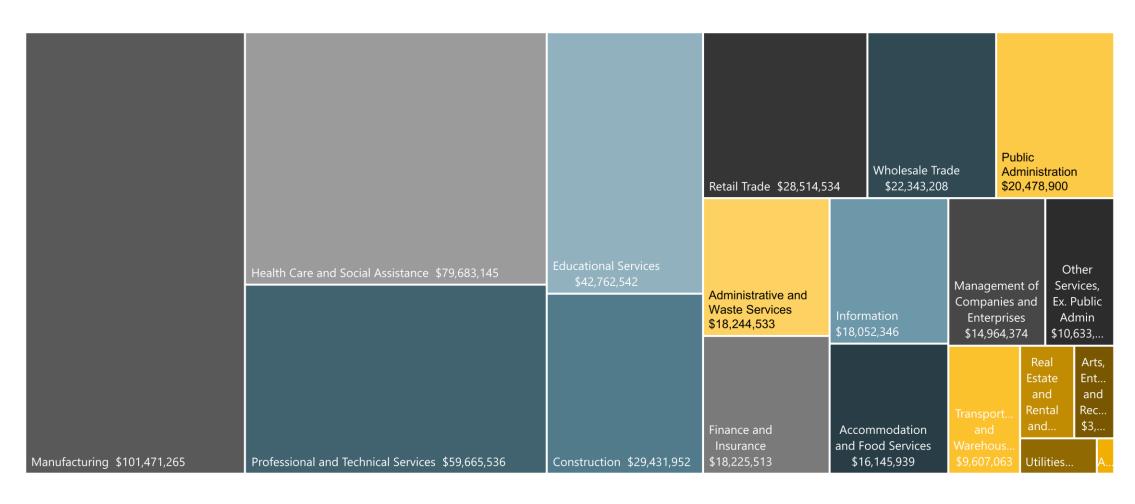
Northeast Region Sector Makeup

by total employment

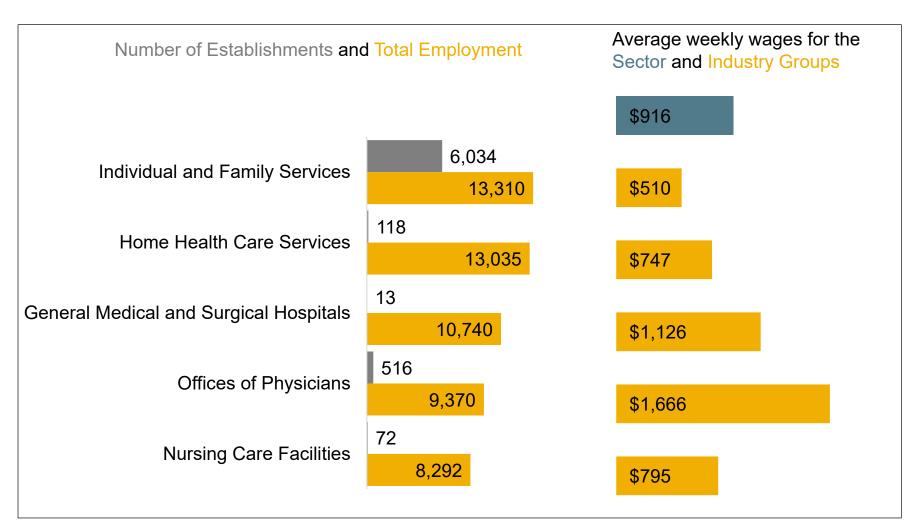


Northeast Region Sector Makeup

by total wages

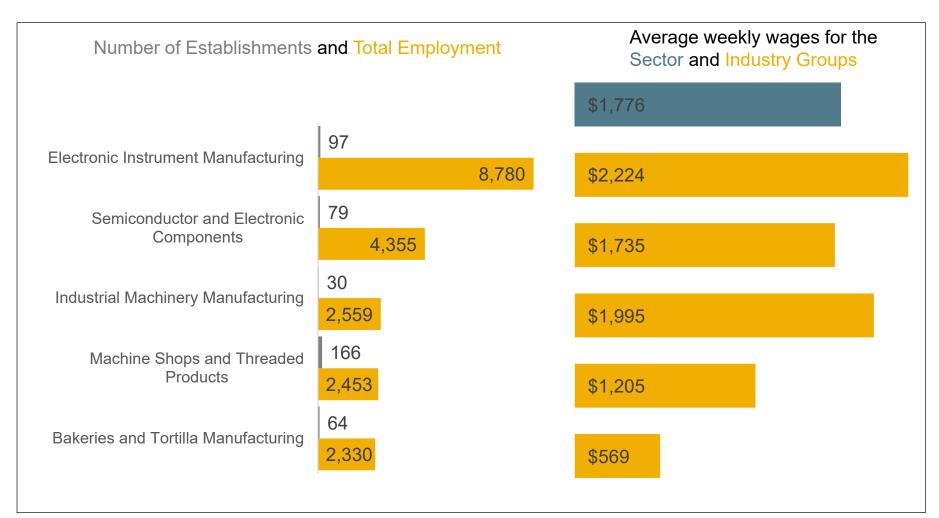


Top 5 Healthcare Industry Groups



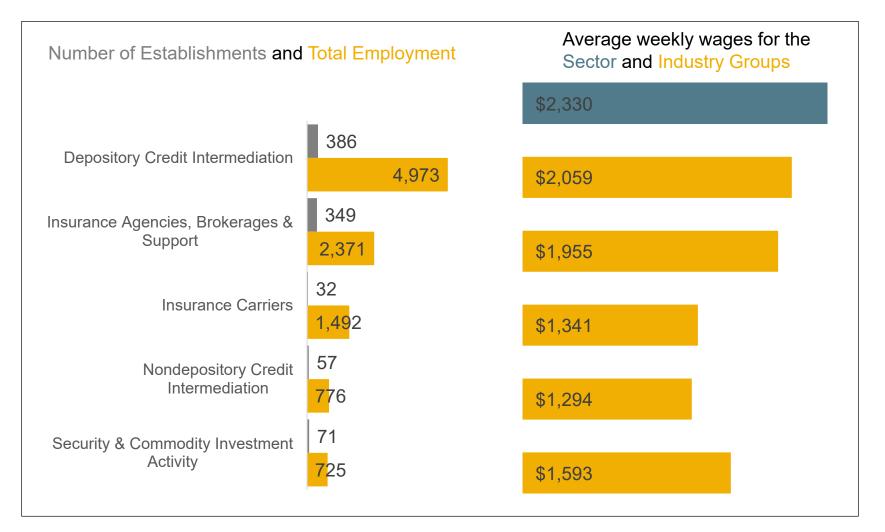
Largest Employers by 12- month Job Postings		
Employer	Postings	
Beverly Hospital	407	
Eliot Community	314	
Kindred Healthcare	274	
Vinfen	161	
Lahey Clinic, Inc.	151	

Top 5 Manufacturing Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Pfizer	493	
Entegris	275	
Thermo Fisher Scientific, Inc	266	
Medtronic	242	
Bruker AXS Inc	232	

Top 5 Finance Industry Groups



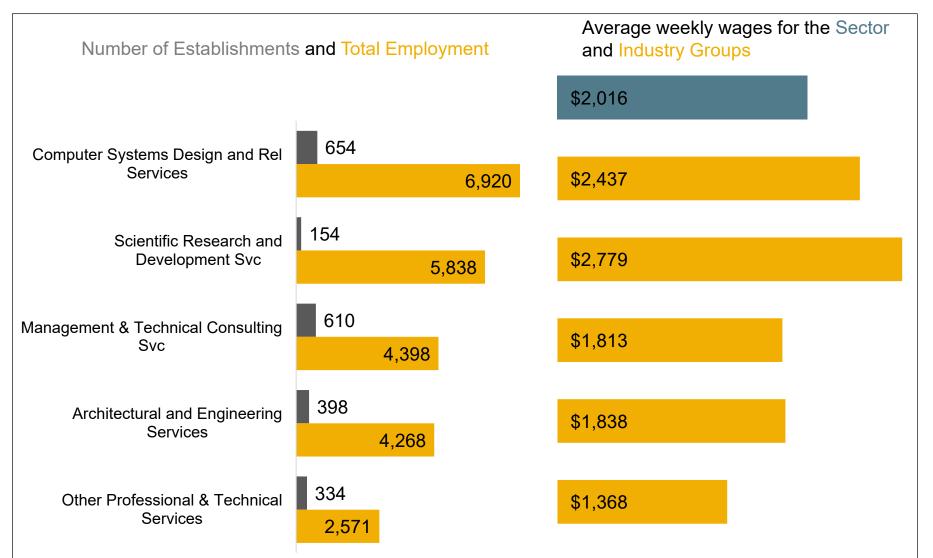
Largest Employers by 12- month Job Postings		
Employer	Postings	
Bank Of America	136	
Citizens Bank	87	
Eastern Bank	59	
Santander	48	
East Boston Savings Bank	44	

Top 5 Retail Trade Industry Groups



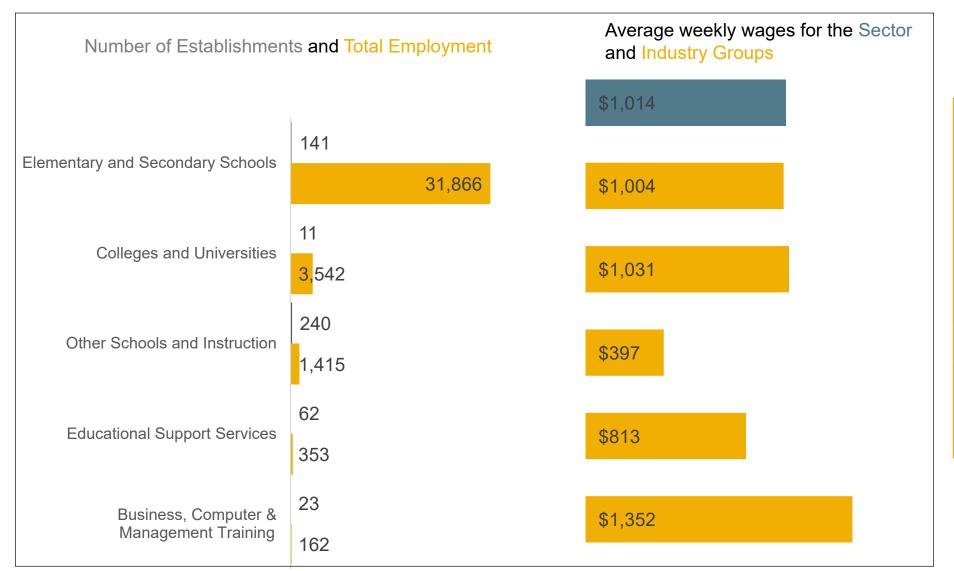
Largest Employers by 12- month Job Postings		
Employer	Postings	
Target Corporation	298	
Lowe's	258	
Macy's	171	
Kohl's Corporation	114	
Express Scripts, Inc	80	

Top 5 Professional and Technical Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Netscout Systems, Inc	140	
NaviSite, Inc	92	
H&R Block	76	
Eliot Community	72	
Sonus Networks	70	

Top 5 Education Services Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Merrimack College	168	
North Shore Community College	135	
North Andover Public Schools	132	
Lawrence Public Schools	91	
Salem State University	78	

C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

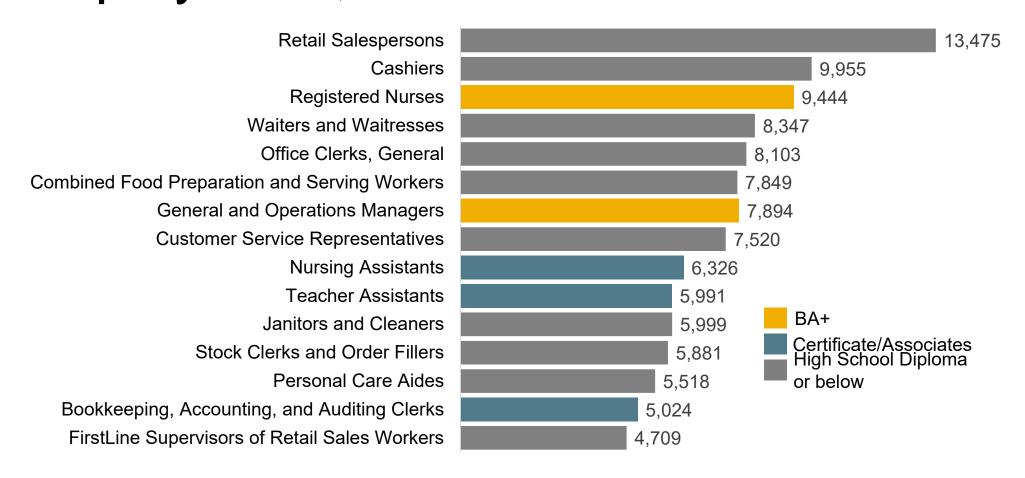
C3. Occupations Indexed by Demand Star Ranking

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

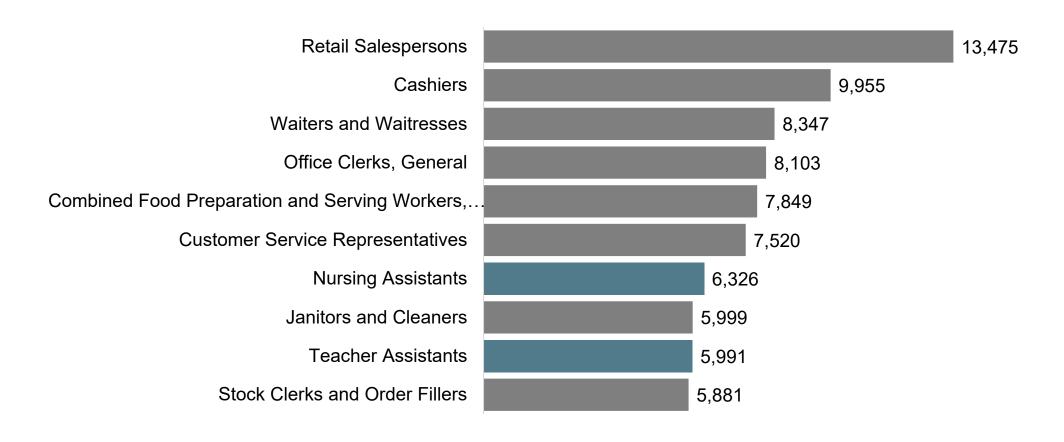
Occupation Terminology

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

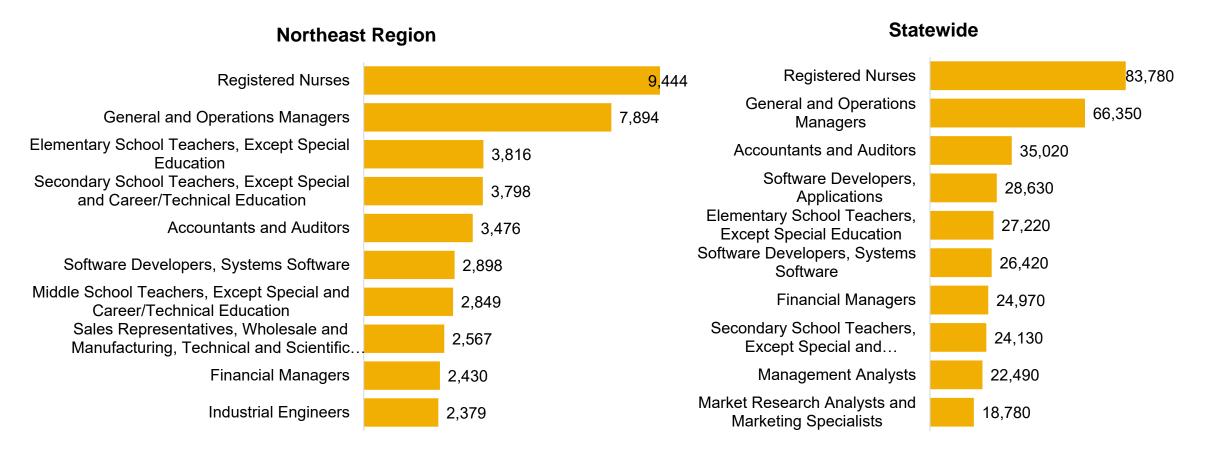
Top 15 Occupations by Share of Employment, 2015



Top 10 Occupations by Employment Share, 2015 Sub-BA



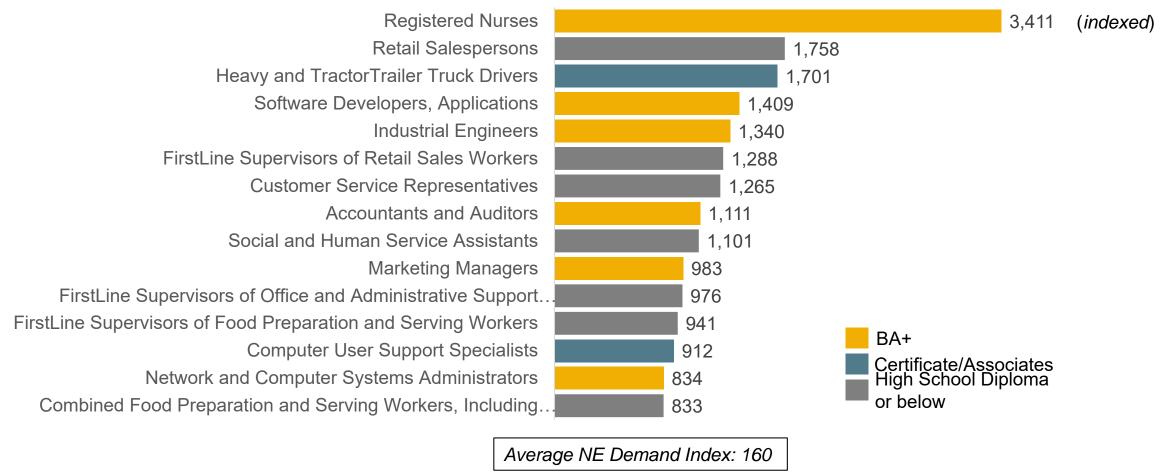
Top 10 Occupation by Employment Share, 2015, BA+



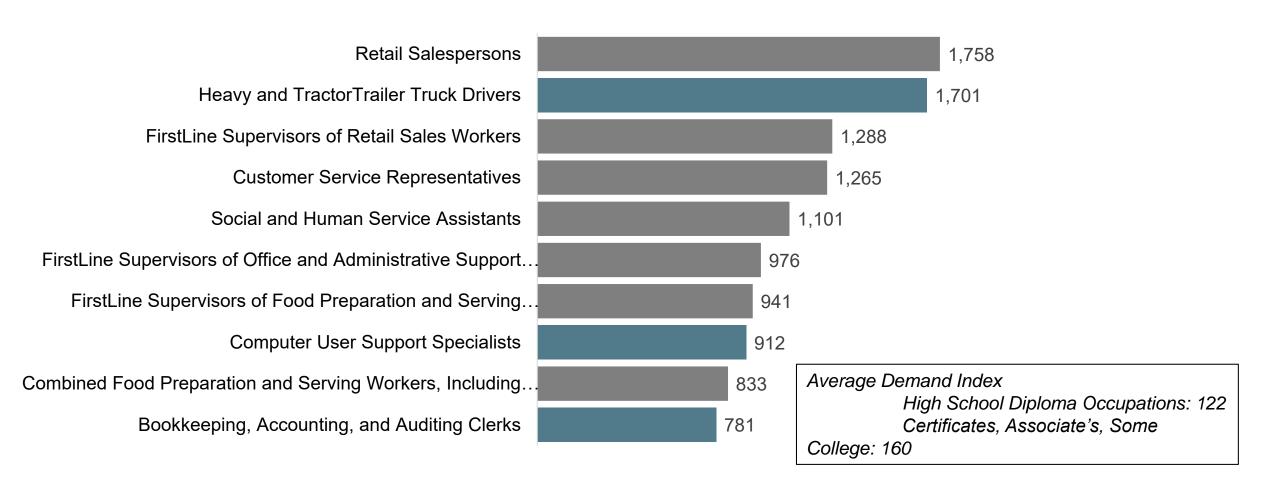
Employer Demand Terminology

	ected employment in 2017 (short term) and 2024 (long term) particular occupation, based on surveyed employers
term adve	openings from replacement and growth (2017), long openings from replacement and growth (2024), and ertised online postings, averaged e: there are many different ways to measure "employer and." The WSC team acknowledges that none are perfect, thus an average of three different measures seeks to find alle ground.

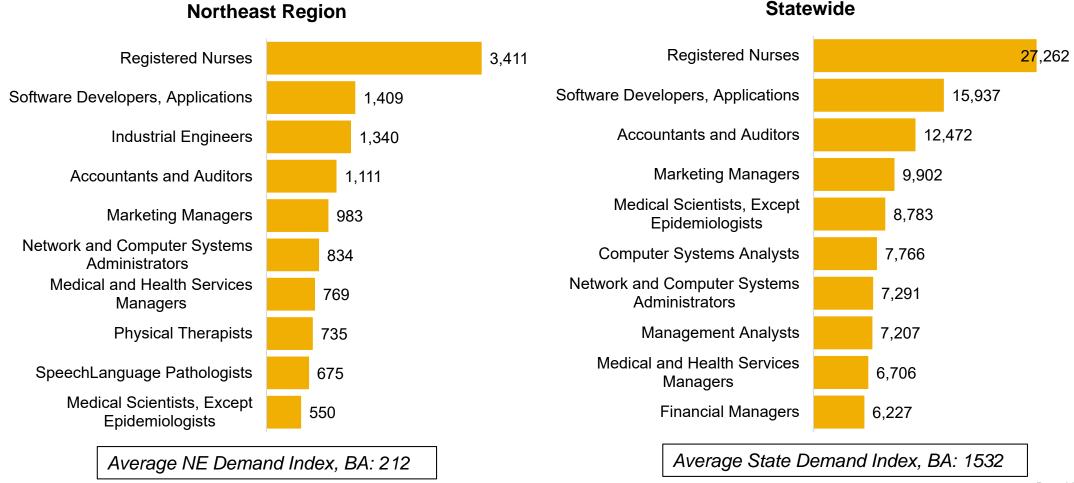
Top 15 Occupations by Indexed Employer Demand, All Education Levels



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.

II.C.1: 4- Star Occupations Requiring a High School Diploma

Occupation Title	Primary Industry	Indexed Demand	Median	Wages
Industrial Machinery Mechanics	Manufacturing	105	\$	57,983
Maintenance and Repair Workers, General	Real Estate and Rental and Leasing	674	\$	43,241
FirstLine Supervisors of Production and Operating Workers	Manufacturing	614	\$	64,740
Machinists	Manufacturing	212	\$	53,146
Inspectors, Testers, Sorters, Samplers, and Weighers	s Manufacturing	245	\$	47,060
FirstLine Supervisors of Transportation and MaterialMoving Machine and Vehicle Operators	Transportation and Warehousing	285	\$	58,848
Light Truck or Delivery Services Drivers	Transportation and Warehousing	622	\$	36,168

II.C.2: Selected 4- and 5-Star Occupations Requiring an Associates/Certificate

Occupation Title	Primary Industry	Indexed Demand	Median \	Wages
Radiologic Technologists	Health Care and Social Assistance	62	\$	70,650
Surgical Technologists	Health Care and Social Assistance	64	\$	49,180
Licensed Practical and Licensed Vocational Nurses	Health Care and Social Assistance	590	\$	56,252
Medical Records and Health Information Technicians	Health Care and Social Assistance	130	\$	42,830
Occupational Therapy Assistants	Health Care and Social Assistance	111	\$	49,472
Physical Therapist Assistants	Health Care and Social Assistance	199	\$	54,859
Dental Assistants	Health Care and Social Assistance	159	\$	40,758
Medical Assistants	Health Care and Social Assistance	337	\$	36,064
Telecommunications Equipment Installers and Repairers, Except Line Installers	Information	65	\$	70,768
Automotive Service Technicians and Mechanics	Retail Trade	348	\$	44,251
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Construction	131	\$	56,254
Heavy and TractorTrailer Truck Drivers	Transportation and Warehousing	1701	\$	46,793

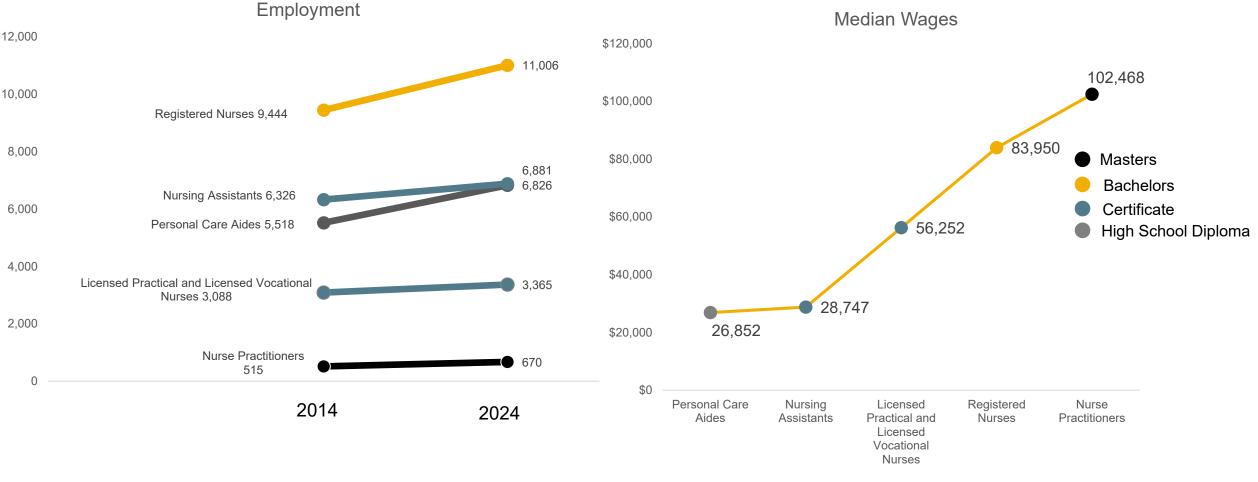
II.C.3: Selected 5-Star Occupations, BA+

Occupation Title	Primary Industry	Indexed Demand	Med	lian Wages
General and Operations Managers	Professional and Technical Services	501	\$	98,312
Marketing Managers	Professional and Technical Services	983	\$	124,266
Sales Managers	Retail Trade	326	\$	135,720
Computer and Information Systems Managers	Professional and Technical Services	271	\$	137,597
Financial Managers	Finance and Insurance	452	\$	108,444
Architectural and Engineering Managers	Professional and Technical Services	190	\$	144,779
Medical and Health Services Managers	Health Care and Social Assistance	769	\$	93,810
Software Developers, Applications	Professional and Technical Services	1409	\$	108,342

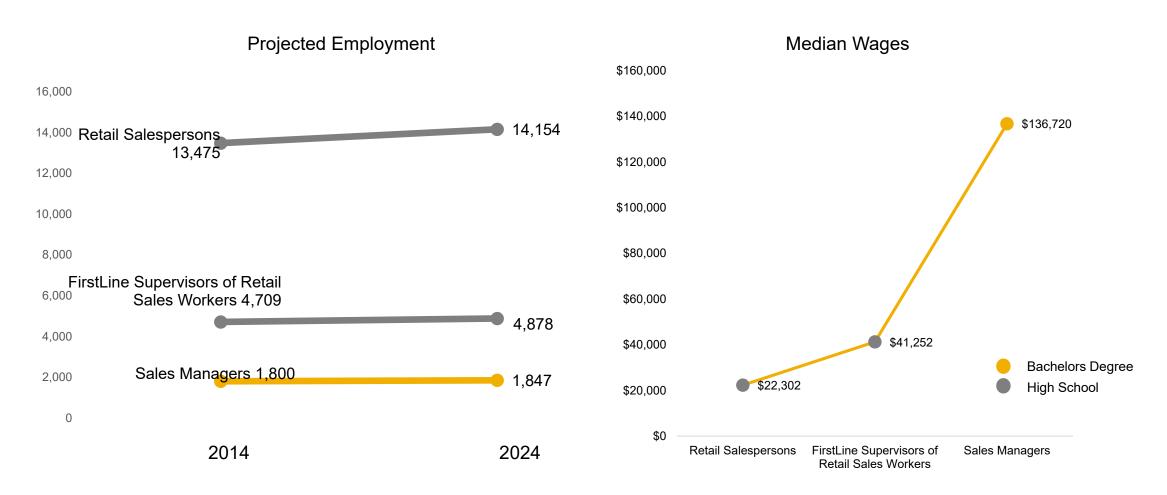
D. Career Pathways

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

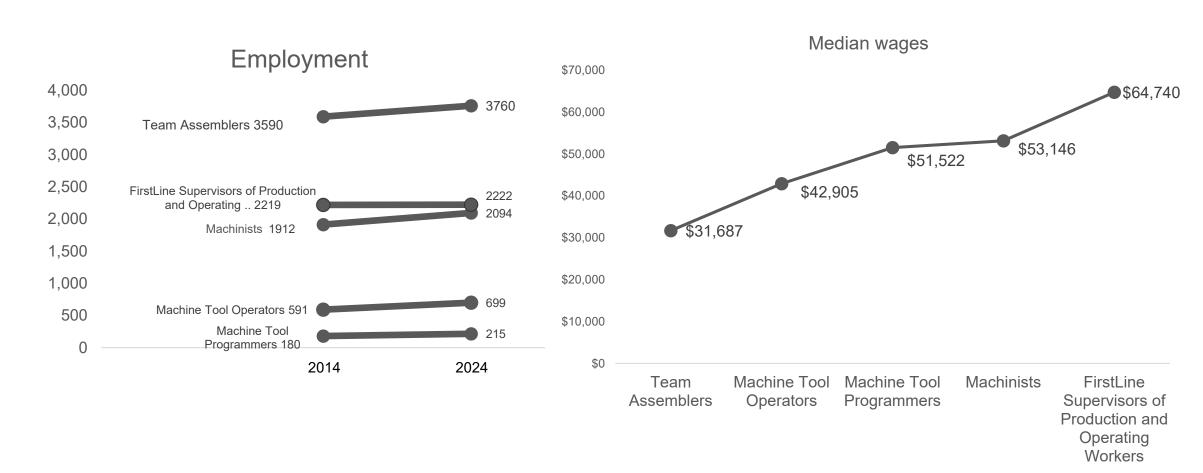
Nursing Career Pathway



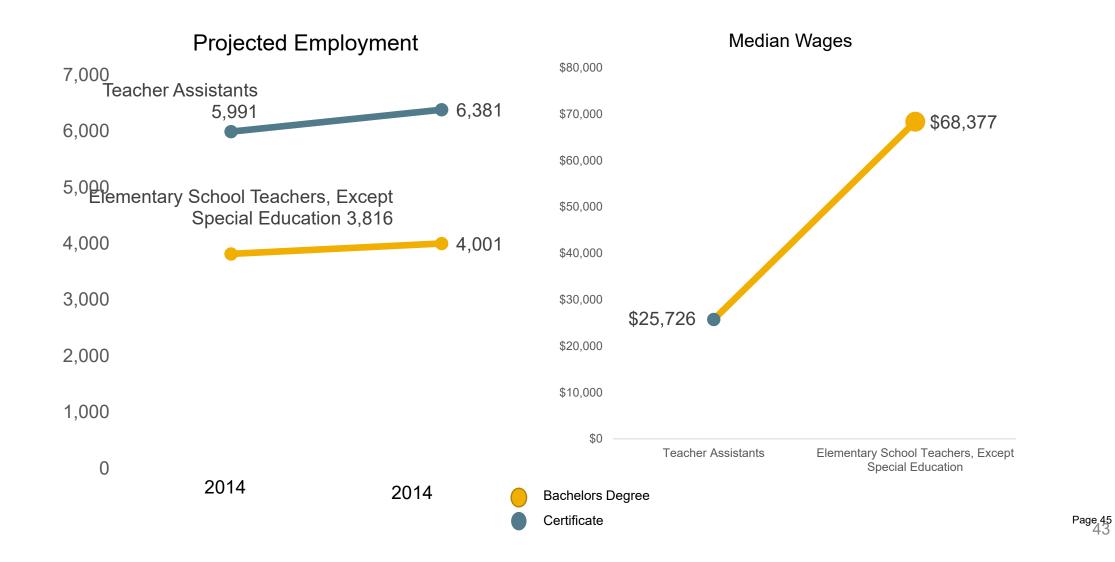
Retail Career Pathway



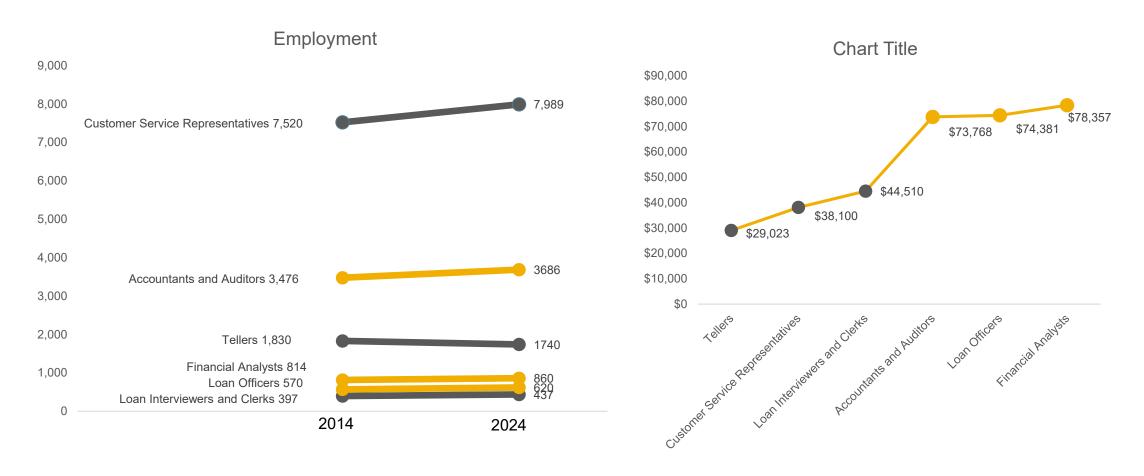
Manufacturing Career Pathway



Teaching Career Pathway

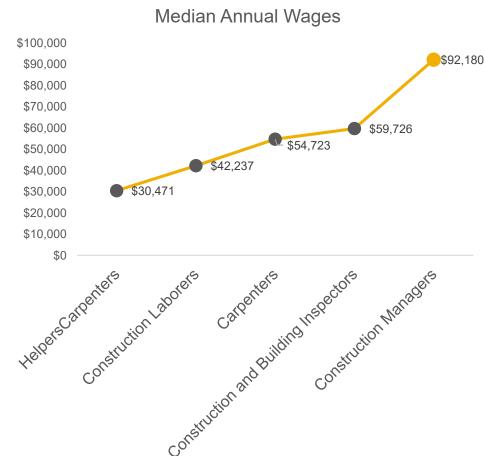


Financial Services Career Pathway



Construction Career Pathway





Industry Summary

- Among key industries, Manufacturing is likely to be under the most demographic pressure as the Northeast workforce ages.
- Manufacturing and Healthcare have the most racially diverse workforces, with nearly one in five workers identifying as non-white. Professional, Scientific, and Technical services has the lowest representation of Hispanics and Latinos, while healthcare has the highest representation.
- In every identified industry, Bachelor's degree holders make up less than 50% of the workforce. Professional/ scientific/ technical services has the highest percentage of Bachelor's degree holders, at 47%, while Construction and Transportation offer the most opportunities for those with a high school diploma or below.

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

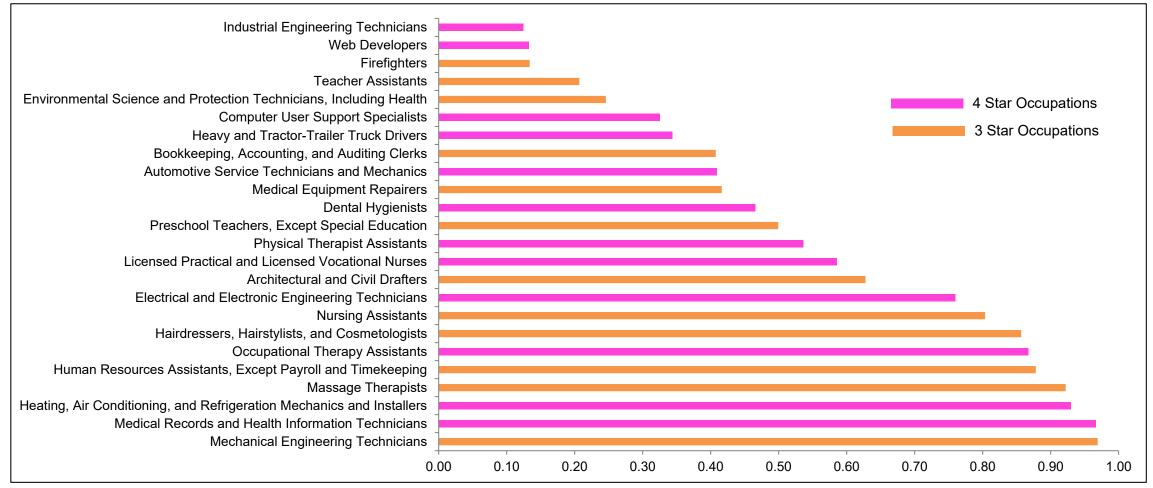
How many qualified individuals are potentially available to fill a relevant job opening?

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

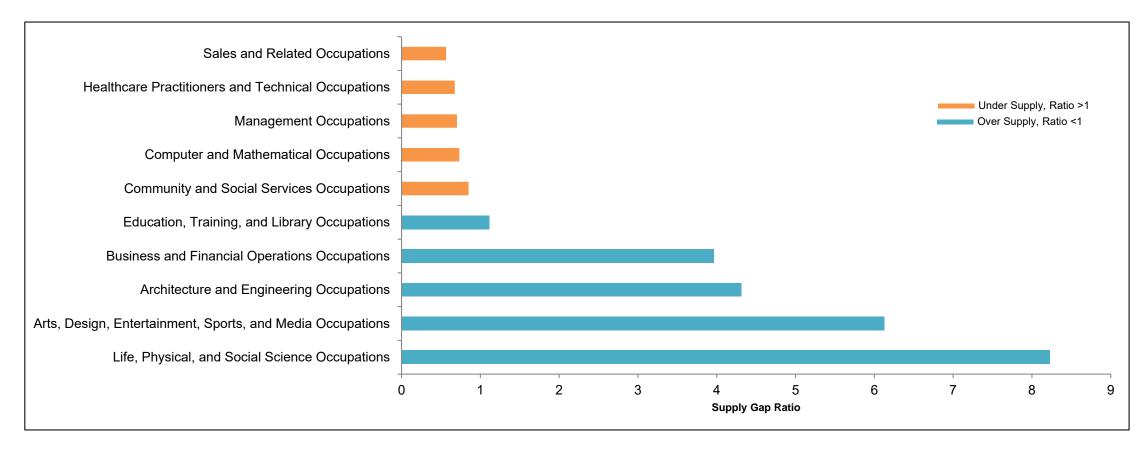
Among all occupations requiring an Associates or Certificate, computer/IT, healthcare support occupations, engineering and tech, transportation, and a number of installation professions face supply gaps.



Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree, 20+ only

State Supply Gap Overview: BA Clusters

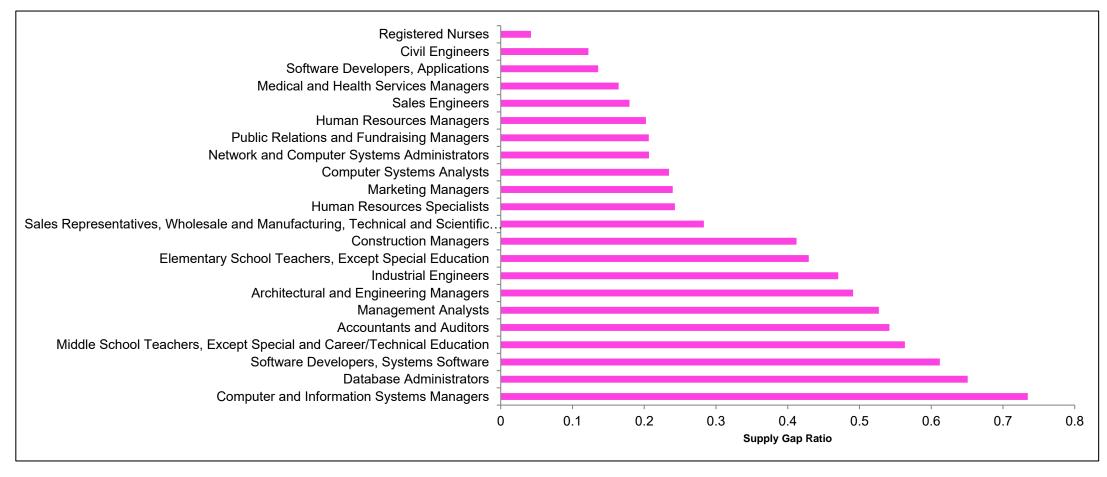
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



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

More Openings than Qualified: State BA Occupations

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



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

Labor Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

 In 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 Shore Workforce Investment Board

Local Area Information Related to Adult Education and Literacy

1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

Adult Education organizations are full Partners in our Workforce system. The customers/students they serve are part of our priority of service and receive the full benefit of programs and activities. Examples of these services are as follows:

- A. Labor Market Information the WIB regularly provides updated information to adult education partners on critical industries and occupations within the region. Our goal is to provide adult educators with ideas on how to contextualize curriculum around these industries AND to provide adult education students with data upon which to make informed career choices
- B. Staff outstation at Career Center through building staff relationships, the workforce and adult education communities are able to understand the needs and practices of both worlds and ensure quality, appropriate service between and among organizations.
- C. Periodic Staff Training including both joint staff development opportunities as well as group webinars and individual learning tools, these efforts will ensure that workforce staff understand and can relate to the needs of adult education customers and can target activities accordingly. In addition, adult education staff will be more informed and expert in local workforce opportunities and able to provide direction to their students as they make their way toward becoming shared customers with the Career Center.
- D. Participation on WIB and on WIB Committees by participating in WIB committee work and on the WIB itself, the adult education providers provide on-going input and guidance on workforce activities and ensure that services and activities that are appropriate to the needs of their students.

2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

The attached chart indicate the priority populations in the NSWIB region and the programs and services that they require.

3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

The need for ABE and ESOL is unending! We need AT LEAST the same amount of funding and slots that we now have - with perhaps 200 - 400 additional slots to handle

growing wait lists. The unemployment rate is low, and job opportunities abound for workers who can speak English and perform academically at least at a high school level.

However, we do need our ABE and ESOL programs to be connected to career paths that are in NSWIB critical industries. Our programmatic need is to have these programs be connected in some way to occupational skills in demand. In addition, we need these programs to be infused with technology, as this is one of the most important and needed skills within all industries and occupations in our region.

3. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

Career Pathways for ABE/ESOL populations on the North Shore revolve around the critical industries, including manufacturing, health care, construction, and financial services. Charts describing these pathways are attached.

North Shore Workforce Investment Board Manufacturing Pathways

JOB ZONES ø 5 2 T \$61.05/HR - \$107.71/HR Masters/Professional license or Certificate \$29.09/HR - \$69.58/HR \$18.79/HR - \$41.44/HR \$16.10/HR - \$38.75/HR \$16.65/HR - \$36.34/HR Diploma/Licensed/ \$8.44/HR - \$15.04/HR and/or Registered High School/GED 4-year, Licensed 2-year Degree, Short-term Cert. Manufacturing Experience One-year and/or Naning Machine Electrical Engineers, General and Operations Managers, Industrial Engineers, Computer Numerically Controlled Machine Tool Programmers, Computer-Inspectors, Testers, Sorters, Samplers, and Weighers, Lathe and Turning First-Line Supervisors, Electrical and Electronic Equipment Assemblers, Electrical and Electronics Drafters, Industrial Engineering Technicians, Mechanical Engineering Technicians, Mechanical Drafters Materials Engineers, Mechanical Engineers Controlled Machine Tool Operators, Machinists, Milling an Head Engineer, Upper Management setters, Tool and Die Makers Machine Tool Setters Team Assemblers

*Requires certificate, license, registration or specific degree.
Source: Wanted Technologies, Wanted Analytics. Massachusetts Executive Office of Labor and Workforce Development, Occupational Employment and Wages, May 2013. Department of Labor, Employment and Training Administration, O"Net Online. Analysis by Will Sinatra, North Shore Workforce Investment Board

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JOB ZONES ø S 3 2 ব \$47.49/HR - \$107.71/HR Masters/Professional \$29.09/HR - \$53.10/HR \$18.86/HR - \$53.10/HR \$16.33/HR - \$40.70/HR license or Certificate \$11.28/HR - \$27.27/HR and/or Registered and/or Construction Diploma/Licensed/ 4-year, Licensed 2-year Degree, Short-term Cert. Experience One-year North Shore Workforce Investment Board Construction Pathways Plumbers*, HVAC Architectural Drafters, Civil Drafters, Construction Foreman, Cost Estimators Electrician Helpers, Floor Refinisher, Plumber Helpers, Painters, Roofers icians, First Line Operating Engineers, Brick Masons, Cement Mason, Carpenter Helpers, Givil Engineering Manager, Chief Architect, Upper Management Civil Engineers, Architect, Health and Safety Engineers Electricians*, Elevator Installers and Repairers, Building Inspector, Carpenters, Civil Engineering Techn Technician, Welder Supervisor,

*Requires certificate, license, registration or specific degree.

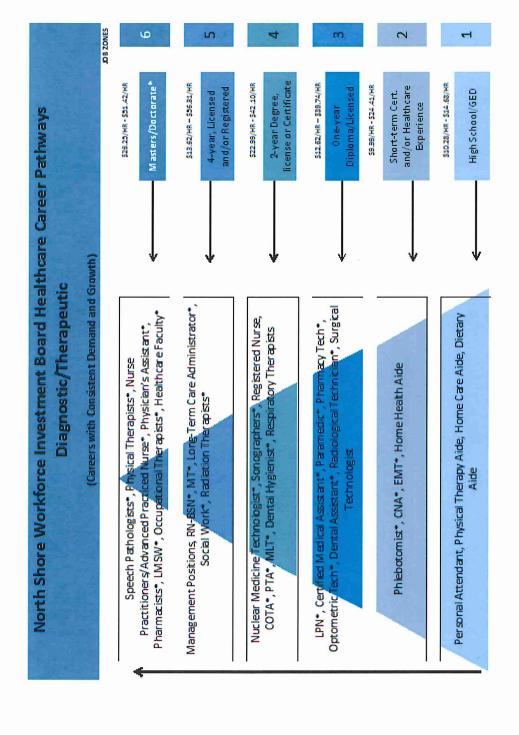
Construction Laborers

\$15.41/HR - \$21.46/HR

High School/GED

9 JOS ZONES 2 2 4 60 ↤ S38.01/HR - S107.71/HR Masters/Professional \$22.89/HR - \$69.58/HR \$14.08/HR - \$28.12/HR S21.50/HR - S54.19/HR license or Certificate S11.36/HR - S21.56/HR and/or Financial Services Experience and/or Registered SB.64/HR - S16.11/HR Diploma/Licensed High School/GED 4-year, Licensed Short-term Cert. 2-year Degree, North Shore Workforce Investment Board Financial Services Pathways Credit Analysts, Securities, Commodities, and Financial Services Sales Agents, istrative Assistants Bookkeeping, Accounting, and Auditing Clerks, Billing and Posting Clerks, Bill Auditor, Loan Officers, Computer Support Specialists, First-Line Supervisors, General and Operations Managers, Financial Managers, Financial Analysts, Tellers, Cashiers, Customer Service Representatives, Telemarketers Certified Public Accountant*, Lawyer*, Upper Level Management Accountant, Software Developers, Personal Financial Advisors and Account Collectors, Data Entry Keyers Checkers, and Clerks, Executive Adn Loan Interviewers and Clerks Credit Counselors Credit Author

Requires certificate, license, registration or specific degree.



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.



WORKFORCE INVESTMENT BOARD

We put the North Shore of Massachusetts to work!











Introduction -

Welcome to the North Shore Workforce Investment Board's Strategic Plan for 2015 – 2017. This document follows a strategic planning process begun in 2008, updated in 2012, all finding direction from current labor market information, board-led research into service patterns for job seekers and companies, surveys and discussion with partners and other stakeholders, and economic development research that looks well into the future. The mission, vision, goals and objectives developed under the 2008 plan remain virtually the same, but the activities and benchmarks designed to reach these goals have been updated to reflect current realities. The **full membership of the NSWIB**, along with several partners, participated in the development of this Plan, and will be responsible for carrying it out.

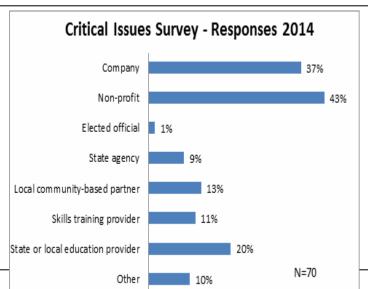
Research to develop this plan consisted of several steps. These include:

1. CRITICAL ISSUES OUESTIONNAIRE

An online questionnaire was sent to over 1500 community and business leaders on the North Shore during late spring and summer of 2014, a much larger and broader distribution than in previous years. One Hundred Seventeen responses were received from various organizations and

sectors. The overall response rate was 7.4%. (see Attachment for more detailed information on all responses as well as a comparison with 2008 and 2011 results)

This survey told us that, while many of the issues remain of similar concern to the respondents year over year, there are some distinct changes which seem to relate to the change in our economy over this time period. For example, responses to challenges faced by employers indicated an increase in fear



over employees leaving to work for competitors, and less of a concern around finding employees with core competencies or a concern over the cost of hiring employees. Primary challenges for job seekers focused around actually finding the time to go to training. Respondents saw more of a challenge for educators and other community organizations understanding what companies want for skills and less of a challenge in finding resources to expand training programs.

The need for everyone to have a clearer understanding of what companies need for skills seem to come through clearly in the open response section of the survey. In addition, there were concerns expressed about transportation needs, challenges facing older workers, and general concerns about the ability of applicants to write well and to use technology.

These changes could all be associated with a somewhat stronger economy at this point in time. Our current unemployment rate is at 6% where in 2011, our last survey, the unemployment rate was at 7%. The details of this survey are including as an attachment to this Plan

2. **SWOT ANALYSIS**

A SWOT Analysis performed by board members to identify what we feel we are doing well and what we believe will require attention and effort over the next two years.

STRENGTHS

The NSWIB is led by a strong board which represents a wide range of industries specific to the region. Membership includes corporate decision-makers who are leaders in their companies. Agency representation is strong as well, including post-secondary presidents from our two public colleges, and other agency heads. Board membership is stable with steady growth of new members. We have a pro-active committee structure working toward specific goals.

Staff leadership is also solid, with a strong planning ethic using data to drive decisions. The NSWIB works collaboratively with other regions, continually making connections with business, education, and other members of the community. The NSWIB has a positive reputation across the region and is seen as a "thought leader".

The NSWIB has a strong connection to Congressman Tierney's office and others in the political realm.

The WIB and Career Centers are seamlessly connected and well integrated. There is a strong commitment to serving youth and low skilled, entry level job seekers. Training is a priority and there is a commitment to do more with less.

The NSWIB is clearly focused on established targets.

WEAKNESSES

The NSWIB is dependent on public – primarily federal – resources which are unpredictable and most likely decreasing. Resources are also tied to specific rules and goals that are not flexible and can limit our response in regard to services and marketing.

Board membership is not particularly diverse re: ethnicity, geography, etc. Participation on committees is not always consistent, and committee membership does not include customers we are serving, in particular there are no youth on the youth pipeline committee. The full board meets only five times per year for one hour so there is limited time for interaction.

We are not always fast or creative enough in responding to needs of our customers, including business, challenged residents of our cities, limited English speaking customers, older or younger workers, and others. We have faced various technology issues. We do not know the ROI of our services.

We do not have a clear brand or marketing image/plan. We are not strong enough in using social media. We are not always clear on who we are.

We are in an uncertain transition as we consolidate career center operations.

OPPORTUNITIES

Our board is stable and strong and will provide the leadership we need into the future.

Our career center consolidation and access point options – and continued streamlining of our operations – will provide a great opportunity to improve our services to business and job seekers.

We are in a state and a region with a relatively strong economy, including a strong emerging industry and many diverse small businesses, and high skill/high wage jobs. Companies need and are interested in increasing skills of new and incumbent workers, and we can serve them. Our educational providers on all levels have come together to serve our high skilled economy. New partnerships between education and business are developing and evolving.

We will have new state leadership which most likely will see workforce development as a priority. We can leverage our stature to get new resources. We have done certain revenue generating activities in the past that we could build upon.

We have developed programs and relationships with youth serving organizations that can help us build on services to this important part of the workforce. We also have a generally aging population which has a lot to add to this work. We also can serve the underemployed and bring them into full employment as the economy improves. Our small business infrastructure supports entrepreneurial activity.

Social Media provides a great opportunity to firmly brand us and our services.

THREATS

NSWIB is in an uncertain and volatile political environment. There are varying levels of urgency around workforce development and funding is precarious. Future political change is most definite.

Unemployment rates and other data do not always reflect reality, with many people leaving the workforce involuntarily, an aging population, technology replacing jobs (e.g., 3-D printers), etc. It is impossible to prepare for economic change and hard to keep up with data that might predict future conditions. Our high wage economy could be a threat to low skilled workers as well as economic development that brings in new businesses. Succession planning challenges companies as their workforce ages.

Transportation across our region can be very difficult.

Skill gap issues continue to come up due, in many ways, to technology. It is hard for education to keep up with the demands to prepare the workforce properly. Education costs continue to rise. Consensus is difficult to reach on the definition of quality education.

NSWIB plan to relocate career center remains an issue – and our current uncertainty adds to confusion by staff and by the public. Community collaboration is difficult to develop and maintain in this environment. It's important to communicate with the public at a time when we should be communicating on an on-going basis.

3. A DETAILED REVIEW AND DISCUSSION OF OUR FY2012 – 2014 PLAN

A detailed review and discussion with our committees, identifying our successes, efforts that are still in progress, and activities that have not and perhaps will not be accomplished; in addition the development of specific activities and benchmarks for the upcoming two years, included in this Plan. A summary of this analysis is as follows:

I. Skills Gap Activity: The Career Center started offering Microsoft office training as an intensive service to customers, serving over 200 people. The WIB documented skill sets in each critical industry, with information being place on the website and discussed through committee meetings and workshops. The WIB also surveyed local college educators about how they use technology and what advice they would give to career center staff as they counsel individuals on entering on-line learning courses. Several sessions were held with WIB, Career Centers, and educational partners on career pathways within critical industries. In addition, the community colleges began work on accelerating learning, particularly in the remedial education arena. Through DESE, we worked with our adult education providers on establishing contextualized ABE/ESOL programs to help these learners make a successful transition to further education and/or employment in critical areas. Finally we worked with partners in Salem's Point neighborhood to offer similar

- services through the Working Cities Challenge grant. Some challengers continue to exist in relation to our Health Care Learning Network and how best to modernize it for full value to the industry and to learnings.
- II. Workforce System Activity: The WIB/Career Center Chartering process successfully concluded with a document that is leading us through our consolidation of career centers and movement into access points with partners. Training resources have increased and are being invested continually with our job seeker customers. In partnership with three other WIB regions, we successfully begun the Northeast Advanced Manufacturing Consortium, and have received funding to establish relationships with manufacturers and to provide specific training that meets skill needs of the industry. Other sector work took place in life sciences and health care. The North Shore Community Development Coalition received a USDOL YouthBuild grant, and the WIB will work with them as this project prepares youth for the construction industry. Our Board has welcomed new members from the Medical Device and Biotechnology sectors. Several state-wide policy changes have been made that positively effect WIB activity, include increase funding for youth jobs, more equitable distribution of Career Center funding, and improvements in the Workforce Training Fund Program so that it is more user-friendly. A new Blueprint driving our Strategic Plan for the upcoming period is complete. We continue to meet our WIA Adult and Dislocated Worker Goals. Challenges include understanding and communicating the needs of our immigrants and mature worker populations, critical parts of the North Shore Labor Market.
- III. Partnership Activity: The North Shore WIB has a new website, which we hope provides a clearer picture of who we are and allows interested companies and residents easy access to our labor market and related information. We are working hard to increase use of technology in our outreach efforts, including Twitter and other social media. The WIB and Career Center staff are active on local Chambers and other business organizations and present often to various constituency groups. Our WIB membership has increased with several new members from manufacturing, life sciences, health care, and retail trade. Challenges remain on how to improve our visibility across the region and on how to communicate needed labor market information to our community.
- IV. Youth Activity: Our F1rstJobs program continues to serve more youth every year, including a slow but continuous increase in the number of private sector placements. We have developed several programs with our local middle and high schools to increase exposure by teachers and students to STEM careers, including externships supported with SSU professional development, and one event for guidance counselors. We published a North Shore Youth Labor Market Blueprint, which continues to be in demand across the region. Our Career Centers are early implementers of WorkKeys, a career readiness tool used by all ages, but of particular interest and value in our youth career center. Our Youth Council has expanded to include new schools and two new companies from the retail and

biotechnology field. Our WIA Youth programs continue to meet our goals. Challenges include continued urgency to increase job placements for youth in this very competitive environment.

4. NEW LABOR MARKET BLUEPRINT

A new Labor Market Blueprint, including in-depth research into the current workforce development realities of the region. (Attachment A)

5. ECONOMIC DEVELOPMENT SNAPSHOT

An Economic Development Snapshot, providing data on non-workforce development activity such as venture capital investment, business loans, commercial rentals and expansion, and government support. (Attachment B)

Throughout this process, the WIB and our Career Centers, in collaboration with our partners, reached the following conclusions that will govern our work for the next two year period.

- LMI is critically needed and valued by all partners, including companies, job seekers, education and training, non-profits, even the general public. Workforce trends and related issues are complicated and all members of our community need and want help in understanding and responding to them. The WIB must also be prepared to translate LMI and related data into action through ever-stronger partnerships that support company and job seeker needs.
- The WIB's intermediary role is also needed and valued. These partners are not naturally tied in with each other and we need to be this bridge.
- Training should be our primary response and service to both job seekers and companies. Companies look for skills in new hires; in addition, they are continually providing training to their existing workforce. These issues require attention and assistance from the WIB.
- In addition, job seekers need to understand and obtain new skills as part of the job match process. While the level of mismatch may vary, to very little training to major adjustments in skill levels, the great majority of job seekers should receive some type of training as part of their workforce service plan.
- Much will change over the next two years. Political and legislative change has begun and will require WIB learning and responses. In addition, Career Center consolidation will require a high level of communication with our stakeholders as well as tight logistics and

- timelines. New opportunities will present themselves but will require strong leadership, management, and cooperation/coordination.
- Overall, the WIB has to strengthen its ability to communicate at all levels and to increase positive impact of our programs and services across all members of the community.

Analysis of the Current Environment –

The North Shore Workforce Investment Board covers nineteen cities and towns north of Boston, Massachusetts. In 2012, the North Shore area was home to 410,950 individuals, up from 404,863 in 2000, representing an increase of 6,087 or 1.5%. In comparison, the population of the Commonwealth increased by 211,498 or 3.3% from 6,349,097 to 6,560,595 from 2000 to 2012. The unemployment rate of the North Shore stands at 6.0%, and generally follows the average for the State within one or two tenths of a percent.

If it was not for new immigrants in the North Shore communities, the population decline over the last decade would have been more severe. Nearly sixteen percent of the North Shore population is foreign born and of this population, 34.7% entered the country after 2000. Applying these percentages to 2012 population total we are able to determine that the North Shore is home to 65,332 foreign born residents and that 22,675 of these residents entered the country after the year 2000. Had these residents not immigrated to the North Shore, the population decline over the last decade would have been -12.8%.

Percentage Distribution of Residential Population by Gender, Nativity Status and Race-Ethnicity¹

Area Demographics	North Shore	Massachusetts	New England	U.S.
Total	410,950	6,560,595	14,457,335	309,138,711
Gender				
Male	47.8%	48.4%	48.6%	49.2%
Female	52.2%	51.6%	51.4%	50.8%
Nativity Status				
U.S. Born	84.1%	82.7%	85.7%	85.8%
Foreign Born	15.9%	17.3%	14.3%	14.2%

¹ U.S Census Bureau, 2008-2012 American Community Survey, American Fact Finder, www.census.gov

Foreign Born entered since 2000	34.7%	35.6%	34.3%	33.0%
Race-Ethnicity				
White, non-Hispanic	80.3%	76.3%	78.9%	63.7%
Black, non-Hispanic	3.8%	6.2%	5.7%	12.2%
Hispanic	11.0%	9.6%	9.0%	16.4%
Other, non-Hispanic	5.0%	7.9%	6.3%	7.7%

When examining specific regions within the North Shore region itself, specifically, Lynn, Salem, and Gloucester where the majority of our career center customers reside, both Lynn and Salem have significantly higher Hispanic populations than the North Shore. These populations in Lynn and Salem tend to be in need of Adult Basic Education and English as a Second Language training. While the population in Gloucester is predominantly white, this population includes a sizable Portuguese population (6.7%) that shares many of the same education and workforce needs as the Hispanic populations in Lynn and Salem.

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

Percentage Distribution of the Civilian Labor Force by Age²

Total Labor Force Over 16 yrs.	North Shore 224,779	Mass.	New England	U. S.
	224,119	3,612,567	7,933,562	157,745,104
16 to 19 years	4.8%	4.8%	4.8%	4.4%
20 to 24 years	9.0%	9.6%	9.4%	10.2%
25 to 44 years	38.9%	41.3%	40.0%	43.3%
45 to 54 years	24.6%	23.5%	24.3%	22.9%
55 to 64 years	17.2%	16.0%	16.6%	14.9%
65 to 74 years	4.6%	4.0%	4.1%	3.5%
75 years and over	0.9%	0.8%	0.8%	0.7%

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

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

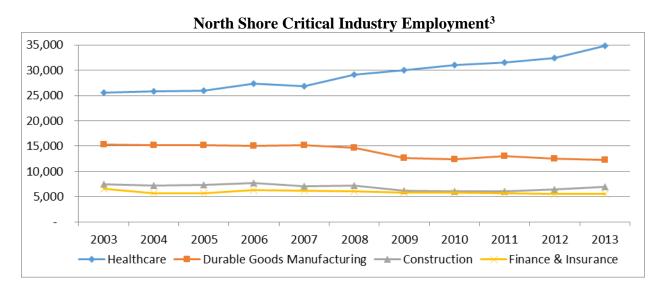
² U.S Census Bureau, 2008-2012 American Community Survey, www.census.gov

North Shore Labor Market Demand -

The North Shore Workforce Investment Board continually examines the needs of businesses and individual job seekers in an effort to address these needs in a mutually beneficial and efficient manner. In 2014, the NSWIB commissioned its fifth Labor Market Blueprint in an effort to develop an updated strategic overview of the region's labor market and provide information to a wide variety of market stakeholders, particularly as the region moves through the current recession and into hopefully better times. In addition, as part of this research, the NSWIB commissioned an Economic Development Snapshot, developed by the North Shore Alliance for Economic Development, which provides information on non-workforce trends that could be used as predictive for new workforce programming.

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

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



The selection of industries from an economic development point of view was based on an interviewing process with banks, venture capital/investment managers, government and non-profit business organizations, business parks/real estate brokers and leasing agents, and construction and

real estate developers. A point score relating to high, moderate, and minimal growth projections was developed based on these interviews. The results to a very large extent (although not completely) mimicked the results of the workforce development research, and are reflected in the chart below:

	Bankers	Real Estate Community	Construction	Government/Non- Profit	Total
Health Care	Moderate	High	High	High	18
Construction	Moderate	High	High	High	18
Life Sciences/	Moderate	High	High	Moderate	16
Bioscience					
Manufacturing	High	Moderate	Moderate	High	16
Financial	High	Moderate	Moderate	Moderate	14
Services					
Creative	Moderate	Moderate	Moderate		12
Economy					
Tourism	Minimal	Minimal	Moderate	High	12
Local Food	Minimal	Minimal	Minimal	High	8

A summary of all findings is as follows:

Health Care continues to be the largest employer on the North Shore with a total of 34,872 employees. This industrial sector provides wide variety employment opportunities for individuals of all levels of educational attainment. In addition, employment has risen steadily for the last five years (16.0%) and was the only industry that showed employment gain during the recession. It also tied for the highest in the economic development review where continued investments in building projects and strong career ladders leading to high paying jobs reflect a consensus around its valuable place within the North Shore economy.

Durable Goods Manufacturing is a component of the Manufacturing sector but it accounts for 74.5% of the total employment (16,390 employed) in Manufacturing. The average weekly wage (\$1,759) is significantly higher than the overall average weekly wage (\$948) in our region. Manufacturing has caught the attention of policy makers throughout the Commonwealth with workforce development programing currently underway. The investment community senses a pent up demand for durable goods that will translate into future workforce development opportunities for the North Shore. The WIB should continue seek investment prospects and the development of quality jobs.

Financial Services has historically and continues to be a significant employer in the North Shore. The presence of many small banks has resulted in little disruption as the industry emerges from the recession and the industry has lost only four establishments from 2012 to 2013. The average weekly wage remains very strong (\$1,648) and continues to provide career ladders and job opportunities for

residents with all levels of education. Interviews with industry leaders showed a change in the base level skills needed to secure entry-level positions on the North Shore. The WIB should work with the industry to communicate these changes with our education partners to limit mismatches between industry needs and the labor force.

Construction has taken a severe beating during the Great Recession but has started to gain employment over the last two year growing by 14.4% from 2011-2013. The clean tech connection, which has been seen by many as a tool to add to construction's growth, still requires work and potential federal and state policy changes to have this impact. The presence of strong career ladders and opportunity with training to earn solid wages (average weekly wage \$1,186 vs. the North Shore average of \$948) leads the NSWIB to maintain construction as a critical industry deserving of support over the next three years. Construction has tied with Healthcare for the highest score in the economic development review. Fueled by low interest rates and growth in other industrial sectors, recent employment growth has come from construction of both commercial and residential properties. There should be opportunities to strengthen existing and creating new apprenticeship pipelines between trade unions, educational institutions, and ABE providers into the future.

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

More specific information and data on population trends and employment for the North Shore, along with recommendations upon which this Strategic Plan is based, is available on

www.northshorewib.com/resources.

Our Economic Development Snapshot also discusses the Creative Economy, Tourism, and Local Foods as industries to watch. While not clearly labeled critical or emerging, these industries are a part of the North Shore fabric, and deserve our attention over the next two years.

Mission and Vision -

Mission: We put the North Shore to work

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

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

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

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

- **Communication** Relentless communication and collaboration with all of our stakeholders to tell our story and demonstrate our high value
- **Integration** Building relationships, developing partners, and including all perspectives to enhance workforce development strategies
- **Innovation** Promoting creativity and flexibility in all aspects of workforce development
- **Investment** Investing in people for the future, building skills and increasing earnings and revenues
- **Regionalism** Approaching workforce development with a variety of issues in mind that can impact the entire north shore region
- **Alignment** Horizontal and vertical with all partners, state, federal and local; Alignment of our resources with our strategic objectives
- **Excellence** Establishing outcomes for services, programs, and customer service that can be tracked for continuous improvement

- **Economic Development** Recognizing the inherent connection between economic and workforce development, working to establish a coherent relationship that leads to the vibrant North Shore business environment
- **Customer Services** Meeting businesses and workers where they are and responding according to their individual circumstances and requirements
- **Diversity** Embracing the unique assets of immigrants, youth, mature workers, and others on the north shore, so that all workers can be economically self-sufficient by combining education and training with the right career pathway

North Shore WIB Strategic Goals: 2015 - 2017

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

WORKFORCE SYSTEMS GOALS AND OBJECTIVES 2015 - 2017

GOAL 1: THE NORTH SHORE WIB WILL BUILD THE CAPACITY OF THE NORTH SHORE WORKFORCE SYSTEM TO RESPOND TO LABOR MARKET NEEDS BY COLLECTING AND DISTRIBUTING LABOR MARKET INFORMATION AND BY PROVIDING OTHER SUPPORTS TO WORKFORCE PARTNERS.

MAJOR THEMES:

- 1. CAREER CENTER CHARTER
- 2. CONTINUE INITIATIVES IN CRITICAL AND EMERGING INDUSTRIES, AS WELL AS ON A REGIONAL BASIS
- 3. IMPROVE SERVICES FOR TARGETED POPULATIONS LONG TERM UNEMPLOYED, IMMIGRANTS, AND MATURE WORKERS
- 4. ANALYSIS AND SHARING OF LABOR MARKET INFORMATION
- 5. POLICY CHANGES AND EDUCATION ON INCREASING CAPACITY
- 6. PARTICIPATE WITH THE NORTH SHORE ALLIANCE FOR ECONOMIC DEVELOPMENT
- 7. CONTINUE TO SEEK OUT AND SUPPORT RESOURCES TO HELP WITH TRANSPORTATION

Objective #1: Build on existing strengths in identifying current scale and scope of worker and employer needs while being responsive and forward thinking on changing workforce trends and gaps that may arise.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Career Center Charter	2015 - 2017	
-Continue to conduct bi-annual reviews of Charter to ensure that services provided to companies and individuals continually	2015 – 2017	Active charter exists at all times.

improve and respond to current needs		
-Support Career Centers as they consolidate	2015	Additional focus areas include:
and build Access Points		-Career Center services are out in the community.
		- Infrastructure costs have decreased
		-Additional training funds are available
	2016	Revisit locations through review of services of access points
-Help career centers inform job seekers of placement and earning potential of various training programs	2015 – 2016	Career Centers receive training on new Blueprint; also regularly access real-time tools such as HWOL and TORQ
	2015	Updated list of performance by training vendor available for career center staff
-Help job seekers understand and use social media and other technology tools in their job search and in training	2016 - 2017	Appropriate workshops available on a routine basis; career center staff also routinely attend training sessions; tools available for staff to help customers make training decisions
Continue initiatives in critical/emerging sectors: - Health Care - Manufacturing - Construction	2015	LMI details for each sector identified and communicated to industry partners through various means, including profiles, presentations, newsletters, company visits, etc.
- Financial Services- Life Sciences and/or Innovation	2015	Pathways from entry level to advanced updated and clearly documented so staff and partners understand how to help job seekers move up and into quality jobs with education and training.
	2016	Consortiums developed/strengthened for each industry regardless of grant cycles.

		Meet at minimum annually to discuss industry needs, advancement and changes.
	2016	Applications for grant funding for new and incumbent workers submitted and funded in each area.
	2016 – 2017	Consortiums status reviewed at the end of each fiscal year for quality of industry support
	2017	Grant funding is received and appropriate projects underway.
	2016 - 2017	Progress made on moving non- credit courses to credit courses at some level.
- Continue to work with North Shore Community College, Salem State University, Endicott College and Gordon College on Life Sciences project	2015 – 2016	NSWIB staff attend meetings and provide information and support as required and requested.
Engage companies in STEM communication activities	2015 – 2017	AMP It Up and other related STEM activities working; STEM activities of youth pipeline committee working successfully
	2015	One more life science company on the WIB
Improve services for targeted populations – Long Term Unemployed, Immigrants, and mature workers		
Conduct needs assessment on target populations	2015 – 2016	Needs assessments on these populations completed and on website – through DAA
- Maintain comprehensive data base of all agencies and programs that provide services to targeted populations – identify barriers and gaps	2016	Data base of programs exist and is available on website
- Identify areas for potential partnerships and/or expansion of existing programs that will reach targeted populations	2015	Partners identified.

	2015 – 2016	Representatives of these groups on WIB committees
	2016	WIB/Career Center staff on existing partnerships or new partnership exist in the community.
Analysis and sharing of Labor Market Information		
-LMBP Completed in the Fall of 2014, Including Economic Snapshot, Brief, Youth Piece	2015	Blueprint and related documents on website
-Annually interview WIB members in each critical sector on what they predict their sector will look like in five years.	2016 – 2017	Annual review completed and documented
-Conduct 6 Data Academies with research topics supporting attaining performance measures and understanding trends in the regional labor market.	2015 – 2017	DAA academies complete work and information on website
-Share HWOL data with industry sector partners for verification/validation	2015 – 2016	HWOL data submitted to industry partners on an annual basis
-Training seminar series for Career center staff	2015	Training seminars take place

OBJECTIVE #2: Increase coordination and collaboration with educational, human service and government organizations on regional economic development initiatives and advocate for policy changes at the state and local level that will help local partners increase the capacity of the workforce system.

Activity:	Timeframe:	Benchmarks/Indicators of
		Success
Policy changes and education on increasing	2015 - 2016	Elected and appointed workforce
capacity		leaders are involved with WIB,
		including attending full board
		meetings and committee meetings.
- Advocate locally and jointly with other	2015 - 2017	WIB Director speaks with NS
WIBs for identified policy and funding		Mayors/Town Administrators

changes.		group at least once per year.
-Disseminate a bi-annual report to the legislature documenting programs and outcomes for the North Shore region	2015 and 2017	Bi-annual Report to Legislature completed
-Strengthen relationship with local political leaders such as Congressman John Tierney and North Shore legislative delegation.	2015 – 2016	WIB/Career Center staff join state level committees to advocate for these changes
	2015 – 2017	An annual list of policy changes are documented and maintained on our website.
Participate with the North Shore Alliance for Economic Development	2015	Snapshot completed and disseminated.
	2015	Alliance joins the WIB board
	2015 – 2017	WIB participates in Alliance events including workshops that support critical industries.
	2015	Alliance strategic plan includes support of workforce development in conjunction with economic development activity.
	2016	WIB and Alliance participate with local economic development leaders in periodic meetings and workshops.
	2016 - 2017	Alliance funding increases and the organization becomes firmly established in the community.
Work with regional workforce system partners to address industry and worker needs by sector. – build and support industry partnerships such as the NAMC.	2016 – 2017	Cluster partnerships as described above include other members of the workforce system, including educators, economic development organizations, and industry groups.
	2015 – 2017	Partners participate in seminars that discuss labor market data and challenges and develop full understanding of responses needed.
	2017	Schools/colleges/related entities report stronger relationships with companies who are interested in

		hiring members of their constituencies.
Continue to seek out and support resources to help with transportation	2015 – 2017	Our current Employment Express programs remains in effect at least at its current level.
	2016 – 2017	One additional funding source is identified and an application submitted and funded to expand service.
	2015	One DAA report done on Employment Express and the customers who are utilizing it – report on website and disseminated to the public and leaders around the region.

SKILLS COMMITTEE GOALS AND OBJECTIVES 2015 - 2017

GOAL 2: THE NORTH SHORE WIB WILL STRATEGICALLY UTILIZE RESOURCES AND FULLY ENGAGE THE BUSINESS SECTOR AND EDUCATORS (BOTH K-12 AND ADULT) TO CLOSE THE SKILLS GAP THAT EXISTS BETWEEN AVAILABLE WORKERS AND EMPLOYERS.

MAJOR THEMES

- 1. PROVIDE TRAINING FOR EDUCATORS AND OTHER TRAINING STAKEHOLDER ON COMPANY SKILL NEEDS AND OTHER LABOR MARKET INFORMATION.
- 2. ASSIST EDUCATORS TO UTILIZE NEW AND BETTER WAYS TO HELP ADULT LEARNERS LEARN EFFICIENTLY AND SUCCESSFULLY
- 3. ADVOCATE FOR THE PROVISION OF CREDIT FOR NON-CREDIT PROGRAMS AND FOR TRANSFERABLE COURSES AND CREDIT FOR LIFE EXPERIENCE
- 4. TRAIN CAREER CENTER STAFF ON BETTER SERVICE CUSTOMERS IN RELATION TO BOTH LMI AND NEW WAYS TO PROVIDE TRAINING
- 5. HELP COMPANIES DEVELOP CAREER PATHWAYS AND ANALYZE THEIR SKILL NEEDS IN RELATION TO LEVELS OF EDUCATION AND EXPERIENCE REQUIRED FOR HIRING

Objective #1: Collaborate with educational and training partners to increase available resources and align policies so that employer and worker needs are met.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Strengthen connection between Adult Ed and companies through various means including company tours, seminars, business speakers, etc. in order to help adult education providers teach current skills and better prepare students for successful transition to college and work.	2015 – 2017	 2 Tours per year of companies for Adult Basic Education providers staff Establish speaker series for providers to learn about businesses needs and LMI
Advocate for innovation in the delivery methodologies of education and training – including more resources for more ESOL funding in higher levels, in particular level IV.	2015 – 2017	- Documented cases on new programming happening in the region that is innovative and

 Support fast-track academic remediation programs Support career pathways/gateway methods for adult education Support appropriate ways to use technology for adult learners Support workplace education programs 		challenging - Survey of educators on ideas of potential career pathways models that can be replicated in our area.
Build better understanding of credit programs and relationships to non-credit programs for education providers and companies	2015 – 2017	- At least one non-credit program being offered to career center customers having credit offered as an outcome to begin educational pathway.
Build a better understanding of transferrable credits, and credit for work experience, and how these work and how they can work better for adult learners.	2015 – 2017	- Documented cases (examples) of transferable credits/work experience credit to be share with post-secondary education partners.
Develop CommUniversity fully	2015 – 2017	- Participate in the implementation of this model and provide assistance when needed with regards to the workforce development system
Training data analyzed with more details on industry clusters on placements and wages – information for Case Managers to share with potential training customers.	2016	- Training data analyzed and shared with Career Center management and staff.

Objective #2: Facilitate alignment of education, training, workforce and economic development activities so that employer and worker needs are met through LMI and other research-based facts and data

Activity:	Timeframe:	Benchmarks/Indicators of Success
Series of Seminars cover LMI related topics given to vendors and CBO's, including basic LMI presentation, backed up by company presentations.	2015 – 2017	- Establish speaker series for providers to learn about businesses needs and LMI
Provide data and analysis on occupations and industries that have left area as well as new occupations developing –shared with educational providers to refine programming	2016	- Training data analyzed and shared with adult ed. Providers and other CBO's
Improve vendor and CBO understanding and use of Technology related resources to help customers gain skills needed to succeed in the workplace. These include National Career Readiness, TORQ, HWOL, and Interview Stream.	2016	- Share study of On-line learning (held across SSU, NSCC and Endicott) with educational providers and CBO's in the region.
Promote these products with employers as well	2016	- Share new tools in forums held at the career center for staff of Adult education providers and CBO's on the various tools available.
Develop skills of Career Center staff to assist customers on using a variety of learning methods that work best for adult learners, including career pathways, online learning, fast track, etc.	2015 – 2017	- Have a dedicated staff person to assist customers with Microsoft office products and share tips on how to do this with staff (4 brown bags info sessions per year)

YOUTH PIPELINE GOALS AND OBJECTIVES 2015 - 2017

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

MAJOR THEMES

- 1. CONNECT SCHOOLS AND YOUTH SERVING ORGANIZATIONS WITH BUSINESS
- 2. STRENGTHEN STEM CONNECTION
- 3. HELP MORE TEENS FIND JOBS AND ENTER CAREERS
- 4. STRENGTHEN SERVICES FOR OUT OF SCHOOL YOUTH

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

Activity:	Timeframe:	Benchmarks/Indicators of Success
Continue outreach to vocational/technical schools, comprehensive high schools and after-school programs.	2015 – 2017	Participation from staff at 1-2 additional area high schools in Youth Pipeline Committee
- Invite representatives from public high schools (and middle schools) to join committee and to participate in WIB activities	2015-2017	2 additional members from local schools (Salem and Beverly)
- Increase relationship between community college & schools	2015 – 2017	Have meetings at local area schools with presentations about highlighted programming (ongoing)
- Help us create new ways to connect K-12 system to world of work	2017	School partner feedback as well as company feedback on internships, placements or tours.
Increase connections for educators to connect curricula to the work world	2015 – 2017	
- Teacher Externships AMP It UP, Guidance Counselors Events	2016	14 externships
- LMI Education seminars (held quarterly) given to school groups, as well as community organizations that serve youth	2015 – 2016	Documented seminars to share Youth Blueprint and other related Labor Market Information – with the first at Essex Tech in Feb of 2015

	T	
 Increase partnerships between businesses & Tech schools. 	2017	Youth and Business Forum (of some kind)
- Develop Internships for Youth that champion Businesses and make connection back to educators and skills and themes taught in schools.	2016 – 2017	Create 12 new internship opportunities with STEM companies Internships documented
- Support various types of student exposure to the word of work, including tours, company presentations at schools, career fairs, etc.	2016 – 2017	4 - 6 Tours of STEM related companies in local area
F1rstJobs and Teen Employment		
Increase employer participation in F1rstJobs	2015	Send F1rstJobs report and Labor Market Blueprint to all that were involved in F1rstJobs
Increase employer awareness of youth employment	2016	One-pager sent to those not involved – include mini profiles of youth employment from F1rstJobs 2014
Support education in STEM through school and employer relations	2016	Expand profiles to include various industries, youth photos, etc. Employ assistance of Communications Company and/or intern
	2015	Share STEM profiles with partner schools and businesses. Hold guidance event to expand on 2014 STEM event. Include different industries and/or types of employment, include smaller companies
	2016	Publicize the results of amp it up through our Communications Company/Intern
	2015	Utilize teen employment examples to market program – build data base and profiles of examples of teen workers for publication.

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

Activity:	Timeframe:	Benchmarks/Indicators of Success
Increased business partnership/participation on Youth Pipeline committee	2015 - 2017	Invite businesses to join committee, with at least 1 new per year
		Businesses share hiring practices, collaborate with schools/Career Centers
Increased awareness of tax incentives for businesses	2016	Staff at YCC,WIB, schools, are well versed and have handouts to provide to businesses to educate/encourage hiring of certain groups (incentive)
Internship Development - for youth that champion businesses and make a connect back to educators on skills and themes taught	2015	6 Internships for Out of School Youth documented with profiles shared with school partners
Enhance work experience opportunities for youth (in particular in the areas beyond summer employment that include: internships, apprenticeships, OJT's etc.)	2015	Offer job shadow/internships/field trips /job placements at companies that may be lesser known to youth
	2016	WIOA Goals being met for Youth Work Experience
	2015	Include Out Of School Youth staff in Amp It Up Externships
	2016	Older Youth participate in Tours and other like programming to expose to the world of work
Improve communication and program activities between youth and adult career center services to provide these youth with the full cadre of services available to them.	2016	12 Older Youth participate in Adult Services programming including: resume writing workshops etc.
	2016-2017	5-10 move onto occupational skills training via an ITA
Improve participation in F1rstJob and other Teen Employment for at-risk populations	2015	300 Youth Works (depending on funding)
	2016	350 Youth Works (depending on funding)
	2015	Increase private sector job placements to 190 in 2015 and 200 in 2016
Support YouthBuild with collaboration with WIA Youth vendors	2016	Documented participation of Youth moving from WIOA Youth services to YouthBuild – referrals from Youth Career Center when appropriate. Youth

		Career Center participate with NSCDC sharing info etc.
		YouthBuild a permanent agenda item for YPC. YPC oversees and helps advise YouthBuild activities. YPC builds relationships across the region for program, including Lynn and other low income areas. Help publicize the results of YouthBuild
Support alternative education system as they work to implement HiSET.	2016 – 2017	Mini- study on how Hi-Set is impacting outcomes of WIOA participants (1 year out and then 2 years out)

PARTNERSHIP COMMITTEE GOALS AND OBJECTIVES 2015 - 2017

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

MAJOR THEMES

- 1. Create Marketing and Social Media Plans
- 2. IMPLEMENT SOCIAL MEDIA PLAN
- 3. IMPLEMENT OVERALL PUBLIC AWARENESS CAMPAIGNS WITH VARIOUS IDENTIFIED CONSTITUENCIES
- 4. Publicize Access Point
- 5. RESEARCH AND PUBLICIZE REPORTS ON SPECIAL WORKFORCE POPULATIONS INCLUDING IMMIGRANTS AND OLDER WORKERS
- 6. WORK WITH ECONOMIC DEVELOPMENT PARTNERS

Objective #1: To educate and increase public understanding of the benefits of the NSWIB and increase interest and desire of stakeholders to partner with and support the work of the NSWIB.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Create a marketing and social media plan, including mini-strategies for critical and emerging industries	2015	Identify Audience(s) and incorporate into marketing plan and social media plan
	2015	Update marketing plan, including overall and mine- marketing strategies
	2016 - 2017	Carry out plan
Greatly increase Social Media Presence – Twitter/ Facebook and others	2015 - 2016	Increase twitter followers to 300. Consistently, have content distributed via Twitter – i.e. events, data, stories
- Establish LinkedIn Page for the NSWIB and link with efforts of the North Shore Career Center and other Workforce Development related group		Established LinkedIn Page with at least one group formed to provide forum for discussion of Workforce Development on North Shore

Publish LMI in user friendly formats, focusing primarily on technology.		Blue Print Brief Published 1/15
		Updated to data in November 2015, 2016
		Begin publishing weekly 'factoid' (name TBD) that will cover workforce development data and points of interest. Twitter, Facebook, LinkedIn will be distribution points.
Implement public awareness strategies as identified in the Plan about Blueprint and other related publications, including constituencies such as gateway cities, media, schools and colleges (including parents), non-profit partners, industry organizations, companies in critical/emerging industries	2015 – 2016	All constituencies have been communicated with and receiving relevant information for their interests and concerns
Regular communication with elected leaders	2015 and 2017	Bi-Annual report to the legislature and other local elected leaders
		Increased attendance at WIB committee and full board meetings
Identify and Market Access Points (8 to 12) within the region to help support customer	2015	Establishment and distribution to partners of location and hours of operation etc.
		Regular review of services provided at access points, including numbers of people served, etc.
Support Board Membership Development	2015	1 New Board Members each year – 4 new sub-committee members per year
Continued learning by WIB/Career Center staff on company workforce needs	2015 - 2017	Company visits and interviews to refresh industry viewpoint and needs
Public awareness campaign about critical demographic groups, including skill and ability of immigrants and older workers	2015 - 2016	Published reports on website
Communicate with economic development partners to help coordinate workforce development with general business growth	2015	Economic Snapshot Published in November 2014.
	2015 - 2017	Continued involvement on North Shore Alliance for Economic Development board and attend meetings.

Performance Management and Evaluation –

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

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

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

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

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

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

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

SECTION III: MEMORANDUM OF UNDERSTANDING

METHODS OF INTEGRATED SERVICE DELIVERY

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

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

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

Workforce Innovation and Opportunity Act (WIOA)

North Shore Workforce Investment Board and WIOA Partners

Memorandum of Understanding (MOU)

June 26, 2017

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the North Shore Workforce Investment Board, with agreement of Mayor Kimberley Driscoll, City Salem and the North Shore Partners), relating to the operation of the one-stop delivery of service in the local workforce area.

The **North Shore Workforce Investment Board** will act as the convener of MOU negotiations and together with North Shore Partners will shape how local One-Stop Career Center Services are delivered.

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

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

II. OSCC REQUIRED PARTNERS

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

- 1. The Adult Program (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
- 2. The Dislocated Worker Program (Title I), as part of DCSEOLWD;
- 3. The Youth Program (Title I), as part of DCSEOLWD;
- **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);

- **5. The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;
- **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 (42 U.S.C. 601 et seq.) and the Supplemental Nutrition Assistance Program (SNAP) as part of Department of Transitional Assistance (DTA), EOHHS;
- 11. Employment and Training Programs under the Supplemental Nutrition Assistance Program, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
- **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.))

Additional non-required Partners in the local MOU may be added at any time during the term of this MOU, as agreed by the existing partners.

III. DURATION OF THE MOU

This agreement shall commence on **June 26, 2017** and shall terminate on **June 30, 2020** unless otherwise terminated by agreement of all parties or superseded.

IV. ASSURANCES

The **North Shore Workforce Investment Board** and the Partners of the North Shore Workforce Partnership identified above agree to conduct the following activities at a local level:

- 1. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
- 2. Serve the "shared" customer as defined by the Partners with a focus on providing high quality, result orientated programming and outcomes. (Please see Section V. #3.) (Please see Attachment 1.)

- 3. Implement the One-Stop Career Center customer flow and service practices across Partner agencies, including ensuring the accessibility and availability of services to "shared" customers. (Please see Attachment 2 and 3)
- 4. Continue to research and 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.
- 5. Track and evaluate the outcomes for individuals who face barriers to employment.
- 6. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of one-stop centers, through methods agreed upon by the local board, chief elected official, and Partners.
- 7. Provide representation on the local workforce boards (as defined by NSWIB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.
- 8. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the one-stop partner infrastructure cost contributions.

V. MEMORANDUM OF UNDERSTANDING CONTENT

1. At a minimum, North Shore Workforce Partnership will support, financially and in-kind, the following services consistent with and coordinated with the One-Stop Career Center.

Job Seeker Services			
Basic Career Services	Individualized Career Services	<u>Training</u>	
Outreach, intake and orientation to	Comprehensive and specialized	Occupational skills training through	
the information, services, programs	assessments of skills levels and	Individual Training Accounts (ITAs)	
tools and resources available through	service needs		
the Local workforce system			
Initial assessments of skill level(s),	Development of an individual	Adult education and literacy activities,	
aptitudes, abilities and supportive	employability development plan to	including English language acquisition (ELA),	
service needs	identify employment goals,	provided in combination with the training	
	appropriate achievement objectives,	services described above	
	and appropriate combination of		
	services for the customer to achieve		
	the employment goals		
In and out of area job search and	Referral to training services	On-the-Job Training (OJT) and Apprentice	
placement assistance (including			
provision of information on in-demand			

		_
industry sectors and occupations and		
non-traditional employment)		
Access to employment opportunity	Group Counseling	Incumbent Worker Training
and labor market information		
Performance information and program	Literacy activities related to work	Programs that combine workplace training
costs for eligible providers of training,	readiness	with related instruction which may include
education, and workforce services		cooperative education
Information on performance of the	Individual counseling and career	Training programs operated by the private
Local workforce system	planning	sector
Information on the availability of	Case management for customers	Skill upgrading and retraining
supportive services and referral to	seeking training services; individual in	
such, as appropriate	and out of area job search, referral	
	and placement assistance	
Information and meaningful assistance	Work experience, transitional jobs,	
on Unemployment Insurance claim	registered apprenticeships, and	
filing	internships	
Determination of potential eligibility	Workforce preparation services (e.g.,	Customized training conducted with a
for workforce Partner services, programs and referral(s)	development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	commitment by an employer or group of employers to employ and individual upon successful completion of the training
Information and assistance in applying	Post-employment follow-up services	Other training services as determined by the
for financial aid for training and	and support	workforce partner's governing rules
education programs not provided under WIOA		

^{*} Continuous attention to career pathway models for populations will be the focus of case management and services provided to all customers – in particular those in training.

Business Services Team Including at least one rep from each Partner that will meet monthly to discuss employer outreach and		
	status of work with companies	5.
Provide and follow established protocol with businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assis with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster- driven Occupational Skills Training through Individual Training Accounts with eligible training providers

Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on job description development and industry trends	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

- 2. Partners within the North Shore Workforce Partnership will serve, at a minimum the following populations:
 - The long-term unemployed,
 - UI Claimants,
 - Veterans,
 - Youth and Adults with Disabilities,
 - Adult Basic Education/ESOL participants,
 - Low-Income.(TANF, homeless across all WIOA programs),
 - Reentry offenders who are released from prisons and jails
 - Older Workers, and
 - Young adults with barriers to employment.

- 3. The "shared customer" has been defined by the North Shore Workforce Partnership as a job seeker/student or a business who is formally enrolled in services by more than one core program (at the same time or sequential.)
- 4. The North Shore Workforce Partnership agrees on a continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. (Please see Attachment 4)
- 5. WIOA offers an opportunity to innovate and strengthen service to industries and business. The Partners commit to working with employers who have persistent and deep worker skills shortages, are in targeted industries, employ people in targeted occupations, and are committed to hiring people with disabilities. Partners will work together to identify employer needs in the current economy and share this labor market information. (Please see attachment 5)

^{*}In addition, Partners will work together on strategies and programs for employers and solving their employment needs. (Please see attachment 2)

- 5. The North Shore Workforce Partnership has begun discussions around technology and a shared Career Center customer intake form, based on an on-going review of current intake forms being used by each Partner. 'Massachusetts JobQuest' will serve as entrance point for all customers shared between any WIOA Partner and the Career Center. Shared customers will have access to all resources (including computers, fax machines, copiers, workshops etc. available at the career center. (Please see attachment 6 for a listing of the North Shore Career Center locations, hours of operations and contact information)
- 6. The North Shore Workforce Partnership agrees that increased sharing of data will benefit the quality of service delivery to both the job seeker and business customer. 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. In addition, the Partners agree to meet on a bi-monthly basis throughout the period of the MOU. (Please see Attachment 7)
- 7. The North Shore Workforce Partnership has established a preliminary training plan for management and the staff of partners. (Please see attachment 8)
- 8. The NSWIB will provide for various levels of participation by Partners in the One Stop Review Team, ranging from Advisory to Voting Members. Decisions will be based primarily on the NSWIB's policies to 1)have a majority of the Review Team representative of the Critical Industries in our region, and 2) to have a reasonably sized Voting Review Team. Decisions will be discussed and openly communicated to Partners prior to review beginning. All Review Activity will respect Section 30B of MGL, the legal structure around which the NSWIB performs procurement, and various levels of participation (either on full review team if a NSWIB Board Member or on the advisory committee if not) of the OSCC Required Partners in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.
- 9. The North Shore Workforce Partnership agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to

issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

The North Shore Workforce Partnership agrees to utilize the current NSWIB cost allocation plan to determine infrastructure costs of the various WIOA Partners who outstation staff at the Career Center or one of the Career Center Access Points. Shared services and operating costs will be negotiated with each Partner based on the types of services required for the each Partner constituency. Where appropriate, the NSWIB cost allocation plan will be utilized to make these calculations. However, the cost related to shared services related to assessment, customized workshops, training, and other services will be individually determined for each Partner. In any case, infrastructure, shared services, and operating costs will be fully transparent and made available to the Partners throughout the year.

- 10. The North Shore Workforce Partnership agrees that a MOU review will occur not less than every three years.
- 11. The MOU acknowledges other provisions agreed to by all parties that are consistent with all partner programs' services and activities, authorizing statutes and regulations.
- 12. The North Shore Workforce Partnership agrees to jointly review and commit to WIOA mandated performance metrics that are include in the NSWIB annual business plan, and in any related grant documents associated with each member Partner. The North Shore Workforce Partnership commits to assist all Partners in reaching these goals. In addition, the North Shore Workforce Partnership agrees to mutually develop and commit to metrics associated with infrastructure/shared services, and to proceed with a full commitment to meet these goals.

VII. SIGNATORIES

By signing this agreement, 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 One-Stop Career Center customers. The North Shore Workforce Partnership also agrees 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:

Nancy Stager, Chair	It Stage	
North Shore Workforce Investment Board	10	6/22/17
	Signature:	Date:
Kimberley Driscoll, Mayor City of Salem	Kin Drivel	6/22/17
	Signature:	Date:
Teury Marte, Area Director Mass. Rehabilitation Commission	Teny y. Marte	6/22/17
	Signature:	Date:
Thelma Williams, Regional Director Mass. Commission for the Blind	Jh-hna Williams	6/22/17
	Signature:	Date:
Eveliz Arroyo-Barrows Deputy Director of Field Operations Department of Unemployment Assistance	, Old H	6/22/17
•	Signature:	Date:
Joan Cirillo, President and CEO Operation A.B.L.E.	Jong	6/22/17
	Signature:	Date:
Paul Ventresca, Career Center Manager North Shore Career Center (DCS)	Pare Ventrem	6/22/17
	Signature:	Date:

Gina Frey, Director of Adult Education North Shore Community Action Programs	Sina Frey	6/22/17
	Signature:	Date:
Patricia Gentile, President North Shore Community College	Pagentite	6/22/17
	Signature:	Date:
Edward Tirrell, Executive Director Pathways Inc.	Ed triall	6/22/17
	Signature:	Date:
Amanda Warnock, Site Manager Training Resources of America	Conte los	6/22/17
	Signature:	Date:
Sylvia Hosman Department of Transitional Assistance	Sylvie Homa	6/22/17
	Signature:	Date:
Mark Whitmore, Executive Director North Shore Career Center	Markwhitame	6/22/17
	Signature:	Date:
Mary Sarris, Executive Director North Shore Workforce Investment Board	mary W Sasses	6/22/17

Signature:

Date:

Attachment 1

WIOA Partners and Priority Populations

Partner	tner Priority Population Educational and Services Needed		Benefit to customer/client from Career		
			Center service		
Division of	Any labor force member requiring	Workshops to prepare and carryout	Assessment/Customer Action Plan		
Career	job search assistance; Veterans;	job search; job referrals; access to	development, Job Quest Profile, Access to		
Services	Migrant/Seasonal Farmworkers;	educational programming and/or to	workshops, Career Pathways information –		
	Trade; Rapid Response	occupational training	LMI, Assigned based on industry sector to a		
			job specialist/case manager, Access to		
			Occupational Skills Training when eligible,		
			Access to resource room and adaptive		
			technology		
DTA	TANF and SNAP Recipients	Additional education and training;	Intensive case management services,		
		Career exploration, preparation, and	Career Pathways information – LMI and		
		information; Career Pathway	Assessment/ Customer Action Plan, Access		
		development; counseling;	to workshops, Access to Occupational Skills		
		transportation and day care	Training and also targeting group trainings		
		assistance; Occupational training;	in critical industries e.g. manufacturing.		
		Placement and job retention	When eligible, referral to WIOA youth		
		services	programming and intensive services.		
DESE (4 ABE	Adults needing high school	Career exploration, preparation, and	Access to a variety of workshops, Career		
Providers)	equivalency; Adults needing	information; Career Pathway	Pathways information – LMI to assist recent		
	academic remediation; Adults	development; Occupational training;	immigrant to understand world of work in		
	needing English language	Placement and job retention	USA, Access to Occupational Skills Training		
	instruction; programming is	services; High School Equivalency	to augment current skills and degrees,		
	available for youth	preparation and/or College	Access to resource room		
		preparation			
Operation	Unemployed individuals + 55 and	Gain work experience and training	A variety of services (workshops targeting		
ABLE/SCSEP	older at 125% or less of federal	and secure unsubsidized	mature workers, LMI, case management) to		
	poverty level	employment	assist customer over time move from		
			subsidized to unsubsidized employment		

DUA	Members of the labor force receiving unemployment insurance or recently exhausting their claim	Career exploration, preparation, and information (LMI); Career Pathway development; Access to Workshops and career resources; Occupational training; Placement and job retention services	Quick services to get customer back to work as soon as possible. Assessment/Customer Action Plan development, Job Quest Profile, Access to workshops, Career Pathways information – LMI, Assigned based on industry sector to a job specialist/case manager, Access to Occupational Skills Training when eligible, Access to resource room and adaptive technology
MCB	Labor force members who are legally blind	Assist individuals with legal blindness to obtain and maintain gainful employment; Aid consumers in overcoming barriers in the workplace; Provide worksite accommodations; provide postemployment supports to maintain and/or retain employment	Assist customers with targeted services to employment utilizing adaptive technology resources, training, and job counseling services. When eligible, referral to WIOA youth programming and intensive services.
MRC	Labor force members with a disability – in addition Youth with a disability	Job Exploration Counseling; Workplace Readiness Training; Work-Based Learning Experiences; Educational services, Work skills and Job placement services provided; and disability assessment	Assist customers with targeted services to employment utilizing adaptive technology resources and job counseling services. When eligible, referral to WIOA youth programming and intensive services.
North Shore Career Center/Lead Operator	All of the above, with emphasis on the most vulnerable customers; youth; re-entry customers	All of the above, with re-training, job placement, earnings, and retention support; for youth, first job attainment, career exploration and pathway development, high school equivalency attainment, job	Assist customers to overcome complex employment barriers through a variety of services at the career center as well as those available through the Partner organizations above

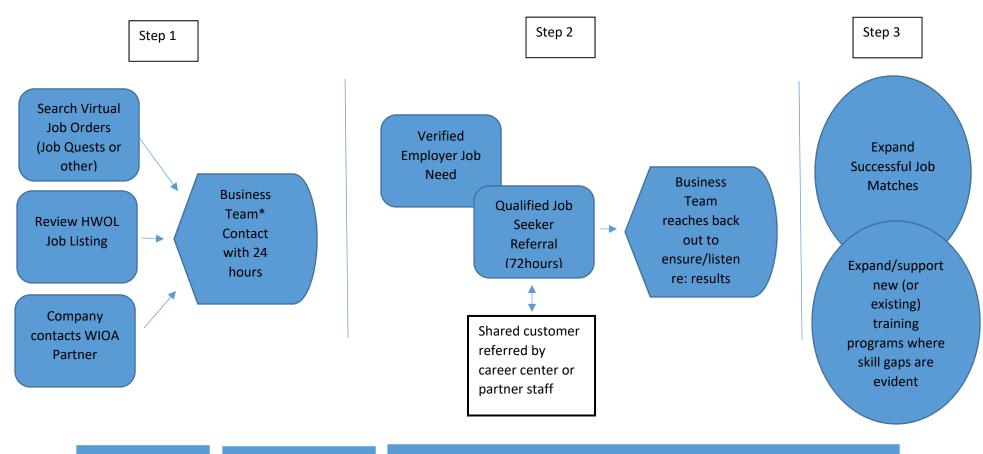
placement and/or college	
preparation and enrollment;	
for re-entry customers, career	
exploration and pathway	
development, referral to adult	
education, training, job counseling	
around re-entry issues, placement	

Estimations and Tracking Sheet – Shared Customers FY 2018

Partner	Data from MOSES/OSCCAR	FY 2018 shared	Actual	Actual	Actual	Actual
	Reports/Other	customer Goal	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Please note - Not necessarily "shared	Estimates	FY 2018	FY 2018	FY 2018	FY 2018
	Customers"					
Division of	9029 total customers in FY 16	10250				
Career	4500 total customers 6 months FY17					
Services						
DTA	74 total CEIS customers in FY 16	150				
	40 total CEIS customers 6 months					
	FY17					
DESE (4 ABE	1460 total customers in FY 16 with	250				
Providers)	less than HS Diploma					
	600 total customers 6 months FY17					
	with less than HS Diploma					
Operation	2040 total customers in FY16 55 and	25 to 30				
ABLE/SCSEP	over					
	1140 total customers 6 months FY17					
	55 and over					
DUA	5460 total customers in FY 16	5000				
	2650 total customers 6 months FY17					

МСВ	780 total customers in FY 16 Self-	10		
	Identified Person w Disability			
	465 total customers 6 months FY17			
	Self-Identified Person w Disability			
MRC	780 total customers in FY 16 Self-	50		
	Identified Person w Disability			
	465total customers 6 months FY17			
	Self-Identified Person w Disability			
North Shore	WIOA FY 2017 eligible Adult/DW and	Estimate based on FY		
Career	Youth as well as all customers listed	2017 goals		
Center/Lead	above	Adult 111, DW 183,		
Operator		Youth 109		

Attachment 2. Business Service Flow Chart – North Shore WIOA Partners



Partner Agencies

WIOA PARTNERS:

- -DESE/ACLS
- -MRC
- -MCB
- -DTA
- -OPERATION ABLE
- -DUA
- -FS
- -NORTH SHORE CAREER CENTER

*Business Team

COMPRISED OF 1
REPRESENTATIVE FROM
EACH WIOA PARTNER
AND LED BY CAREER
CENTER BUSINESS
SERVICES UNIT

Activities

- JOB PLACEMENT/LABOR EXCHANGE
- TRAINING AND PATHWAY DEVELOPMENT
 - O ITA
 - O OJT
 - O GROUP TRAINING
 - O SECTOR SPECIFIC TRAINING
- INFORMATION DISSEMINATION/BUSINESS DEVELOPMENT

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Attachment 3. Job Seeker Service Flow Chart – North Shore WIOA Partners Resource Room – self directed **ACCESS ON-LINE RESOURCES IN CONJUCTION WITH RESOURCES** Resource Room (RR) **DIRECTLY OFFERED BY WIOA** All customers can use the self-directed tools in the RR. **PARTNERS** However, if it is apparent, either through customer self-disclosure or staff observation that the customer cannot use the tools without staff assistance, the customer may be LABOR MARKET INFORMATION further assessed by the Career Pathways Team and offered the services of partner **ASSESSMENT TOOLS** agencies. **CAREER NAVIGATION ONLINE COURSES RESUME RESOURCES ADAPTIVE TECHNOLOGY** WORKSHOP REGISTRATION RECEPTION Industry Sector Teams Partner Agencies Job Seeker WFI COME & NAVIGATION **WIOA PARTNERS:** INITIAL INTAKE Partner MANUFACTURING/CONSTRUCTION -DESE/ACLS **ORIENTATION TO SERVICES APPOINTMENT** referral **HEALTHCARE/FINANCIAL SERVICES** \leftarrow -MRC ASSESSMENT/CUSTOMER ATTENDING SCHEDULED - or -MCB **ACTION PLAN DEVELOPMENT** CAREER PATHWAY INFORMATION **EVENT** Partner -DTA JOBQUEST PROFILE & ASSESSMENT Walk in -OPERATION ABLE **NEW CUSTOMER** SCHEDULE WORKSHOPS SKILLS GAP DETERMINATION -DUA CAREER PATHWAYS INFO AND WIOA ELIGIBIITY DETERMINED COMPLETES -FS **ASSESSMENT** FINANCIAL AID ASSISTANCE **REGISTRATION/MEMBER-**-NORTH SHORE ASSIGNED BASED ON INDUSTRY TARGETED JOB REFERRALS TO **SHIP** CAREER CENTER **SECTOR TO A JOB INDEMAND JOBS** SPECIALIST/CASE MANAGER **CAREER COUNSELING ACCESS TRAINING FOR INDEMAND JOBS** -ITA -CLASSROOM -OJT Collaborative Case Management and Data Sharing -APPRENTICESHIP

Career Pathway Mapping

Attachment 4 WIOA Partners Career Pathways Service Delivery Map- North Shore

Instructions for use: Please complete the chart for your agency on the shared document. Focus on services you currently provide to customers/clients. If you are unable to access Google Docs, please email your selections to gfrey@nscap.org. Feel free to add notes and highlight in green areas you feel your agency does especially well. If there is a general Career Pathway related service you feel is missing from the list, please feel free to add it to the table.

(Based on Career Pathways Toolkit: A Guide for System Development- U.S. Department of Labor, Employment and Training Administration) https://wdr.doleta.gov/directives/attach/TEN/TEN 17-15 Attachment Acc.pdf

	Career Center	DTA	DUA	Mass Co Blind	Mass Rehab	NSCAP	NSCC	NSWIB	Operation Able	Pathways, Inc	ITRΔ
Customer profile	Gardor Garner	Low-income individuals and families	Jen	Legally blind:birthend of life	Indivs w/disabilities to obtain/maintain employment	Immigrants, under-employed, unemployed, homeless, disabled	Adults 16+ with or without HS diploma	WIOA Jobseekers and Companies	o por account in the	r unima je; inie	14-24 yrs old young parents w/o HS equivalency on TAFDC; ESOL and ABE, some homeless, unemployed, etc.
oustonici pronic		Salem/North		Northeast area-50	Cimpioyinicit	unemployed, nomeless, disabled	шрюта	Companies		Lynn/North	Salem, Peabody, Danvers, Beverly,
Primary location(s) of service/reach		Shore		cities & towns	North Shore Area	Peabody/Salem	Danvers for ALC	19 cities and towns		Shore	North Shore area
Assess skills	x	x		х	х	x	x		X	X	x
Assist with financial aid				х			x			X	
Assist with tuition and fees	х			x	Х			x			
Create a job friendly business environment					X		X	×			
Create links between credit and non-credit programs	x				х		x	x		X X	
Develop curriculum						х	Х			X	x
Develop curriculum with modularized (chunked) sections				6 17 0		X				X	x
Deliver training				x soft skills & comp	Jū X	X	X X			X	x
Design programs	X			x		X				X	x
Distance learning	X			x		X	x			X	
Engage employers	X			X	х	X	x	x		X	
Fund innovation	X			X				x			
Identify industry-recognized credentials	X						x	x	×	X X	x
Identify skill sets Promote portability and flexibility	X			x	X		x	x	Х	X	
Provide academic and personal counseling	X			X						X	x
Provide academic and personal counseling Provide case management	X			x x	X 	X	X		X	X	x x
Provide credit for prior learning	X			X	X	x	x		^	×	x
Provide employment				x	x	x (Home Health Aides)	X			Α	
Provide incentives to train incumbent workers	X			X	X	x (Home Health Aides)					
	X			v	x				X	Х	x
Provide job placement assistance Provide job retention services	X			X					^	X	X
Provide job search assistance	X			X	x	v	x	v	X	×	×
Provide labor market information	X			x x	Х	X	х	X	^	^	X
Provide professional development opportunities	X			X	x	x	x	X	Х		x
Provide support services	x	x		v	X	X	X	X	X - limited		X
Provide support services Provide system navigation	×	X		X	X	X X	X		A - Ilmited		×
Provide trainers/faculty	X			X		x	x				X
Provide training facilities/equipment					v						
Provide work-based learning opportunities					X 		X		X		_
Recruit and make referrals	X			х	X	X	X X	X	×		X X
	X				v	^	X	x	^		x
Recruit new business development Rehabilitation technology services	х			X X	X			*			
Vehicle modification				x x	×						
Occupational license, tools, supplies	v			^	×						
Tutoring services	X				X						
Assist with business plan/start up	X			x	X V						
Benefits counseling				X	X						
	v			x	X						
Pre-employment services (ages 16-22) Direct financial assistance	X X	x		X Y	X						
Provide Internship Opportunities w/ stipends	X	X		X					x		
Orientation and mobility training				^ v					^		
Independent Living Skills				^ v							
Advocacy				^ v							
Assistive technology training				×							
Randolph Sheppard/Entreprenuership				^ v							
Specialized Job Fair Partnership w/business	v			×							
Summer Jobs Programming for Youth	×			^							
Work Retention Programming for Youth-Signal Success	x										
Career Pathway Manning	v										

Attachment 5 - Building Employer Relations Matrix

Organization	Staff Dedicated to	Tools use to	Referral methods for	Resources that can be	OJT Resources for
	Employer Relations	track/document	job-seeker to	shared with businesses	Employers/Partners
		services	Business		
North Shore Career Center	1 Career Center Manager3 Business Service Reps.5 Rapid Response Rep	-MOSES -Internal Databases (1) tracking events/results (2) weekly reports for job postings /interviews (3) virtual job order report	-sector team employment counselor and BSR make referral -sector team employment counselor or BSR follow-up with business within 3 to 4 days	LMI – for sector or general for region, WTF, OJT's, Apprenticeships	
North Shore WIB	 - 1 Executive Director - 1 Director of Program - 1 Project Coordinator .5 Youth Services Coordinator 	-MOSES -Comm Corp -Connecting Activities -F1rstJobs -Internal tracking tools	-Wholesale side, we refer to the career center for the business linkage with job seekers	LMI- Labor Market Blue Print for both Youth and adults. Employers have access to occupational and industry data.	
Department of Transitional Assistance	2 Full Engagement Workers (FEW) 2- Employment Service Program (ESP) Staff representatives	-BEACON Agency Database (1) Employment Development Plan (EDP) (2) Two weekly orientations to market available training programs and job recruitments (3) EIM/ESM CIES placement data	-ESP unit coordinates on site recruitment -Jobquest link provided	Tri fold of services provided -WOTC -Demographics and number of clients by region by education level	
Mass Rehab Commission	1 District Supervisor 1 Job Placement Specialist 1 Employment Service Specialist	RESUMate MRCIS -Referral to Job Placement Team -Referral to business Account Managers		OJE/OJT, Employer Conference, Sector Based Trainings.	
North Shore	No dedicated staff -within	-SMARTT	-On-site, curated job	-Demographic info	-Vendor for workplace

Community	responsibilities of:	-Internal database	postings	-Language assessments/needs	education/training (provide
Action Programs	1 Dir of Adult Ed/Wkfc Dvlp 1 Executive Director 1 Development Coord	-IECP - Individual Education & Career Plan	-Dir of Adult Ed.makes contact/establishes employer relationship to support and refer qualified candidates as needed	assessment capabilities -Periodic job fairs	training needs assessment, curriculum development & delivery, reporting, ROI)
MCB	 1 Regional Director Voc Rehab Supervisor 3 Voc Rehab Counselors 2 Employment Service Reps 3 PRE-ETS Counselors (Pre-Employment Transitional Services) 	 System 7 (MCB database) Project Impact MCB annual Report 	 MCB Staff 3 Regional One-Stops ICI (Institute for Community Inclusion) Project Search WOU (Work Opportunities Unlimited) TAP (Talent Acquisition Portal) Perkins Business Partnership (PBP) 	 Overview of MCB Employment Services; demographical data MCB Summer Internship Program WOTC 	MCB Summer Internship Program
Pathways, Inc.	Executive Director; Director of Workforce Development	Internal data base, SMARTT	Direct contact with HR; hiring manager	Contextualized curriculum development; workplace education	
Training Res. of America, Inc.	1 Director/Advisor 1 YPP Instructor/Case Mgr. 6 teachers – ABE/ESOL	Weekly postings from career center as rec'd, Internal tracking/monitoring of: # postings students apply for, # of resumes done, # of interviews, and follow-up on jobs, SMARTT	Career Center postings, jobs discovered via various search methods online, word of mouth	Various client/program services provided, i.e., computer skills as needed, interviewing skills, career readiness training via CR 101, etc.	

North Shore Community College: Corporate & Professional Education Division	(1) Dean (2) Sales Staff (1) Fulfillment Specialist (1) Programmer	 Training Pro ACT data base Internal Tracking NSCC Banner SMARTT 	 Collaboration with Career Center Site Visits Internships Clinicals Job Fairs - CNA 	 Training for incumbent and pipeline workers Advisory Boards Grant-writing for Workforce Training Fund Awareness of other grant opportunities Free Training, i.e. Supervisors 	Training for staff and/or employees
North Shore Community College: Adult Learning Center	ALC Director ACP & IET Coordinator/Advisor ALC Advisor	Quarterly follow up survey by advisors via phone calls, text or mailing	Assistance with goal-setting, MA CIS "reality check", resume & cover letter assistance, sharing of job postings, classroom visits (1) employer review/suggestions for curriculum, (2) classroom visits to discuss career ladders and realistic work responsibilities, (3) resume review & feedback, and (4) mock interviews All students register with the Career Center via Job Quest	As part of the North Shore Adult Education Partnership, we have organized Job & Training Fairs with employer panels and student panels. Referral of quality job candidates with references Career Ready 101 completion certificates	Would love to create job shadow opportunities; could provide referrals and support assistance

Attachment 6.

North Shore Career Center

Career Center Name	Address	Phone Number	Fax Number	Hours of Operation	Full Service
North Shore Career Center -	70 Washington Street	(978)	(617)	M, T, W	yes
Salem	Salem, Massachusetts, 10970	825.7200	727.5989	(8:30 to	
				5PM)	
				TH (8:30 to	
				7PM)	
				F (9:30 to	
				5PM)	

Attachment 7

WIOA Partnership Development, Process and Meeting Schedule

WIOA Partners have jointly developed this MOU through a series of 9 monthly meetings held between September and May, with the June meeting planned to finalize and begin the signing process. Each meeting included one Partner presentation by Powerpoint, describing this Partner's mission, goals, services, and related information. Through this process, the MOU team became knowledgeable of how Partner WIOA programs operate and how they relate to their own programs and customer needs

The WIB developed an agenda for each meeting, and the group moved toward closure on several items such as the overall format and details included in a draft MOU, shared customer definition and goals for FY2018, customer flow, staff training, data challenges and issues, and service models for job seekers and businesses. Part of this process called for the development of subcommittees for many of these topics. Each subcommittee presented ideas and draft documents for discussion, with final products included as attachments to the MOU.

The WIOA Partners anticipate continuing this meeting process at least bi-monthly and then eventually quarterly during the terms of this MOU.

The following schedule is in place for the duration of the MOU but is subject to change:

2017

- July 11, 2017
- September 12, 2017
- November 14, 2017

2018

- January 9, 2018
- March 13, 2018
- May 8, 2018
- July 10, 2018
- September 11, 2018
- November 12, 2018

2019

- January 8, 2019
- March 12, 2019
- May 14, 2019
- July 9, 2019
- September 10, 2019
- November 12, 2019

2020

- January 14, 2020
- March 10, 2020
- May 12, 2020
- June 9, 2020

Attachment 8.

Ongoing Cross-Training with WIOA Partners

- Career Center and North Shore Workforce Partners will host quarterly meetings of ABE, DTA, CC, MRC, etc. to work in small groups to share insights, concerns, key offerings, new programs, etc. This would be modeled after the successful CC/ABE partners meeting that was held last year initiated by the North Shore Adult Education Partnership. Create the annual calendar each January so agencies can plan ahead for staff coverage as needed.
- At this event, coordinate a cross-agency staff pair up so that each person can shadow the other for a day (or half a day). After the shadowing, staff person does an in-service at her own agency as a mini "Train the Trainer" model. Agency staff could rotate, or one designated person per year so she has the opportunity to shadow at four distinct sites. Training will be done in such a way as to protect confidentiality issues with customers.
- Implement one-hour quarterly webinars featuring the power points that were shared over the past several months with updates, opportunities for questions, etc. Archive the webinars so any agency staff/shared customers can access them throughout the year.
- Create an online directory of partners with key services and links to power points from the webinars. Each agency would commit to update its piece of the directory at least once per year.
- At large agencies like DTA or MRC, designate two staff people as "point people" that can help answer questions or problem-solve when customer/student issues arise. Revise and include this responsibility in job descriptions so if staff leave, new staff person understands this is part of her role.

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 SHORE WORKFORCE DEVELOPMENT AREA FISCAL YEAR 2017

Total Individuals Served	8,348	
Gender		
Male	4,278	51%
Female	4,070	49%
Ethnicity		
White	6,202	74%
Black or African American	1,032	12%
Hispanic or Latino	1,616	19%
American Indian or Alaskan Native	82	1%
Asian	264	3%
Hawaiian Native or Other Pacific Islander	14	0%
Other	967	12%
Age		
18 or under	700	8%
19-21	315	4%
22-45	3,695	44%
46-54	1,638	20%
55+	2,000	24%
Education		
Less than High School	1,233	15%
High School Diploma or Equivalent	2,661	32%
Some College/Vocational Degree	1,053	13%
Associate Degree	767	9%
Bachelors Degree	1,776	21%
Advanced Degree	732	9%
Self-Identified Persons With Disabilities	710	9%
Unemployment Insurance Claimants	5,206	62%
Veterans	524	6%
Employers Served	1,694	
Employers Listing Job Orders	545	32%
Employers Receiving Referrals	558	33%
Employers Who Hired a Job Seeker Referral	331	20%
1 J		

NORTH SHORE MASS WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017					
TI	TLE I YOUTH PARTICIPAN	T SUMMARY			
	In-School	Out-of-School	Total Youth		
	Participant Characterist	tics (%)			
Total	20	61	81		
Age 14-18	100%	61%	70%		
Age 19-21	0%	30%	22%		
Age 22-21	0%	10%	7%		
Female	95%	62%	70%		
Disabled	30%	34%	41%		
HS Student	100%	0%	25%		
HS Dropout	0%	98%	74%		
Limited English	0%	0%	0%		
Math or Reading Level < 9.0	90%	72%	77%		
Offender	0%	0%	0%		
Welfare	10%	16%	15%		
Foster Child	0%	0%	0%		
Homeless/Runaway	0%	3%	2%		
Pregnant/Parenting	0%	2%	1%		
Requires Additional Assistance	20%	0%	5%		
·	Enrollments By Acti	vity			
Educ., Trng, & Tutoring	20	59	79		
ABE/GED or Alternative	20	60	80		
Financial Literacy	19	44	63		
Summer Employment Opportunity	20	26	46		
Work Experience/OJT	19	24	43		
Occupational Skills Trng	1	8	9		
Leadership Dev/Community Services	20	54	74		
Mentoring	17	31	48		
Guidance/Comprehensive Counseling	20	61	81		
Other (non program)	0	0	0		
	Exit and Outcome Sun	nmary			
Total Exits YTD	5	24	29		
Entered Employments YTD	0	13	13		
Entered Post-HS Training YTD	4	7	11		
Placed in Employment/Education Rate	80%	83%	83%		
Average Wage	\$0.00	\$10.77	\$10.77		
Degree/Certification	4	20	24		

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

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

	Title I Adult	Title I Dislocated Worker	Trade Adjustment Assistance
Partio	cipant Characteristics	s (%)	
Total Participants YTD	65	187	76
Female	63%	66%	81%
Age 55 or Over	12%	34%	31%
Less than High School	5%	1%	4%
Limited English	2%	1%	4%
Math or Reading Level < 9.0	3%	2%	4%
Disabled	11%	3%	4%
Cash Welfare	14%	na	na
UI Claimant	na	93%	88%
Offender	0%	0%	0%
Veteran	11%	4%	0%
Single Parent	31%	6%	8%
Low Income	80%	na	4%
E	nrollments By Activit	y	
Total Program Participants YTD	65	187	26
New Program Enrollments	20	75	3
New Training Enrollments	22	75	1
New & Carry-in Training Enrollments	111	179	24
ABE/GED or Equivalent	1	3	0
ESL	0	1	1
Occupational Skills Training	60	175	23
OJT	2	0	0
Other.	1	0	0
Exit	and Outcome Summ	ary	
Total Exits YTD	32	76	8
Entered Employments YTD	25	62	7
Entered Employment Rate at Exit	78%	87%	71%
Average Pre-Wage	na	na	\$28.08
Average (Post) Wage	\$15.38	\$24.97	\$18.29
Wage Retention Rate (post/pre-wage)	na	na	65%
Degree/Certification	38	75	na

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

NORTH SHORE 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 2 nd Quarter After Exit	83%	86%			
Employed 4th Quarter After Exit	75%	77%			
Median Earnings at 2 nd Quarter After Exit	\$4900	\$5200			
Credential Attainment Rate	Baseline	Indicator			
Measureable Skill Gains	Baseline	Indicator			
Effectiveness in Serving Employers	Baseline	Indicator			
WIOA TITLE 1 DISLOCATED WORKER					
Employed 2 nd Quarter After Exit	84%	86%			
Employed 4th Quarter After Exit	83%	85%			
Median Earnings at 2 nd Quarter After Exit	\$7500	\$7600			
Credential Attainment Rate	Baseline	Indicator			
Measureable Skill Gains	Baseline	Indicator			
Effectiveness in Serving Employers	Baseline	Indicator			
WIOA TITLE 1 YOUTH					
Employed 2 nd Quarter After Exit	80%	80.5%			
Employed 4th Quarter After Exit	72%	73%			
Median Earnings at 2 nd Quarter After Exit					
Credential Attainment Rate	Baseline				
Measureable Skill Gains	Baseline				
Effectiveness in Serving Employers	Baseline	Indicator			
WIOA TITLE III WAGNER-PEYSER					
Employed 2 nd Quarter After Exit	60.0%	64.0%			
Employed 4th Quarter After Exit	60.0%	62.0%			
Median Earnings at 2 nd 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.