



WORKFORCE INVESTMENT BOARD

*We put the North Shore of Massachusetts to work!*



## STRATEGIC PLAN

2015 – 2017

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## 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.

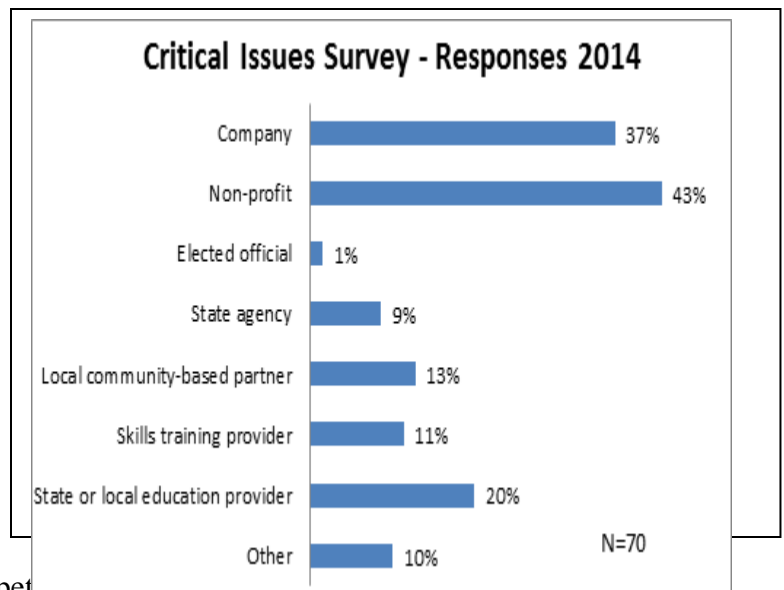
Research to develop this plan consisted of several steps. These include:

### 1. CRITICAL ISSUES QUESTIONNAIRE

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 competitor

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 FlrstJobs 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-Ethnicity<sup>1</sup>**

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

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<sup>1</sup> U.S Census Bureau, 2008-2012 American Community Survey, American Fact Finder, [www.census.gov](http://www.census.gov)

Foreign Born entered since 2000	34.7%	35.6%	34.3%	33.0%
<b>Race-Ethnicity</b>				
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 Age<sup>2</sup>

Total Labor Force Over 16 yrs.	North Shore	Mass.	New England	U. S.
	224,779	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.

<sup>2</sup> U.S Census Bureau, 2008-2012 American Community Survey, [www.census.gov](http://www.census.gov)

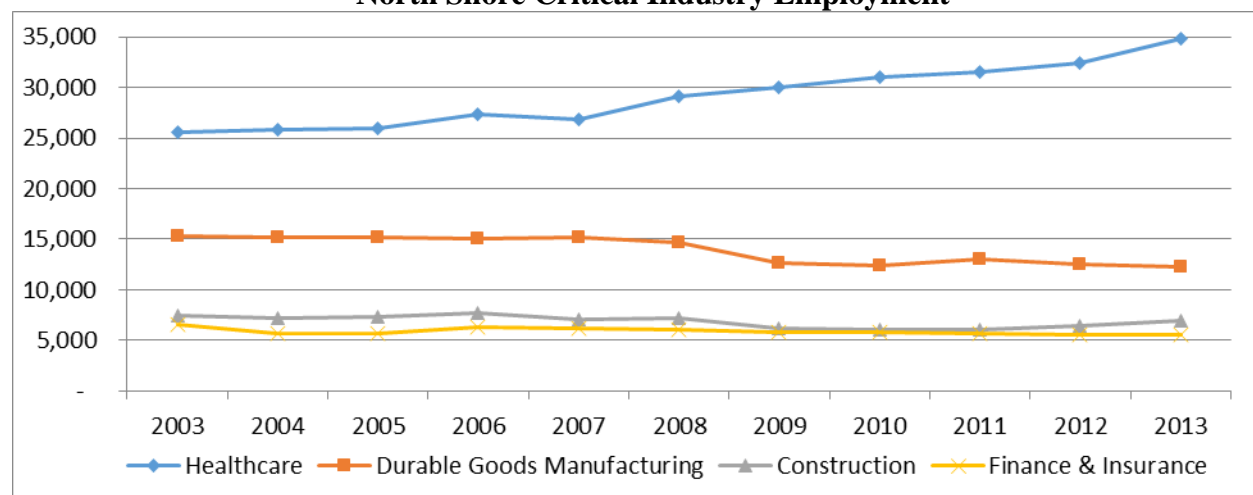
## North Shore Labor Market Demand –

The North Shore Workforce Investment Board continually examines the needs of businesses and individual job seekers in an effort to address these needs in a mutually beneficial and efficient manner. In 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

**North Shore Critical Industry Employment<sup>3</sup>**



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

<sup>3</sup> Massachusetts Executive Office of Labor and Workforce Development, ES-202 Employment and Wage program, detma.org.

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:

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

### **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](http://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.

<b>Activity:</b>	<b>Timeframe:</b>	<b>Benchmarks/Indicators of Success</b>
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.





	2016	Meet at minimum annually to discuss industry needs, advancement and changes.
	2016 – 2017	Applications for grant funding for new and incumbent workers submitted and funded in each area.
	2017	Consortiums status reviewed at the end of each fiscal year for quality of industry support
	2016 - 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	2015 – 2016	Needs assessments on these populations completed and on website – through DAA
Conduct needs assessment on target populations	2016	Data base of programs exist and is available on website
- Maintain comprehensive data base of all agencies and programs that provide services to targeted populations – identify barriers and gaps	2015	Partners identified.
- Identify areas for potential partnerships and/or expansion of existing programs that will reach targeted populations		

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

**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 capacity	2015 – 2016	Elected and appointed workforce leaders are involved with WIB, including attending full board meetings and committee meetings.
- Advocate locally and jointly with other WIBs for identified policy and funding	2015 – 2017	WIB Director speaks with NS Mayors/Town Administrators

<p>changes.</p> <p>-Disseminate a bi-annual report to the legislature documenting programs and outcomes for the North Shore region</p> <p>-Strengthen relationship with local political leaders such as Congressman John Tierney and North Shore legislative delegation.</p>	2015 and 2017	group at least once per year. Bi-annual Report to Legislature completed
	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	<ul style="list-style-type: none"><li>- 2 Tours per year of companies for Adult Basic Education providers staff</li><li>- Establish speaker series for providers to learn about businesses needs and LMI</li></ul>
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	<ul style="list-style-type: none"><li>- Documented cases on new programming happening in the region that is innovative and</li></ul>

<ul style="list-style-type: none"> <li>• Support fast-track academic remediation programs</li> <li>• Support career pathways/gateway methods for adult education</li> <li>• Support appropriate ways to use technology for adult learners</li> </ul> <p>Support workplace education programs</p>		<p>challenging</p> <ul style="list-style-type: none"> <li>- Survey of educators on ideas of potential career pathways models that can be replicated in our area.</li> </ul>
<p>Build better understanding of credit programs and relationships to non-credit programs for education providers and companies</p>	2015 – 2017	<ul style="list-style-type: none"> <li>- At least one non-credit program being offered to career center customers having credit offered as an outcome to begin educational pathway.</li> </ul>
<p>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.</p>	2015 – 2017	<ul style="list-style-type: none"> <li>- Documented cases (examples) of transferable credits/work experience credit to be share with post-secondary education partners.</li> </ul>
<p>Develop CommUniversity fully</p>	2015 – 2017	<ul style="list-style-type: none"> <li>- Participate in the implementation of this model and provide assistance when needed with regards to the workforce development system</li> </ul>
<p>Training data analyzed with more details on industry clusters on placements and wages – information for Case Managers to share with potential training customers.</p>	2016	<ul style="list-style-type: none"> <li>- Training data analyzed and shared with Career Center management and staff.</li> </ul>

**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

<ul style="list-style-type: none"> <li>- Increase partnerships between businesses &amp; Tech schools.</li> <li>- Develop Internships for Youth that champion Businesses and make connection back to educators and skills and themes taught in schools.</li> <li>- Support various types of student exposure to the word of work, including tours, company presentations at schools, career fairs, etc.</li> </ul>	2017	Youth and Business Forum (of some kind)
	2016 – 2017	Create 12 new internship opportunities with STEM companies Internships documented
	2016 – 2017	4 - 6 Tours of STEM related companies in local area
<p>F1rstJobs and Teen Employment</p> <p>Increase employer participation in F1rstJobs</p> <p>Increase employer awareness of youth employment</p> <p>Support education in STEM through school and employer relations</p>	<p>2015</p> <p>2016</p> <p>2016</p> <p>2015</p> <p>2016</p> <p>2015</p>	<p>Send F1rstJobs report and Labor Market Blueprint to all that were involved in F1rstJobs</p> <p>One-pager sent to those not involved – include mini profiles of youth employment from F1rstJobs 2014</p> <p>Expand profiles to include various industries, youth photos, etc. Employ assistance of Communications Company and/or intern</p> <p>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</p> <p>Publicize the results of amp it up through our Communications Company/Intern</p> <p>Utilize teen employment examples to market program – build data base and profiles of examples of teen workers for publication.</p>

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

Activity:	Timeframe:	Benchmarks/Indicators of Success
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

		<p>Career Center participate with NSCDC sharing info etc.</p> <p>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.</p> <p>Help publicize the results of YouthBuild</p>
Support alternative education system as they work to implement HiSET.	2016 – 2017	<p>Mini- study on how Hi-Set is impacting outcomes of WIOA participants</p> <p>(1 year out and then 2 years out)</p>

## **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  2015  2016 - 2017	Identify Audience(s) and incorporate into marketing plan and social media plan  Update marketing plan, including overall and mine- marketing strategies  Carry out plan
Greatly increase Social Media Presence – Twitter/ Facebook and others  - Establish LinkedIn Page for the NSWIB and link with efforts of the North Shore Career Center and other Workforce Development related group	2015 - 2016	Increase twitter followers to 300. Consistently, have content distributed via Twitter – i.e. events, data, stories  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.