



**NORTH SHORE
WORKFORCE BOARD**

MassHire – North Shore Workforce Board
4 Year WIOA Local Plan
2022 - 2025

August 20, 2021

MassHire-North Shore Workforce Board

4 Year WIOA Local Plan

2022 – 2025

(1) A regional (local) analysis of: (i) Economic conditions including existing and emerging in-demand industry sectors and occupations; and (ii) Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. (iii) As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of paragraphs (a)(1)(i) and (ii) of this section; Regional plan information may be used as applicable to the local area. However, local analysis that yields information that is not in the regional plan should be included in this response. (Please see 21 d).

The Northeast Regional Labor Market Blueprint identified priority industries and critical industries within the Northeast region. The industries identified are prevalent on the North Shore and are important contributors to our area's economy. The priority industries are Advanced Manufacturing (NAICS 31-33); Professional, Technical, and Scientific Services (NAICS 54); and Health Care and Social Services (NAICS 62). Critical Industries on the North Shore are Construction (NAICS 23); Education (NAICS 61); Life Sciences (NAICS 3254, 3345, 3391, 5417, 6215); and Financial Services (NAICS 52).

The following provides an analysis of the priority and critical industrial sectors and occupations on the North Shore. In certain instances, data may have been suppressed due to the confidentiality of individuals and/or companies. Suppressed data within the following data sets is represented by ***.

Advanced Manufacturing: is prioritized due to its size, concentration, and importance within the overall economy.

Table 1: Advanced Manufacturing for MA, NE, NS 2019¹

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	6,686	244,297	\$1,725
Northeast	1,226	58,362	\$1,932
North Shore	419	15,580	\$1,680

- North Shore has 26.7% of all Northeast Advanced Manufacturing employment with 34.2% of all establishments.
- North Shore average weekly wage is closer to the Massachusetts average weekly wage.

Priority Occupations in Advanced Manufacturing:²

1. Supervisor occupations were selected based on information gained from the employer focus groups around needs and difficulty finding qualified applicants. These occupations also provide high earnings potential (average of over \$60 an hour in earnings) and stability.
2. Assemblers/Production Workers/Machinists occupations were identified during the focus groups and Workforce Development Board surveys as a priority due to challenges related to

¹ EOLWD, Employment and Wage Survey (ES-202), Annual 2019, Mass.gov/lmi

² Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

finding qualified workers to fill these jobs and high replacement demand. These positions present career ladder opportunities.

3. Inspectors/Testers/Quality Control occupations are a priority due to high replacement demand and supply gap.

Professional, Technical, and Scientific Services: is important to the North Shore region’s economic success due to its role in serving other industries within the regional economy and high earnings potential. Below are two charts, one that informed jobs simply within the Professional, Technical, and Scientific NAICS, and the second outlining where IT jobs are in other industries.

Table 2: Professional, Technical, and Scientific Services for MA, NE, NS 2019³

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	33,749	345,272	\$2,719
Northeast	3,489	30,893	\$2,520
North Shore	1,486	7,926	\$1,886
Computer & Mathematical Occupations		570	\$1,613

- North Shore has 26.7% of all Northeast Professional, Technical, and Scientific employment with 42.6% of all establishments.
- Computer and Mathematical Occupations are 7.2% of all sector employment.
- North Shore average weekly wage is lower than the Northeast and Massachusetts average weekly wage.

Table 3: Distribution of Computer and Mathematical Occupations by Industrial Sector:

Computer and Mathematical Occupations					
Industry	Employment		Median Salary	Entry Salary	Experienced Salary
Total Employment	2,980	100%	\$92,162	\$56,643	\$115,546
Manufacturing	560	19%	\$115,477	\$75,538	\$137,816
Wholesale Trade	90	3%	\$69,836	\$41,702	\$90,556
Retail Trade	80	3%	\$74,780	\$44,146	\$97,892
Information	550	18%	\$104,314	\$64,702	\$125,212
Finance and Insurance	340	11%	\$82,539	\$58,773	\$107,915
Professional, Scientific, and Technical Services	570	19%	\$83,891	\$55,014	\$111,078
Administrative and Support and Waste Management and Remediation Services	70	2%	\$82,417	\$53,716	\$110,680
Educational Services	220	7%	\$68,014	\$48,379	\$79,555
Public Administration	100	3%	\$80,232	\$57,077	\$96,330
All Other Industries ⁴	400	13%	***	***	***

- Professional and Scientific Services has the highest number of Computer and Mathematical occupations with 570 employees and the 3rd highest median wage.

³ EOLWD, Employment and Wage Survey (ES-202), Annual 2019, Mass.gov/lmi

⁴ All Other Industries: includes industries which employ less than 50 Computer and Mathematical employees

- Manufacturing has the second highest employment of Computer and Mathematical occupations with 560 employees and the highest median wage.

Table 4: Occupational Highlight Computer and Mathematical:

Occupation Title	Employment	Median Annual
Computer and Mathematical Occupations	2,980	\$92,162
Computer Systems Analysts	330	\$99,326
Information Security Analysts	70	\$95,468
Computer and Information Research Scientists	***	\$98,021
Computer Network Support Specialists	70	\$71,299
Computer User Support Specialists	590	\$60,190
Computer Network Architects	90	\$125,280
Network and Computer Systems Administrators	280	\$84,903
Database Administrators and Architects	120	\$98,397
Computer Programmers	120	\$73,372
Software Developers and Software Quality Assurance Analysts and Testers	900	\$121,924
Web Developers and Digital Interface Designers	120	\$73,704
Computer Occupations, All Other	180	\$71,366
Operations Research Analysts	20	\$87,375
Statisticians	40	\$112,524
Data Scientists and Mathematical Science Occupations, All Other	10	\$97,345

Priority Occupations in Professional, Technical, and Scientific:⁵

1. Computer-related and IT Support occupations were selected due to the demand for IT fluency across all sectors. These jobs have high hourly wages (average of around \$44.30) and high replacement demand.
2. Engineering occupations were selected as a priority based on feedback from the focus groups, supply gap, and earnings potential (average hourly earnings of around \$49.20)
3. Engineering Technician occupations were selected due to career ladder opportunities (Associate's degree is typical entry level education) and high replacement demand.

Health Care and Social Assistance: The North Shore is prioritizing Health Care and Social Assistance due to its size, growth projections, and high location quotient.

Table 5: Health Care and Social Assistance for MA, NE, NS 2019⁶

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	64,004	639,480	\$1,105
Northeast	11,130	83,951	\$951
North Shore	3,199	36,085	\$1,008

⁵ Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

⁶ EOLWD, Employment and Wage Survey (ES-202), Annual 2019, Mass.gov/lmi

- North Shore has 42.9% of all Northeast Health Care and Social Assistance employment with 28.7% of all establishments.
- North Shore average weekly wage is slightly higher than the Northeast average weekly wage.

Priority Occupations in Health Care and Social Assistance:⁷

1. Health Care Practitioners and Technical occupations were selected as a priority for the region due to the industry/occupation growth, career ladder opportunities, and high earnings potential.
2. Direct Care and Support occupations were identified as a priority due to the career ladder opportunities (many jobs have entry level positions without requiring more than high school diploma or GED) and high demand (projected industry and occupation growth).
3. Health Care Administration occupations were selected as they provide non-clinical opportunities with career ladder potential and are in high demand according to employer input.

Construction: has been identified as a critical industry for the North Shore region due to the significant demand pressure that is put on local systems to fill jobs when there are major projects. The industry also offers solid career pathways and opportunities for high wages.

Table 6: Construction for MA, NE, NS 2019⁸

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	21,389	163,106	\$1,566
Northeast	3,302	23,418	\$1,459
North Shore	1,371	7,676	\$1,437

- North Shore has 32.8% of all Northeast Construction employment with 41.5% of all establishments.
- North Shore average weekly wage is nearly equal to the Northeast average weekly wage.

Within the Construction industry, the following are critical occupations:⁹

- HVAC Mechanics, Installers
- Architectural and Civil Drafters
- Construction Laborers and Other Trades
- Heavy Equipment Operators, Truck Drivers
- Environmental Remediation

Education: is critical to the North Shore due to the solid career pathways that exist and the ongoing demand for educational service providers. The change in training requirements has put a strain on the industry's ability to attract and retain experienced teachers and that is impacting all areas of the economy as parents struggle with child care.

⁷ Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

⁸ EOLWD, Employment and Wage Survey (ES-202), Annual 2019, Mass.gov/lmi

⁹ Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

Table 7: Education for MA, NE, NS 2019¹⁰

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	4,043	147,129	\$1,389
Northeast	424	8,825	\$944
North Shore	172	4,023	\$905

- North Shore has 45.6% of all Northeast Education employment with 40.6% of all establishments.
- North Shore average weekly wage is nearly equal to the Northeast average weekly wage.

Within the Education industry, the following are critical occupations:¹¹

- Preschool Teachers
- Teacher Assistants
- Elementary Teachers

Life Sciences: Sectors involved in Life Sciences industry are critical to the Northeast Region due to the role that it plays as a subset of the priority industries and the high wages that are possible within the category.

Table 8: Life Sciences for MA, NE, NS 2019¹²

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	3,674	132,221	\$3,192
Northeast	375	19,382	\$2,591
North Shore	112	4,099	\$2,315

- North Shore has 21.1% of all Northeast Life Sciences with 29.9% of all establishments.
- North Shore average weekly wage is slightly lower than the Northeast average weekly wage.

Within the Life Sciences industries, the following are critical occupations:¹³

- Lab Technicians/ Technologists
- Biological Technicians

Financial Services: this sector continues to be critical to the North Shore economy due to the changing nature of the industry and the increased demand for those with information technology skills throughout.

Table 9: Financial Services for MA, NE, NS 2019¹⁴

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	10,464	170,081	\$3,193
Northeast	1,162	11,313	\$1,884
North Shore	569	5,149	\$2,089

¹⁰ EOLWD, Employment and Wage Survey (ES-202), Annual 2019, Mass.gov/lmi

¹¹ Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

¹² EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/lmi

¹³ Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

¹⁴ EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/lmi

- North Shore has 45.5% of all Northeast Financial Services with 49.0% of all establishments.
- North Shore average weekly wage is slightly higher than the Northeast average weekly wage.

Within the Financial Services industry, the following are critical occupations:¹⁵

- IT Occupations at all levels

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

The knowledge and skills needed to meet the employment needs of businesses on the North Shore can be found through the usage of Labor Insight Reports from Burning Glass Technologies. These reports provide summaries of online job postings and the skills requested from employers. Reports were run on 4/30/21 for the past 12 months for the North Shore WDA for all industries, critical, and priority industries. A review of specialized software by industrial sector showed that Microsoft Office Products (Excel, Word, PowerPoint, and Outlook) were in the top 5 most requested software skills in each of the priority and critical industrial sectors. Due to the repetitive nature of these findings, the results of the requested software analysis have been omitted from this report. Overall, Microsoft Office products were requested in 23% of all North Shore online job postings.

The top 10 requested skills for each are reviewed below. Customer Service was included as a core skill across 5 out of the 7 industry sectors.

Table 10: General North Shore Requested Skills¹⁶

All Industries	Postings	
	Number	Percent
Customer Service	7,875	17%
Scheduling	6,958	15%
Sales	4,987	11%
Cleaning	4,884	10%
Retail Industry Knowledge	3,817	8%
Teaching	3,563	8%
Customer Contact	3,064	6%
Personal Protective Equipment (PPE)	2,381	5%
Patient Care	2,364	5%
Repair	2,324	5%

- There were 47,149 online job postings found over the past 12 months.
- The top requested skills show a diverse array of skills needed by North Shore companies.
- There are skills that appear to be directly related to pandemic protocols: Cleaning, Customer Contact, and Personal Protective Equipment (PPE).

¹⁵ Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

¹⁶ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21, <https://laborinsight.burning-glass.com>.

Table 11: Advanced Manufacturing Requested Skills.¹⁷

Advanced Manufacturing	Postings	
	Number	Percent
Scheduling	294	12%
Enterprise Resource Planning (ERP)	266	10%
Repair	257	10%
Sales	244	10%
Customer Service	234	9%
Packaging	229	9%
SAP	222	9%
Quality Assurance and Control	203	8%
Lifting Ability	200	8%
Schematic Diagrams	187	7%

- There were 2,537 online job postings found over the past 12 months
- 5 of the 10 requested skills are production related processes in quality assurance, assembly, and machinery.
- 5 of the 10 requested skills are Office Support and Management-related.
- Based on conversations with employers, many production-related occupations on the North Shore do not get posted online. This is particularly true with smaller manufacturing companies. As such, demand for production-related skills may be understated in Burning Glass data sets.

Table 12: Professional, Technical, and Scientific Services Requested Skills.¹⁸

Professional, Technical, and Scientific Services	Postings	
	Number	Percent
Customer Service	237	13%
Scheduling	229	13%
Treatment Planning	202	11%
Project Management	149	8%
Biotechnology	148	8%
Merchandising	146	8%
Cleaning	145	8%
Sales	131	7%
Case Management	124	7%
Retail Industry Knowledge	112	6%

- There were 1,813 online job postings found over the past 12 months.
- Research-related skills (Treatment Planning, Project Management, Biotechnology, Case Management) are in demand in Professional, Technical, and Scientific Services.
- Sales skills are (Customer Service, Merchandising, Sales, Retail Industry Knowledge) are in demand in Professional, Technical, and Scientific Services.

¹⁷ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21, <https://laborinsight.burning-glass.com>.

¹⁸ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21, <https://laborinsight.burning-glass.com>.

Table 13: Health Care and Social Assistance Requested Skills.¹⁹

Health Care and Social Assistance	Postings	
	Number	Percent
Patient Care	2,133	18%
Scheduling	1,965	17%
Caregiving	1,610	14%
Home Care	1,519	13%
Cardiopulmonary Resuscitation (CPR)	1,424	12%
Meal Preparation	1,258	11%
ADLs Assistance	1,227	10%
Activities of Daily Living (ADLS)	1,227	10%
Customer Service	1,073	9%
Treatment Planning	1,038	9%

- There were 11,890 online job postings found over the past 12 months
- A high percentage of postings request ADLS (Activities of Daily Living) skills or direct patient care skills (Caregiving, Home Care, Meal Preparation, and Treatment Planning). This reflects a need for direct patient care occupations in health care.

Table 14: Construction Requested Skills²⁰

Construction	Postings	
	Number	Percent
Plumbing	125	24%
Carpentry	111	21%
Repair	105	20%
Personal Protective Equipment (PPE)	104	20%
Cleaning	82	16%
Occupational Health and Safety	63	12%
Customer Service	61	12%
Scheduling	52	10%
HVAC	51	10%
Project Management	51	10%

- There were 525 online job postings found over the past 12 months
 - It should be noted that Union positions do not appear online. Unions keep job postings internal at their Union halls.
- Strong demand for those with trade skills (Plumbing and Carpentry).

¹⁹ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21, <https://laborinsight.burning-glass.com>.

²⁰ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21,, <https://laborinsight.burning-glass.com>.

Table 15: Education Requested Skills.²¹

Education	Postings	
	Number	Percent
Teaching	1,969	62%
Special Education	671	21%
Scheduling	374	12%
Lesson Planning	219	7%
Social Studies	186	6%
Budgeting	175	6%
Cardiopulmonary Resuscitation (CPR)	142	4%
Learning Styles	140	4%
Data Collection	139	4%
Progress Reports	135	4%

- There were 3,171 online job postings found over the past 12 months.
- Teaching and related skills are the most in demand skill within education.
- Demand for those with Special Education training/education.

Table 16: Life Science Requested Skills.²²

Life Science	Postings	
	Number	Percent
Biotechnology	158	18%
Quality Assurance and Control	112	13%
SAP	111	13%
Scheduling	104	12%
Enterprise Resource Planning (ERP)	98	11%
Product Development	96	11%
Project Management	81	9%
Biomedical Research	76	9%
Budgeting	72	8%
Packaging	71	8%

- There were 876 online job postings found over the past 12 months.
- Requested skills demonstrates the research and production functions of life science companies.
 - 4 of the top 10 skills are production-oriented.
 - 3 of the top 10 skills are research-oriented.
 - 3 of the top 10 skills are management-oriented.

²¹ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21, <https://laborinsight.burning-glass.com>.

²² Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21, <https://laborinsight.burning-glass.com>.

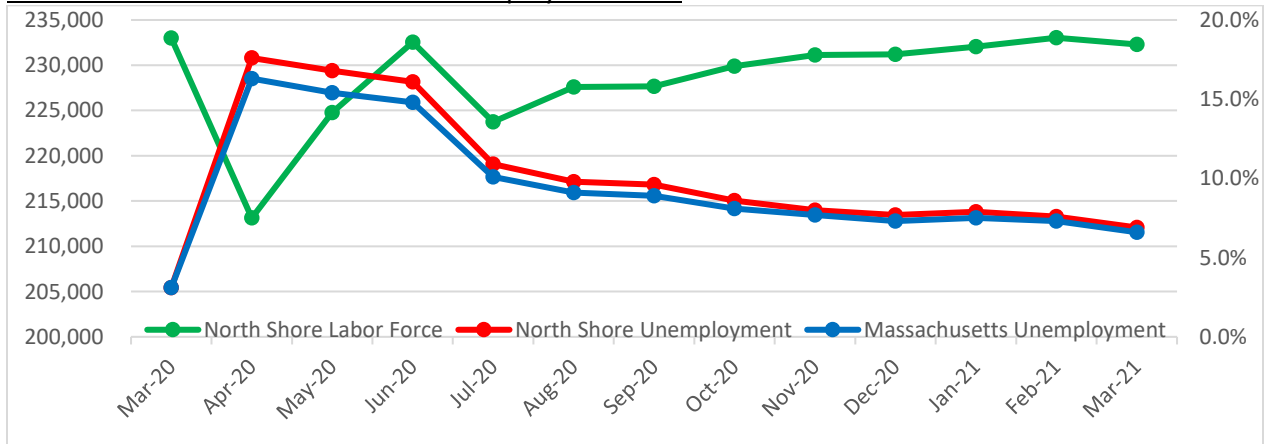
Table 17: Finance Services Requested Skills.²³

Financial Services	Postings	
	Number	Percent
Customer Service	450	28%
Sales	308	19%
Retail Industry Knowledge	243	15%
Product Sales	227	14%
Customer Contact	206	13%
Budgeting	154	10%
Cross Sell	151	9%
Cash Handling	144	9%
Business Acumen	131	8%
Scheduling	130	8%

- There were 1,605 online job postings found over the past 12 months.
- 6 of the top 10 requested skills were sales-related.
 - This is probably related to rehiring efforts from the pandemic economic shutdown as financial institutions start to reopen and restaff previously closed establishments.

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

Chart 1: North Shore Labor Force & Unemployment Rate



- North Shore labor force is 232,308.
 - Labor Force has decreased 0.3% in March and April 2020 and has since increased 9% since May 2020.
- North Shore March 2021 seasonally-unadjusted unemployment rate is 6.9%.
 - North Shore unemployment follows Massachusetts unemployment trends.
 - Unemployment has increased 3.8% since 3/20 but has declined 10.7% since 4/20.

²³ Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 4/30/21, <https://laborinsight.burning-glass.com>.

Table 18: North Shore Unemployment Rate²⁴

North Shore	Mar-20	Apr-20	Mar-21
Unemployment Rate	3.1%	17.6%	6.9%

- North Shore unemployment rate has increased 3.8% from March 2020 to March 2021
 - The North Shore unemployment rate has decreased 10.7% since April 2020

Table 19: Profile of Unemployment Insurance Claimants March 2021²⁵

The following contains information on unemployment insurance claimants for the North Shore for March 2020 & March 2021. Data on unemployment insurance claimants is only available for claimants who have been on unemployment insurance for 26 weeks or less. The North Shore Workforce Investment Board has requested data on the long-term unemployed. However, that information is not available at the time of this report.

North Shore Unemployment Claimants	March 2020		March 2021		One Year Change	
	#	%	#	%	#	%
Total Number of Claimants	6,288	100%	7,435	100%	1,147	18.2%
Gender						
M	3,323	53%	3,953	53%	630	19.0%
F	2,965	47%	3,482	47%	517	17.4%
Age						
16 to 19 years	81	1%	232	3%	151	186.4%
20 to 24 years	541	9%	720	10%	179	33.1%
25 to 34 years	1,565	25%	1,537	21%	-28	-1.8%
35 to 44 years	1,286	20%	1,542	21%	256	19.9%
45 to 54 years	1,185	19%	1,455	20%	270	22.8%
55 to 64 years	1,162	18%	1,369	18%	207	17.8%
65 years and over	469	7%	581	8%	112	23.9%
Level of Educational Attainment						
1 - Less than High School	505	8%	791	11%	286	56.6%
2 - High School or GED	2,235	36%	2,758	37%	523	23.4%
3 - Vocational Training	228	4%	208	3%	-20	-8.8%
4 - Some College	1,253	20%	1,233	17%	-20	-1.6%
5 - Associate Degree	518	8%	563	8%	45	8.7%
6 - Bachelor's Degree	1,217	19%	1,438	19%	221	18.2%
7 - Advanced Degree	333	5%	445	6%	112	33.6%
Race						
American Indian/Alaskan Native	48	1%	58	1%	10	20.8%
Asian	129	2%	246	4%	117	90.7%
Black/African American	309	5%	566	9%	257	83.2%
More than one race	370	6%	453	7%	83	22.4%

²⁴ EOLWD, Labor and Unemployment Statistics (LAUS), Calendar year by Month, North Shore, Mass.gov/lmi

²⁵ EOLWD, Profile of Unemployment Insurance Claimants from 2010 to Present, North Shore, Mass.gov/lmi

North Shore Unemployment Claimants	March 2020		March 2021		One Year Change	
					#	%
Total Number of Claimants	6,288	100%	7,435	100%	1,147	18.2%
Native Hawaiian/Pacific Islander	18	0%	26	0%	8	44.4%
White	4,852	85%	5,084	79%	232	4.8%
Ethnicity						
Hispanic or Latino	1,044	18%	1,714	24%	670	64.2%
Not Hispanic or Latino	4,893	82%	5,291	76%	398	8.1%
Prior Industry of Employment						
11 - Agriculture, Forestry, Fishing and Hunting	85	1%	68	1%	-17	-20.0%
21 - Mining, Quarrying, Oil and Gas Extraction	0	0%	0	0%	0	-
22 - Utilities	0	0%	12	0%	12	-
23 - Construction	728	12%	755	10%	27	3.7%
31-33 - Manufacturing	224	4%	319	4%	95	42.4%
42 - Wholesale Trade	147	2%	182	2%	35	23.8%
44-45 - Retail Trade	517	8%	896	12%	379	73.3%
48-49 - Transportation and Warehousing	239	4%	352	5%	113	47.3%
51 - Information	99	2%	102	1%	3	3.0%
52 - Finance and Insurance	123	2%	197	3%	74	60.2%
53 - Real Estate and Rental Leasing	90	1%	116	2%	26	28.9%
54 - Professional, Scientific, and Technical Services	387	6%	484	7%	97	25.1%
55 - Management of Companies and Enterprises	45	1%	50	1%	5	11.1%
56 - Admin & Support, Waste Mgmt & Remediation Services	617	10%	858	12%	241	39.1%
61 - Educational Services	96	2%	146	2%	50	52.1%
62 - Health Care and Social Assistance	460	7%	768	10%	308	67.0%
71 - Arts, Entertainment, and Recreation	273	4%	252	3%	-21	-7.7%
72 - Accommodation and Food Services	1,548	25%	940	13%	-608	-39.3%
81 - Other Services (except Public Administration)	418	7%	507	7%	89	21.3%
92 - Public Administration	71	1%	214	3%	143	201.4%
99 - INA (No NAICS Code)	118	2%	217	3%	99	83.9%
Prior Occupation of Employment						
11 - Management	605	10%	951	13%	346	57.2%
13 - Business and Financial Operations	150	2%	211	3%	61	40.7%
15 - Computer and Mathematics	88	1%	85	1%	-3	-3.4%
17 - Architecture and Engineering	41	1%	75	1%	34	82.9%
19 - Life, Physical, and Social Science	29	0%	38	1%	9	31.0%
21 - Community and Social Service	40	1%	88	1%	48	120.0%
23 - Legal Occupations	23	0%	32	0%	9	39.1%

North Shore Unemployment Claimants	March 2020		March 2021		One Year Change	
					#	%
Total Number of Claimants	6,288	100%	7,435	100%	1,147	18.2%
25 - Education, Training, and Library	95	2%	147	2%	52	54.7%
27 - Arts, Design, Entertainment, Sports, and Media	117	2%	102	1%	-15	-12.8%
29 - Healthcare Practitioners and Technical	146	2%	165	2%	19	13.0%
31 - Healthcare Support	142	2%	233	3%	91	64.1%
33 - Protective Service	34	1%	86	1%	52	152.9%
35 - Food Preparation and Serving	1,500	24%	942	13%	-558	-37.2%
37 - Building and Grounds Cleaning and Maintenance	542	9%	668	9%	126	23.2%
39 - Personal Care and Service	303	5%	363	5%	60	19.8%
41 - Sales and Related	391	6%	678	9%	287	73.4%
43 - Office and Administrative Support	498	8%	722	10%	224	45.0%
45 - Farming, Fishing, and Forestry	79	1%	57	1%	-22	-27.8%
47 - Construction and Extraction	759	12%	706	9%	-53	-7.0%
49 - Installation, Maintenance, and Repair	124	2%	193	3%	69	55.6%
51 - Production Occupations	148	2%	272	4%	124	83.8%
53 - Transportation and Material Moving	411	7%	572	8%	161	39.2%
55 - Military	0	0%	0	0%	0	-
INA - SOC Code Unknown	21	0%	48	1%	27	128.6%
Prior Average Weekly Wage						
< \$400	1,663	26%	2,180	29%	517	31.1%
\$400 - \$699	1,799	29%	1,835	25%	36	2.0%
\$700 - \$999	1,091	17%	1,249	17%	158	14.5%
\$1,000 - \$1,299	649	10%	728	10%	79	12.2%
\$1,300 - \$1,599	349	6%	450	6%	101	28.9%
\$1,600 - \$1,999	296	5%	368	5%	72	24.3%
>= \$2,000	442	7%	626	8%	184	41.6%

- Number of UI Claimants increased 18.2% from March 2020 to March 2021
- UI Claimants are younger as seen with a 186.4% & 33.1% increase in the 16 to 19 yr.-old and 20 to 24 yr.-old cohorts
- 48% of UI Claimants have an HSD/GED or less
- Minority UI Claimants increased from 15% to 21% from March 2020 to March 2021
- Share of Hispanic Claimants increased from 18% to 24% from March 2020 to March 2021
- Claimants by Prior Employment in Priority & Critical Industrial Sector: Health Care and Social Assistance (308), Manufacturing (319), Professional, Scientific, and Technical Services (484), Construction (755), Finance and Insurance (197), and Educational Services (146)
- Top 5 Prior Occupational Groups of Employment: Management (951), Food Preparation and Serving (942), Office and Administrative Support (722), and Construction and Extraction (706)
- 54% of UI Claimants earned an average of \$700 or less per week prior to becoming unemployed

Table 20: Payroll Protection Program Loans on the North Shore²⁶²⁷

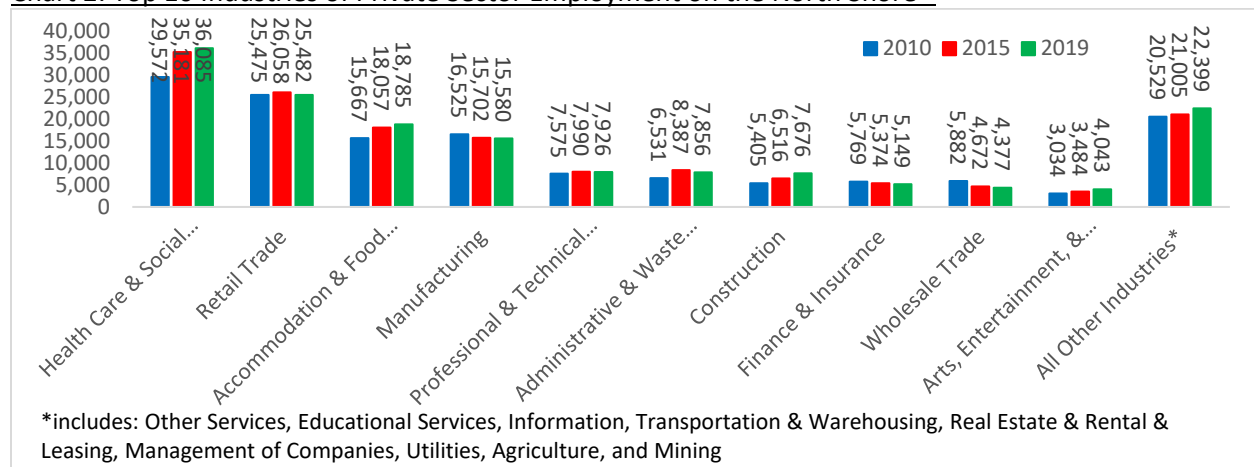
Payroll Protection Program Loans on the North Shore										
City & Town	\$1-49,999	\$50,000 - 99,999	\$100,000 - 149,999	\$150,000-350,000	\$350,000-1 million	\$1-2 million	\$2-5 million	\$5-10 million	PPP Loans	
									#	% of North Shore
Beverly	62%	17%	6%	8%	6%	1%	0%	0%	929	12%
Danvers	54%	17%	8%	12%	6%	2%	1%	1%	714	9%
Essex	62%	13%	6%	13%	5%	1%	0%	0%	124	2%
Gloucester	66%	17%	7%	7%	3%	1%	0%	0%	664	9%
Hamilton	73%	14%	7%	4%	0%	1%	1%	0%	105	1%
Ipswich	65%	14%	7%	8%	5%	1%	0%	0%	304	4%
Lynn	71%	12%	6%	7%	3%	1%	0%	0%	877	11%
Lynnfield	69%	13%	5%	9%	3%	1%	1%	0%	292	4%
Manchester	75%	17%	8%	0%	0%	0%	0%	0%	124	2%
Marblehead	74%	15%	5%	5%	1%	0%	0%	0%	526	7%
Middleton	61%	14%	7%	10%	5%	1%	1%	0%	305	4%
Nahant	88%	2%	2%	2%	5%	0%	0%	0%	42	1%
Peabody	64%	15%	7%	8%	4%	1%	0%	0%	918	12%
Rockport	87%	7%	2%	4%	1%	0%	0%	0%	127	2%
Salem	66%	14%	7%	8%	4%	0%	0%	0%	808	10%
Saugus	71%	13%	5%	7%	3%	1%	0%	0%	472	6%
Swampscott	70%	18%	4%	6%	2%	0%	0%	0%	247	3%
Topsfield	55%	22%	4%	13%	5%	1%	0%	0%	171	2%
Wenham	69%	22%	2%	4%	2%	0%	0%	2%	55	1%
North Shore	66%	15%	6%	8%	4%	1%	0%	0%	7,804	100%

- 7,804 businesses on the North Shore received payroll protection loans
- 81% of PPP loans were for less than \$99,999

²⁶US Small Business Administration, Payroll Protection Program Loans, <\$150,000, Massachusetts, sba.gov

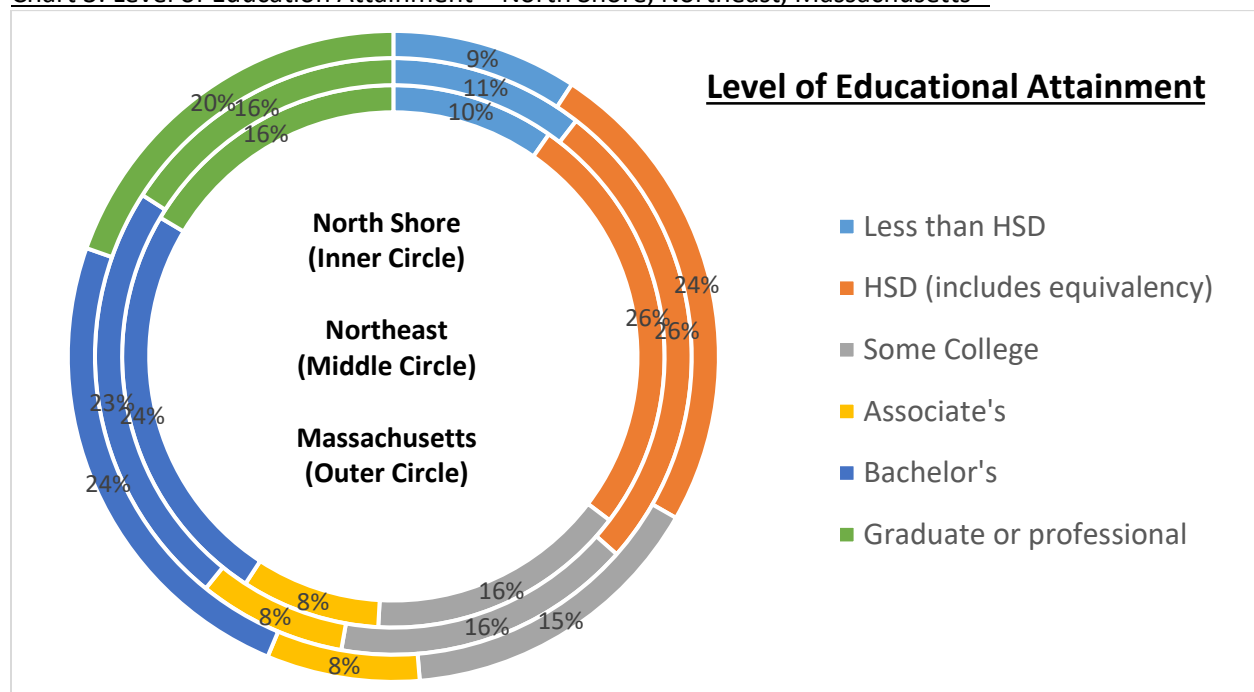
²⁷ US Small Business Administration, Payroll Protection Program Loans, >\$150,000, Massachusetts, sba.gov

Chart 2: Top 10 Industries of Private Sector Employment on the North Shore²⁸



- Over the past 10 years, North Shore private sector employment grew 9.4% from 141,965 in 2010 to 155,357 in 2019. Private sector employment grew 1.9% over the past 5 years.
- Construction is the fastest-growing industry over the past 5 (17.8%) & 10 (42.0%) years.
- Manufacturing declined 5.7% over the past 10 years and 0.8% over the past 5 years.

Chart 3: Level of Education Attainment – North Shore, Northeast, Massachusetts²⁹



- Population over 25:
 - North Shore: 303,419
 - Northeast: 743,435

²⁸ Massachusetts Executive Office of Labor and Workforce Development, Employment and Wage Survey (ES-202), North Shore WDA, Annual 2019, Annual 2015, Annual 2010, Mass.gov/Imi

²⁹ US Census Bureau, Level of Educational Attainment – Population 25yrs and over, American Factfinder, ACS 2014-2019 5yr estimates, <https://factfinder.census.gov>

- Massachusetts: 4,781,683
- Percent of population with a HSD/Equivalency or above:
 - North Shore: 90%
 - Northeast: 89%
 - Massachusetts: 91%
- Percent of population with a Bachelor's Degree or above:
 - North Shore: 41%
 - Northeast: 39%
 - Massachusetts: 44%

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

a) Include strengths and weaknesses of workforce development activities

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

- i. education and skill needs of the workforce;*
- ii. individuals with barriers to employment;*
- iii. employment needs of business.*

The strengths of the workforce development activities on the North Shore include:

- Continued implementation of an industry sector-based approach in program design, implementation, and execution;
- Regional approach to programming and planning (successful creation and continued evolution of the Northeast Regional Labor Market Blueprint in 2018);
- Continuance of policy to spend over 35% of Planned WIOA funding for occupational skills training;
- Successful attainment and utilization of other sources of funding to sustain budget and programming;
- Continued development of new occupational skills options with our Technical High Schools and Community Colleges through the use of these funds;
- Aggressive adoption of Apprenticeship model – the North Shore WB continues to be a Sponsor for our NAMC manufacturing collaborative in order to facilitate process and ease on employers; On-going commitment to the WIOA partnership formed on the onset of WIOA and to the overarching concept of the 'shared customer' and utilization of the One-Stop Career Center as hub for services on the North Shore; and
- Successful implementation of remote services during the recent pandemic with a plan to continue these services in partnership with in-person services as this pandemic comes to a conclusion

The Weaknesses of the workforce development activities on the North Shore include:

- Public Transportation to the main locations for employment (Danvers, Peabody and Beverly) are limited in scope – in particular during second and third shifts;
- Housing costs;
- Low skilled workers are struggling to become re-attached to the labor market;

- Older workers continue to experience a harder time re-engaging with the workforce once laid-off; and
- Searching for more efficient and effective ways to receive feedback from business customers on services provided and/or potential new ways the workforce system can add value to their organizations.

The North Shore WB has long taken an industry-sector approach when designing and implementing programming for the regions. Currently, we have focused on three primary sectors based on our Northeast Regional Labor Market Blueprint. These include: (1) Health Care (2) Manufacturing, and (3) IT/Professional Technical Services. We are a member of one of the Northeast Advanced Manufacturing Consortium, (NAMC), one of the first and strongest partnership supporting this very important industry, led by the MetroNorth, Greater Lowell, Merrimack Valley, and North Shore WBS and Career Centers, along with our Community Colleges, Technical Schools, and other. In partnership with the Merrimack Valley and Greater Lowell WB, we have convened a similar healthcare partnership, the Northeast Healthcare Hub, based on our NAMC experiences. In addition, we have begun researching the IT industry to better understand how we can move workers into this very promising arena. Finally, we are working with our Tech Schools to expand adult education programs in construction and related trades. These efforts also rely heavily on efforts of our local community college to partner in training and to provide credit for prior learning to adult students who opt for continued education at the post-secondary level. Finally, as always, we rely on input from employers on curriculum design and the implementation of various forms of workplace education and experiences.

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

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

The North Shore WB has developed its strategic vision through three main vehicles: 1) continual review of labor market data as throughout this document, 2) ongoing partnerships with business organizations, state agencies, youth-serving and other non-profit organizations, adult/K-12/post-secondary educational institutions, economic development agencies, and ongoing discussions with our job-seeker and company customers. This vision has been consistently articulated in several previous and successful

strategic plans. These coincide and support the recent MassHire brand values of collaboration, respect, reliability, and ingenuity, developed and implemented recently across Massachusetts.

Mission: We put the North Shore to work

Through collaborative leadership, the North Shore WB 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 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, including remote and in-person services that meet their specific needs based on their backgrounds, interests, and capabilities.

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

- Communication – Consistent 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, most importantly during times of public health crises, that allows services to continue in both proven and new ways
- 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 and attaining 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 pathways

The foundation of our plans is built upon the work of the three subcommittees of the Board. An overview of the committee goals include:

WORKFORCE SYSTEMS COMMITTEE GOALS: 2022 – 2025

MassHire North Shore Workforce Board will improve and enhance the workforce system (including the North Shore Career Center as well as WIOA and other partners) to respond to current and future demand and supply challenges on the north shore and within the northeast region.

MAJOR THEMES INCLUDE:

- **ONE-STOP CONTRACT AND PERFORMANCE OF THE NORTH SHORE CAREER CENTER**
- **TRANSLATING 'FUTURE OF WORK' AND LABOR MARKET INFORMATION FOR ALL STAKEHOLDERS**
- **IDENTIFY AND DEVELOP STRATEGIES TO HELP EMPLOYERS AND JOB SEEKERS TO RE-SKILL AND GROW POST-COVID 19**
- **NEW AND TARGETED FUNDING FOR PRIORITY AND CRITICAL INDUSTRIES/OCCUPATIONS AND THE DEVELOPMENT OF GOOD JOBS ACROSS MULTIPLE INDUSTRIES**
- **HELPING PRIORITY POPULATIONS**
- **WIOA PARTNERS AND MEMORANDUM OF UNDERSTANDING (MOU)**
- **ADVOCATING/ADDRESSING ECONOMIC DEVELOPMENT**

YOUTH PIPELINE COMMITTEE GOALS: 2022 – 2025

The MassHire North Shore Workforce Board will enhance the career exploration and career pathway development on the North Shore by integrating and aligning education, training, and employment programs with increased input from local employers.

MAJOR THEMES INCLUDE:

- Increase Occupational Skills Training opportunities for WIOA youth
- Labor Market Information/Career Pathway information for young adults
- STEM- Externships, Internships and Career Exploration
- Creating opportunities for ALL youth (In-School, Out of School, ELL, WIOA, etc.)
- Coordinated information sharing (new opportunities, challenges, successes, etc.)
- Increasing successful performance outcomes in all programs

SKILLS COMMITTEE GOALS: 2022 – 2025

The MassHire North Shore Workforce Board will strategically utilize resources (increasing LMI and financial) to fully engage the business sector and Educators (both K-12 and Adult) to better align skills that exist between workers and employers.

MAJOR THEMES

- Identify and develop strategies to help employers and job seekers to reskill and grow post-COVID 19 – in particular those who have permanently lost employment
- Analyze and document academic skills necessary to be successful in post-secondary environment
- Use performance data for more discussion and promote future research and program enhancements
- Seek out private grant funds for regional/intra-agency programs
- Career Pathway development and translation for staff of all partner agencies

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

The North Shore WB continues to take very seriously the important and role of the WIOA partners in carrying out the core programming under WIOA. We have met consistently with our WIOA Partners to build relationships and to determine ways for us to improve, even during the pandemic. We piloted a referral portal with partners who were able to participate in this pilot, receiving strong, positive reviews from those who participated. We plan to continue building this portal and have hopes that other partners will be able to adjust practices to allow for this participation. Our new WIOA MOU includes several new initiatives including LMI, career coaching, intra-organizational training for partner staff, and a renewed committee on business engagement.

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

(1) Identify the following elements of the workforce development system in your local area:

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

Programs that have signed our current WIOA Partner MOU include:

- Massachusetts Rehabilitation Commission
- Massachusetts Commission for the Blind
- Department of Unemployment Assistance
- MassHire Division of Career Services
- North Shore Community Action Programs
- North Shore Community College
- Pathways Inc.
- Operation A.B.L.E.
- Department of Transitional Assistance
- MassHire North Shore Career Center
- MassHire North Shore Workforce Board
- Job Corp
- Federal HUD Jobs Plus program through Lynn Housing and Community Development

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

The North Shore WB supports the work of our core partners (WIOA Partners) through the implementation and execution of our MOU with the partners. The MOU clearly indicates ten (10) assurances that the WB and our partners agree to conduct:

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. Actively participate in discussions and program development that is appropriate for the current COVID and soon-to-be post-COVID economy.
3. 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.)
4. 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)
5. 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.
6. Track and evaluate the outcomes for individuals who are served through this MOU and who face various barriers to employment.
7. Use a portion of the funds available for programs and activities to maintain the MassHire Career Center delivery system, including infrastructure and shared costs of MassHire Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
8. Provide representation on the local workforce boards (as defined by MASSHIRE NORTH SHORE WB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.
9. Convene locally as a MOU team at least quarterly and agree to the roles and responsibilities each Partner will have in the development of a diversity-oriented, equitable, and inclusive integrated service delivery strategy that meets the needs of customers and businesses.

10. 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.

With regard to support efforts under the Carl D. Perkins Career and Technical Education Act, the North Shore WB plays an active role in providing 'Letters of Support' for program development, in particular for priority and critical industry sectors, providing detailed LMI for programs under consideration for Mass Capital Skills Grants, the MA Career Technical Initiative, and other grants. Through these partnerships we have helped build several new training programs in our region resulting in quality job placements with self-sufficiency wages adding much-needed talent to our local economy. In addition, many staff from our area career and technical high schools and community college sit on the several of the North Shore WB subcommittees as well being involved in our NAMC partnership. The Lynn Public School district (the largest school district in our region) has a seat on our Board and represents Lynn Vocational Technical High School. We anticipate continuing these efforts well into the future and are grateful for the response we have received from all our training partnerships.

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

- (i) *Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;*

Please see the Assurance #3 listed above and as documented in our Local Area WIOA MOU. Attachment 1

- (ii) *Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and*

The WIOA Partners have been working very closely to design and implement a 'referral portal' to provide an online mechanism that supports the referral of WIOA-shared customers, e.g., customers who would benefit from services from more than one WIOA Partner agency, in an efficient and effective manner. We will continue work on this concept and have developed challenging, but we believe realistic, goals to reach over the upcoming four years.

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

Since the inception of WIOA and before, the North Shore Workforce Board has been emphasizing the importance and requirement of industry-recognized credentials. Through our many manufacturing efforts with our regional partnership Northeast Manufacturing Consortium (NAMC), we have found that these credentials vary among employers but are critical in the placement of job seekers. Four main credentials have become the hallmark of the NAMC program: American Society for Quality (ASQ), MACWIC I and II, NIMS level one and two, Electronics Technician Association AC and DC, and the IPC J Standard in soldering.

In Healthcare we will continue to train customers in Certified Nurse Aide, Medical Assistant, EKG and Phlebotomy, and eventually LPN and RN programs. We have also provided training in various IT certifications and look forward to increasing coding training in the region. Along with these efforts to serve critical industries in our region, we will also continue to work with our local area Adult Basic Education providers who have adopted the inclusion of occupational skills training into their core ESOL and ABE programing.

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

- (i) To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in in-demand industry sectors and occupations;*

The North Shore WB utilizes the recently completed Northeast Labor Market Blueprint (March 2018) to build and facilitate strategies within our in-demand industry and occupations in our area. These include: Health Care and Social Assistance, Advanced Manufacturing, and Professional and Technical Services. In Manufacturing and Healthcare we have developed industry collaboratives that are driven by a Business Leadership Team of over 20 companies each that provide direct input into what programs and services we provide. We hope in the next few years to develop a similar collaborative for IT occupations. We have been an active supporter of the North Shore Tech Council and hope to increase involvement in the future.

The WB, in close collaboration with our One-Stop Career Center and their Business Services Unit, will continue to utilize this sector approach when working with employers to provide them opportunities to enhance their hiring, training, and retraining practices to promote economic and workforce growth. Our Career Center staff are organized by industry cluster so they develop expertise and relationships within each industry and are able to respond quickly and efficiently to workforce needs.

- (ii) To serve agricultural businesses and how you intend to improve those services;*

Agriculture is not a critical/priority industry in our area.

- (iii) To support local workforce development system that meets the needs of businesses in your area;*

Please see above.

- (iv) To better coordinate workforce development programs and economic development;*

The WB is very active and participates on a regular basis with the North Shore Alliance for Economic Development. The NSWB Executive Director is currently on the Board of Directors of the Alliance. Building on our Future of Work research outlined in our last Plan, we are now working with the Alliance to study the impact of the pandemic on our local economy and determine how best to respond over the upcoming recovery period. Surveys and focus groups are planned and/or active at this point and we believe will lead to a solid foundation upon which to continue this partnership.

In addition, through our Regional Planning activities we have worked with our Planning Councils, (MAPC, MVPC, and GLCOG) to prepare heat maps displaying industries and jobs in relation to transportation, educational institutions, and certain demographics such as educational levels, age, etc. Moving forward we will continue this work by developing detailed maps of strengths and gaps within each of our major job centers in relation to affordable housing, public transit, and other economic indicators. This research will allow us to have specific data upon which we can based public policy change where needed. *To Strengthen linkages between the reemployment assistance and unemployment insurance programs;*

Unemployment Insurance staff remain located in the North Shore Career Center, and some additional staff have been trained to help direct UI claimants to the appropriate connection at DUA. This service has been particularly important during the pandemic due to the fast rise in UI claimants and the challenging issues created by UI fraud. We anticipate this service continuing but to a lesser extent as the economy opens and unemployment declines. In addition, UI is an active member of our WIOA partnership – participating in bi-monthly meetings and sharing information.

- (v) *Describe how your Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.*

When the North Shore WB and the North Shore Career Center formally or informally receives notification about a potential closing or layoff, contacts are made to the other parties to ensure all are informed. The NSWB also notifies the Chief Elected Officials of the layoff or plant closing. Rapid Response (RR) activities are initiated by the Rapid Response Team (two of which are on staff at the One-Stop) and coordinated with the NSWB North Shore Career Center. RR will schedule a meeting with the employer and provide information regarding initial employer contact and date of layoff, assist affected dislocated workers, investigate possible layoff aversion strategies, determine labor union involvement, provide the company with services, and request the scheduling of onsite company meetings. Members of the Business Service Team are available to assist at information tables and will provide information about North Shore Career Center services for both business partners and job seekers. The Rapid Response staff and Career Center staff both attend the BizWorks meetings. Information and best practices are shared regarding regional layoffs, recruitments, and closings. Career Centers and RR staff have also hosted Regional BizWorks meetings including other state agencies. MassHire marketing and training materials are disseminated to interested parties. Once notified by Rapid Response of upcoming layoffs, a plan is put in place and coordinated with the required partners. The plan may include information/registration sessions at the career center, methods of outreach, listings of impacted persons to contact, and specifics on grant resources available (Formula, TRADE, NDWG) and time frames. In addition, the RR team informs dislocated workers about the process for UI claims, Section 30, severance packages, job search workshops, educational or vocational training caps, and services available at the MHNSCC. The RR team and MHNSCC coordinate the MOSES & TRADE data entry information obtained from dislocated workers at employee meetings and provides guidance to the employer and/or employees on how to file a TRADE Petition, if applicable. The North Shore WB will coordinate NDWG requests with the Regional Rapid Response Manager and other Division of Career Services staff located in Boston.

- a. *Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses -* The North Shore Career Center periodically hosts Mass BizWorks within the One-Stop to meet with groups of companies and provide forms for information distribution. On a continuous basis the One-Stop and BSU staff provide detailed information to companies on the following: (1) free job posting, (2) recruitment and hiring support, (3) registered apprenticeship opportunities, (4) training grants, (5) safety grants, (6) on-the-Job training, (7) tax credit for hiring, and (8) tax incentive programs. We anticipate this service growing as the economy expands and companies request our assistance in filling more quality jobs that become available in our region.

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

The NSWB and the North Shore Career Center BSU staff will continue to support any and all of these activities, particularly during the post pandemic period when we envision job seekers making career changes and entering the many training programs that are at our disposal.

(4) Please provide a description of how your Board will:

- *Coordinate local workforce investment activities with regional economic development activities that are carried out in the local area -* Please see (3) iv.
- *Promote entrepreneurial skills training and microenterprise services;* - In the past when we have had non-WIOA funding that supported entrepreneurial skills training and microenterprise services. We have worked collaboratively with the Enterprise Center at Salem State University to have customers take entrepreneurial-focused training courses. This is not possible under WIOA given performance standards so we no longer put job seekers into this type of training. However, the NSWB and North Shore Career Center continue to participate in the Enterprise Center's activities including participating in its annual Business Plan competition (as judges), providing workshops for the Center's participants, helping with research projects, etc. In addition, through the Enterprise Center we hope to provide services to very small companies as they launch and develop.

(5) Please describe the MassHire Career Center system in your area, including:

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

The NSWB is continuously examining the eligible training providers available in our area and their applicability to the needs of employers. Through our sector-based approach to working with employers we have found that gathering data and letting the employers speak directly to educators about curriculum and relevant materials needed for today's current employment needs is the best way to drive improvement. For example, through

the Northeast Advanced Manufacturing Consortium (NAMC) we have updated manufacturing curriculum to keep up with the pace of change in this industry. In addition, we advise our job seekers to enter ITA training that results in industry-recognized credentials as this is the way to ensure employment and career growth.

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

The NSWB and our Career Centers pivoted quickly to provide Career Center services as required in March of 2020. We successfully continued providing services remotely through the pandemic. Over the next four years we anticipate continuing these services in conjunction with in-person services which we believe will provide the best combination of services for our customers and companies. Re: training courses, our educational partners also quickly moved to remote training in early 2020 which allowed us to enroll close to our planned numbers in various training programs. We believe that many of these programs will be provided in a hybrid fashion so the option of remote learning will be available well into the future.

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

The North Shore Career Center is active and visible in the disability service community and has a long successful record of assisting job seekers with disabilities. All of the facilities of the Center are in compliance with ADA regulations including access and a resource room equipped with JAWS, a video magnifier with text-to-speech screen reading equipment, a pocket talker & FM loop devices for workshop participants, and other accommodations upon request.

- (iii) *The roles and resource contributions of your partners – how are these relationships sustained and kept productive;*

The roles and resource contributions are listed in our updated MOU, attached with this Plan. All infrastructure funding decisions are made at the state level, however the NSWB oversees the budget to ensure that all allocations are incorporated into the local integrated budget. These budget amounts are shared at the local level with our partners to foster discussion and receive feedback on creative programming that can take place to benefit the customer and positive outcomes. Bimonthly meetings also help to facilitate productive communication and proactive planning and programming. We plan to continue our practice of having a rotating 'Chair' of these meetings to set the agenda and select topics to be discussed. We have found that this provides an equal forum for all partners to contribute and have an added value to the partnership.

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

The North Shore Career Center is the hub of workforce training activities for adult and dislocated workers on the North Shore. There are three service categories, including (1) Basic Career Services, (2) Individualized Career Service, and (3) Training Services. A breakdown of services include:

Job Seeker Services		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In- and out-of-area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT) and Apprenticeship
Access to employment opportunity and labor market information	Group Counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in- and out-of-area job search, referral and placement assistance	Skill upgrading and retraining through Individual Training Accounts or through cohort-based training based on the needs and preferences of the job seeker
Information and meaningful assistance with Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	

Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., 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	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules

Assessment Instruments: A job-driven system requires an evidenced-based match between the skills, aptitudes, interests and workplace preparation of the workforce and the talent and skill requirements of business. These factors have to be as closely aligned as possible before a job referral can be made. Assessment is the key to determining if the match will be effective and lead to a successful job placement or if there are barriers that need to be remediated by training or some other intervention. There have been, and continue to be, significant improvement in the field of assessment. NSCC regularly reviews new products as they become available.

- While we do not use ACT anymore, our Career Center evaluates academic and job search skills based on work history and interests in order to most effectively serve business and job seeker customers.

Language, Literacy & Other Academic Skills

- TABE (Test of Adult Basic Education) Reading and Math, North Shore Community Action (NSCAP) Literacy Assessment consists of writing samples and interviews and is used to assess customers who want to improve English language, reading and math skills, or who want to obtain a high school equivalency certificate. Upon completion of the TABE, the customer is referred to an Adult Basic Education (ABE) center in the area. NSCAP staff conduct assessments at the full-service NSCC location and the Access Point at North Shore Community College, record the services provided, and follow up with the ABE centers on a quarterly basis to determine the status of each referral. WIOA Youth customers are tested for Literacy/Numeracy levels. Out of School Youth who pre-test below the 9.0 level for reading and/or math are post-tested within a year of enrollment. They have to increase one educational Functioning Level (EFL) towards achieving a positive outcome until the Low Adult Secondary Educational level is reached. Enrollment in the WIOA Youth program continues and the participant receives services based on their individual service strategy.

Job Search

- Transferable Occupational Relationship Quotient (TORQ) is a staff-administered tool that analyzes the transferability of skills among different occupations and provides salary

information, skills gap analysis, and job search suggestions. A profile is given to the customer for review and planning.

- Interview Stream is a mock video-interview platform that records customers and provides analysis of interview strengths, weaknesses, and opportunity to improve skills. Interview questions can be adjusted by industry.
- Career Center Workshops:
 - Myers-Briggs Type Indicator (MBTI) analyzes interface or “fit” between personality traits and specific careers/job titles.
 - Occupational Interests Workshop-Knowdell™ Career Assessments includes Career Values, Motivated Skills, and Occupational Interests using a card-sort process to assist customers with identifying common themes related to their skills and interests. A guided exploration of these themes helps focus the job seeker.
 - Occupational Skills – IMB Kenexa Prove It testing program allows job seekers to demonstrate skills attainment for clerical, software, industrial, healthcare, financial and technical job classifications.

Follow-up Services: Follow-up services are provided for up to 12 months after the first day of employment, as appropriate, for participants enrolled in WIOA adult or dislocated worker workforce activities who are placed in unsubsidized employment. Follow-up services include, but are not limited to, additional career planning and counseling, and if needed and requested, direct intervention the with the participant's employer.

Employer Services: WIOA emphasizes Employer Services as an integral part of a demand-driven system. As such, the MHNSWB identifies the provision of Employer Services as a core component of the OSCC service delivery system. The North Shore Career Center’s coordinated Business Service Unit team provides Employer Services to all employers, covering wide ranges of size, industry, location and requirements and will have the ability to identify and meet the needs of all employers. These services are provided both face-to-face and remotely based on the interests of the companies being served. An overview of these services include:

Business Services Unit		
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 onsite Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) or other appropriate responses
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 on 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

The North Shore WB and the North Shore Career Center follow a framework in developing and implementing all strategic planning, process development, and allocation of staff and staff resources that pertain to the provision of Employer Services. The North Shore Career Center has developed and will continue to use a Business Services Flow Chart (see attached WIOA MOU, Attachment 2) that describes the linear process to be implemented to deliver Business Services.

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

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

All three of these agencies are considered partners to the NSWB and all provide youth referrals to our programs.

All of the North Shore WB youth programs are open to ALL Youth, regardless of disabilities. There are many youth in our WIOA youth vendor programs who present to the program for HiSET/GED after leaving school due to a disability. Very often, these disabilities are learning disabilities and/or mental health problems. The students are not able to complete high school due to the issues surrounding their disability including medical appointments/health factors that lead to absences, learning disabilities that leave them behind in class, and lack of support in a large school setting. The smaller, more intensive programs for HiSET/GED are able to provide support and offer classes at a pace that is more adaptable than typical high schools.

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

Our emerging workforce is incredibly important to our current and future economy and community. At the same time the challenges faced by teens and young adults continue to become more complex and challenging. This is particularly true over the past year, where normal life has been interrupted and teens/young adults had to adjust to new ways to learn and to work. This reality has been embraced by our Youth Career Center, through which all these programs operate. We strive to ensure that each youth receives the services they need to move successfully into the

labor market, AND to move forward with their education and work experience by making solid and informed career choices. Our goal is to provide seamless services for all youth to better prepare them to enter the workforce and postsecondary education, regardless of funding source. Due to our staff's team approach to working with youth, there is little possibility for duplication of services as youth data is clearly tracked and efforts are recorded so that youth are not receiving similar services from various staff members. Below is a summary of some of these efforts.

Connecting Activities

The Connecting Activities grant through MA DESE provides funding for staff to work with schools on career readiness and job placement. Each year we serve approximately 400-500 students through workshops, interest assessments, career readiness assessment and training using Career Readiness 101, labor market discussion, job fairs, and job placement assistance and support.

Amp It Up

Funded through Connecting Activities and other sources, Amp It Up strives to bring schools and manufacturing, technology, and other priority companies together to help middle and high school students understand the career opportunities available in these fields and to increase the number of students who choose careers in these areas. Through Amp It Up, middle or high school teachers spend one day in a manufacturing environment with manufacturing professionals learning what happens within the company and drawing a connection between what educators are teaching and how it is used in the manufacturing process. Teachers spend time before and after this experience working as a team with a consultant, reviewing their curriculum, exploring its possible use in manufacturing, and then, based on their experiences, building classroom activities and lesson plans that bring the curriculum alive for their students. To date we have set 46 teachers out on externships.

Amp It Up has been on hold during the pandemic but we plan on reinstating this program as soon as possible.

Labor Market Information Targeted to Youth

The NSWB has developed labor market data that is targeted specifically to youth, recognizing the need to communicate effectively and efficiently the wonderful, yet complicated opportunities available to youth if they stay and do well in school and simultaneously have positive first and second work experiences. Examples of our LMI documents have included a Youth Blueprint and a Youth Life Sciences brochure, as well as youth-friendly documents outlining LMI for STEM industries. We anticipate continuing these documents over the period of this plan.

YouthWorks

Also funded by the Commonwealth of Massachusetts, YouthWorks, now offered in the summer and during the school year, places low-income teens in part-time subsidized jobs in local public and nonprofit organizations across the region. Youth also receive intensive training and other supports to remain successfully employed and to prepare for unsubsidized employment in the private sector, the ultimate goal of the program. The program requires that 90% of students must reside in Lynn, Salem, Peabody, or Gloucester, which are our Gateway Cities with a higher level of poverty. The remaining slots can be used in any of our communities and we have made a commitment to using these slots for the City of Beverly and other North Shore communities.

This grant serves several hundred youth annually (having grown substantially both in terms of resources and the number of youth served in recent years), and all enrolled students receive work experience of 10 to 20 hours per week at minimum wage as well as 15 hours of workshops and training in topics such as OSHA/Workplace Safety, Financial Management, Interviewing Skills, Dress for Success, and Workplace Etiquette/Keeping a Job.

F1rstJobs

For several years, the North Shore WIB has operated a summer jobs program called F1rstJobs. This initiative began in 2005 and was a response to the incredible demand for summer jobs on the part of students, their families, and educators. Through F1rstJobs, teens receive training on how to find, get, and keep a job. Companies are asked to hire teens or provide financial support for a teen to work in a nonprofit organization. These jobs and funds are combined with other resources (such as YouthWorks) to provide a substantial pool to which teens who have gone through the workshops are referred for interview.

STEM Internships

The NSWB is one of several regions awarded the DESE/EOE grant to increase STEM internships among high school students. Our goal was to increase STEM internships each year. This grant provides funding to dedicate one staff member to focus on the development of internships in STEM fields and priority industries. This project has proven challenging during the pandemic and we are developing remote learning experiences to keep this effort moving forward.

WIOA Youth

The US Department of Labor through the Workforce Innovation and Opportunity Act provides funding to support intensive workforce development activities for approximately 60 to 90 teens living below the poverty level and facing additional barriers to employment, including teen parents, youthful offenders, teens below grade level, drop-outs, and others. Teens in these programs can access 13 of the 14 youth service elements at our vendor sites: currently Action, Inc., Catholic Charities, and YouthBuild. In addition, we are extending services to these youth to include occupational training with industry-recognized credentials in an ITA format, thereby ensuring that youth are even more prepared to enter jobs and careers with solid future prospects.

Early College

The NSWB is a partner of Salem High School and Salem State University's early college program which is sponsored by the MA DESE and BHE. This program allows for 50 juniors and 50 continuing seniors to be dually enrolled in the college with the opportunity to earn credit for up to 4 college courses before graduating from high school. This includes support services from the NSWB and NS Youth Career Center surrounding career-readiness and exploration efforts. We have begun servicing Lynn students enrolled in the Early College program and hope to build on this model for other communities as well.

Innovation Pathways

The YCC supports two high schools under the DESE Innovation Pathways program. The towns of Danvers (manufacturing, IT, healthcare, and construction) and Swampscott (manufacturing) have joined this effort and the YCC is providing support by providing linkages to companies and other related services. We will support other schools as they implement similar efforts as this provides

high school students with the opportunity to learn their high school subjects in the context of priority careers in the region.

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

The North Shore WB Title I Support Services Policy and Procedures provides for the provision/referral of transportation and other required supportive services to Title I enrollees following a process to document the need for such support services. We partner with several community-based organizations such as the North Shore Transportation Management Association (TMA), Department of Transitional Assistance (DTA), Lynn Shelter Association, Cape Ann Transportation Authority (CATA), and North Shore Community Action Program (NSCAP) that provide various support and wraparound services and make referrals between our funded programs and those entities to leverage and complement our Title I resources. Career Center staff are able to provide our customers with information about various reduced-fare transportation options such as the MBTA's Transportation Access Program (TAP), the North Shore Community College/Uber program of discounted rides to the Danvers campus for enrolled students or ride-share programs throughout the region. For youth in our area, we work with our WIOA vendors as well as multiple partners in the community to provide supports as needed to ensure a youths' success.

We are also currently working with the North Shore TMA, MAPC, and other local organizations to enhance transportation to several industrial/commercial parks where good jobs are available but public transportation is not. We hope to develop regional transit solutions to this challenging workforce problem that will provide careers for our workforce and solve the talent needs within these parks.

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

The North Shore Career Center was established under a collaborative Career Center model, and has carried the collaborative model into the current WIOA competitive model. The Career Center is operated utilizing an integrated management team structure under the direction of the MassHire-North Shore Career Center Executive Director. This Integrated Management Team consists of both State and City management staff and is responsible for all aspects of Career Center operations from policy and issuance implementation, performance oversight, staff supervision and evaluation, partner integration, as well as day-to-day operations.

The work at the Career Center is organized around a labor market sector team structure. Using this design, each team consists of state-funded employment specialists/employment counselors and business services representatives as well as locally-funded (WIOA) career coach staff members all working collaboratively to meet the needs of job seekers and business customers within their labor market sector. This collaborative structure ensures that all customers receive a reliable set of services delivered with respect for the customer's diverse needs while mobilizing the resources from the job search, training, business development, and partner services in a way that creatively and seamlessly meets the customized needs of those served at the Career Center.

The new four-year career center contract mandates performance outcomes for all programs provided by the Career Center, including Wagner/Peyser, Veterans, WIOA Title I and all other relevant programs.

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

MSFW signage is posted in English and Spanish on the front desk of the North Shore Career Center. Front area greeting includes in initial inquiry regarding “are you a seasonal farmworker?” Once identified, MSFW are given information specific to their specific needs just as someone with a disability or a veteran. All customers who acknowledge their farmworker status are provided a warm handoff to the dedicated MSFW Employment Counselor. The Career Center Services Orientation PowerPoint presentation details the MSFW process. All persons coming into the centers receive access to all of the same resources, referrals, and services under “Universal Access.” Also, during the Orientation/CCS, customers learn about all the training programs and services available to them and a slide also describes the definitions of Migrant Seasonal Farmworkers/Food Processors. In addition, the North Shore Career Center has a dedicated MSFW BSR who works closely with the Career Pathway Team that works with the bulk of our job seekers. All staff are trained in importance of MSFW service delivery when annually.

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

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

- i. Of how funds awarded under this title will be spent consistent with the requirements of this title;*
- ii. Any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;*
- iii. How the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;*
- iv. How the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;*
- v. How the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;*
- vi. How the eligible provider will provide services in a manner that meets the needs of eligible individuals; and*
- vii. Information that addresses the considerations described under section 231€, as applicable.*

The North Shore WB and North Shore Career Center staff work with state-funded adult education programs in the following areas:

- Review of adult education proposals for funding for consistency and compliance with i-vii above.
- Participation in program quality reviews/monitoring and selected site visits
- Development of effective employer partnerships to place adult education graduates
- Support and guidance to adult education programs related to the development of viable career pathways for adult learners on the North Shore
- Support and guidance to adult education programs related to the development of bridge classes and integrated education and training programs, including ensuring that IET programs reflect and support the priority North Shore/Northeast industries
- Support and guidance to adult education programs in serving shared customers
- Support and guidance to the adult education staff located at the Career Center

(13) *Please provide the name and contact information of your Fiscal Agent.*

The City of Salem is the Fiscal Agent:

- Anna Freedman - Finance Director, City of Salem: (978) 619-5625 afreedman@salem.com
- Maribeth Forbes – Director of Grants and Finance, North Shore WB: (978) 741-3805 mforbes@masshire-northshorewb.com

(14) *Provide copies of executed cooperative agreements, MOUs, ISAs, or other agreements between required partners which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in your local Career Center delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Board or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.Cs 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with businesses, and other efforts at cooperation, collaboration, and coordination.*

Please see the attached relevant WIOA Partner MOU for the North Shore WB area for the period July 1, 2021 to June 20, 2025.

Describe how the Local Board/Career Center intends to build upon/increase collaboration with existing partners and in establishing new partnerships with local service providers (including any approximate timelines for establishing agreements or building upon existing agreements).

(Note: There is a statewide collaborative agreement in place between DCS and the New England Farm Workers' Council (NEFWC), the WIOA Sec. 167 Grantee. A copy of the agreement will be included as part of the consolidated State Plan).

In order to increase collaboration, the WIOA core partners have identified several areas including (1) business services, (2) a customer referral form, and (3) to 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. Sub-committees have been formed for these priority areas to focus collaborative work on the North Shore.

In addition to the WIOA core partners, the North Shore WB works in close partnership with our two neighboring Workforce Boards: the MassHire Greater Lowell WB and the MassHire Greater Lawrence WB. This regional partnership plays an important role supporting enhanced partnerships with multiple One-Stops, Economic Development Agencies, Vocational Technical High Schools, Community Colleges and State Universities throughout the northeast portion of the Commonwealth. Recently, in March of 2018, we published The Northeast Labor Market Blueprint³⁰ which outlines in details our shared goals for 2018 – 2022. During this time, we have worked with our education partners to develop and implement several new training programs in our priority industries of manufacturing, healthcare, IT, construction and related industries. We have also begun tackling such problems as workforce housing shortages, public transportation to areas of concentrated job presence, and other related topics. Our goals are to see positive movement in job creation in these areas and to increase the number of people working in these fields. We will spend 2022 working with these partners to update our Regional Blueprint and to disseminate it across the region.

- (16) *Please detail the competitive process that will be used to award the sub grants and contracts for WIOA title I activities.*

The North Shore WB follows the guidelines and procedures of the City of Salem Procurement Office utilizing approved Procurement & Contracting Policies and Procedures pursuant to MA Issuance 100 DCS 01.102 for the competitive procurement to any sub-grants and contracts for WIOA Title I activities. We procure WIOA Youth Providers every two years and One-Stop Career Center Operators every four years. The Workforce Systems Committee of the North Shore WB is utilized for the One-Stop Operator procurement as review members (predominately private sector members) along with mandated WIOA partners. The Youth Pipeline Committee provides review members for all WIOA Youth Provider procurements.

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

³⁰ <https://masshire-northshorewb.com/wp-content/uploads/Northeast-Regional-Labor-Market-Blueprint-FINAL.pdf>

The following was submitted to MassHire DCS for WIOA Goals FY 2022:

Performance Measure	FY2022 Local Goal
WIOA ADULT MEASURES	
Employment Q2	86.500%
Employment Q4	78%
Median Earnings Q2	\$6,200
Credential Rate	73.50%
Measurable Skills Gains	40%
WIOA DISLOCATED WORKER MEASURES	
Employment Q2	86%
Employment Q4	85.0%
Median Earnings Q2	\$8,800
Credential Rate	66.0%
Measurable Skills Gains	40%
WIOA YOUTH MEASURES	
Employment/Education Q2	81%
Employment/Education Q4	74.0%
Credential Rate	70.5%
Median Earnings Q2	\$3,600
Measurable Skills Gains	50%

Also, the North Shore WB has set the following additional minimum standards for ITA providers:

- Positive Completion Rate for Program - 80%
- Entered Unsubsidized Employment Rate for Program (for all who are enrolled in the program and not just from those that graduate and/or successfully complete) - 70%
- Minimum Hourly Wage at Placement - \$13.50

The North Shore WB also has the following numerical metrics for our Career Center for FY 2021 and will be updating them for FY 2022 pending Annual Plan documents from the State:

Table 1: P Performance Measures and Performance Objectives for FY 2021	
Jobseeker Performance Measure	North Shore Career Center
Total Jobseekers Served	5,000
Total Unemployed Jobseekers Served	3,000
Total Customers Securing Employment – FT/PT	65%
Employment Rate of Exited Customers Quarter 2	64%
Employment Rate of Exited Customers Quarter 4	62%
Job Seeker Median Earnings	\$5,500
Business Engagement Performance measures	
Total Businesses Served	1,700
New Business Served	600
Repeat Businesses	1100
Businesses Receiving Job Seeker Referrals	250
Businesses Hiring from Referrals	165

*An additional performance matrix can be found in the North Shore Career Center contract and these measures are overseen by the Workforce Systems Committee of the Board.

(18) *What are the actions and activities that support the MassHire Board's continued status as a high-performance workforce board?*

a) *What trainings are applicable to Board members?*

All Board members meet with the Executive Director individually upon joining the Board to learn about the roles and responsibilities of the North Shore WB and how individually they will contribute to success. In addition, each Board meeting is designed at least partially to train members about current workforce issues. For example, previous meeting topics have included topics such as Early College on the North Shore, apprenticeships across priority industry sectors, STEM internships, regional versus local planning/blueprint development, and transportation challenges across the region. These discussions, which build WB membership skills in various critical areas, take place after North Shore WB business issues are discussed and acted upon. Finally, each board member sits on a committee which allows them to deepen their understanding of a particular workforce development area of interest. Through these ongoing activities, board members are fully updated and knowledgeable on workforce subjects over which they make policy and financial decisions that address and help build a strong workforce system.

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

All North Shore WB business members fully take part in the above activities in partnership with non-business members, ensuring the demand-driven nature of all WB activities. In addition, business members provide leadership roles in our sector partnerships and participate at some level in curriculum development, job fairs, company tours, guest speakers, and other educational components. Business members also participate in procurements, e.g., career center operator, youth RFP, etc. Three of the four office positions on the WB are reserved for business representatives.

c) *How does your Board support the business services in the career centers?*

The North Shore WB has been and continues to be pivotal in driving the demand side of Career Center activity. For example, throughout our history the North Shore WB has supported demand-driven policies and techniques, including voice of the customer and customer-centered design activities. These strategies have led to the development of our Business Services Unit as well as the implementation of industry-focused Career Center teams where expertise in these specific sectors is nurtured and strengthened. North Shore WB members are continually available to provide training to Career Center staff in their respective industries and to test our BSU responses. For our job seekers, the Board has supported the development of career coaching structure rather than a traditional case management structure as a way to ensure that our job seekers are more properly reinforced during their job search and placement activities.

We continue to seek out roles for our business leaders as we develop the appropriate responses to complex issues resulting from the pandemic.

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

The North Shore WB's involvement on board and subcommittee-level discussions and

action plans are a pivotal part of our performance management system from both quality/technical assistance and compliance perspectives. As stated above, the North Shore WB has supported customer-centered design activities that have had a tremendous impact on how we interact with business customers and job seekers with added value that customers see and feel on a daily basis. The larger impact is more of a 'cultural shift' for the workforce system in our area in that the Career Center and Workforce Board together have taken this 'customer centered approach' to be a part of ongoing program design, planning, and implementation. Through the implementation of WIOA, the North Shore WB and North Shore Career Center have also begun to share this planning tool with our WIOA partners and we are hopeful to continue this in the future.

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

The North Shore WB is responsible for reviewing training programs for local approval under the ITA eligibility process outlined by the state. Once courses are approved, they are included on the "State Eligible Training Provider List" that is available to customers at the North Shore Career Center. As WIOA participants work with their case manager at the career center, and have been determined eligible and appropriate candidates for training, they are required to research at least two providers from the list that offer training in their desired occupation. Once a provider has been selected, the case manager identifies if the funding is available with the Finance Department of the North Shore WB and then prepares an ITA request package that is submitted to the North Shore WB. The North Shore WB prepares "Umbrella Contracts" every three years with each provider that outlines the general provisions and requirements under the ITA system. An individual fact sheet is prepared for each participant that identifies the specific course information and detailed costs for the ITA.

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

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

Historically, the MassHire-North Shore Career Center devotes a limited percentage of its available WIOA formula training resources for the provision of On the Job Training as a training vehicle. This policy may be reconsidered depending on the demand for training from both the demand and supply side of our economy. Where OJT is utilized as the appropriate training vehicle to meet an individual's training needs, the Career Center staff provide consideration to utilize all resources available in the successful training placement.

b. Apprenticeship:

The North Shore WB is an approved apprenticeship sponsor for the NAMC region acting as an intermediary between DAS and the traditional employer sponsor. As we expect this role to continue and grow over the next four years, Career Center staff actively engage with both

business and job seekers customers in an effort to maximize the use of apprenticeships as an effective training, placement, and employee retention tool. Career Center staff meet on a monthly basis with NAMC marketing managers to identify companies that may be apprentice candidates and to refine effective strategies to engage businesses in the Advanced Manufacturing Apprentice initiative. Career Center staff provide monitoring services to companies to ensure that apprentice training takes place as planned in apprentice documents. In addition, the Career Center staff works closely with our regional contact from the Massachusetts Department of Apprenticeship Standards to identify local businesses in non-manufacturing sectors that may also be interested participants.

c. Incumbent Worker Training:

To date the North Shore has not provided incumbent workers training under WIOA but reserves the right to work with local businesses in the development of targeted incumbent worker programming should this demand arise and necessary funding be available.

d. Work Experiences (paid or unpaid):

The MassHire-North Shore Youth Career Center provides work experience programming options for eligible youth participating in year-round WIOA youth programs in coordination with our approved youth vendors. Youth participating in summer employment activities through the Youth Works and F1rstJobs programs also participate in work experience throughout the summer.

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

We do not, at this time, anticipate participating in transitional employment activities.

f. Online remediation tools (such as WorkKeys Curriculum) for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies:

Currently, the North Shore WB and Career Center utilizes TABE to screen all customers for training including, where applicable, OTJ and apprenticeships.

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

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

The North Shore WB posted the draft 4-Year Plan on July 1, 2021, for a 30-day public comment period of July 1, 2021 – July 30, 2021. Notices of the posting were sent via newsletter/email to our local Board, board sub-committee distribution list (members and regular attendees, including all our youth providers), bidder's list, local mayors and town managers, and WIOA MOU core Partners. (The Notice of the posting was sent out via an

electronic newsletter which has over 2000 subscribers.) This process allowed for comments to be submitted electronically as well. All comments were responded to once received.

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

- (22) *Describe progress made implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by system partners.*

The North Shore WB and the North Shore Career Center support the state level work that has begun to establish and implement an integrated technology-based in-take and case management information system among the WIOA partners in the Commonwealth as well as our local area. As this is being formulated at the state level, the North Shore WB and North Shore Career Center have developed and implemented a pilot shared-customer referral portal. The purpose of the referral portal is to provide an online mechanism that supports the referral of WIOA shared customers, e.g., customers who would benefit from services from more than one WIOA Partner agency, in an efficient and effective manner. Agencies making these referrals believe that their customer needs more than they can provide, e.g., career coaching and training plus assistance with a disability; adult education plus access to income supports; etc. All of the partners agree that this a crucial first step in sharing information for the benefit of the client/customer and their ultimate success in the labor market. Not all partners were allowed to participate but we hope that this work continues over the next four years and that such a tool is fully available as soon as possible.

- (23) *What is the direction given by the Governor and your local Board to the career center operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134€(3)€ and § 680.600 –*

POS for Veterans: <https://www.mass.gov/service-details/priority-of-service-for-veterans>
State Plan: <https://www.mass.gov/files/documents/2018/02/09/ma-wioa-state-plan-final-4-7-16.pdf>

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

The North Shore WB and the North Shore Career Center follow the guidance set forth by the Commonwealth related to Priority of Service for adult career and training services for our nation's Veterans and recipients of public assistance, other low-income individuals, and individuals who lack basic-skills. The North Shore WB and North Shore Career Center staff determine eligibility for their respective programs and services following the state and local policy when identifying access and enrollment.

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

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

The Local Board may establish a process that also gives priority to other individuals eligible to receive such services outside the groups given priority under WIOA, provided that it is consistent with the priority of service for Veterans. Please note the local policy and process must be consistent with WIOA sec. 134€(3)€ and § 680.600 in the absence of a priority of service policy.

As stated above, The North Shore WB and the North Shore Career Center follow the guidance set forth by the Commonwealth related to Priority of Service for adult career and training services for our nation's veterans and recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The North Shore WB and North Shore Career Center staff determine eligibility for their respective programs and services following the state and local policy when identifying access and enrollment.

The North Shore WB provides (2) two priority considerations for enrollment into intensive and training services for low-income individuals as defined by the Workforce Innovation and Opportunity Act. In addition, the WB has stipulated the individuals living below the MIT Living Wage Calculator/Standard also are eligible for intensive and training services. The policy defines in greater depth how these criteria are implemented for customers participating in Individual Training Accounts (ITA's).

These two priority stipulations include:

- **First priority** for enrollment through ITA is provided to those that meet federal low-income guidelines (greater of 100% poverty level or 70% lower living standard level).
- **Second priority** for ITA enrollment is given to those whose families are living below the self- sufficiency level for the North Shore area.

Both cases require the submission of income verification information by the customer to the Career Center. Income of all household members is required for final determination in compliance with the North Shore WB and MassHire Division of Career Services policy.

(c) Your local plan must include any additional information required by the Governor.

No additional information has been requested at this time.

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

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

The Governor has placed particular emphasis on the shared regional planning and program execution. We have incorporated several items from our Regional Blue Print within our Plan above.

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

n/a

WIOA Local Four-Year Plan Signatories

**Fiscal Years 2022 - 2025
MassHire North Shore Workforce Board**

This Local Four-Year Plan shall be fully executed as of the date of signatures below, and effective through June 30, 2025. The Plan may be amended or modified if agreed to by all parties.

Signature indicates acceptance of the Local Four-Year Plan.



8/16/21

Mayor Kimberley Driscoll, Chief Elected Official

Date



8/12/21

Tracey Cahalane, MassHire North Shore Workforce Board Chair

Date



8/12/21

Mary Sarris, MassHire Workforce Board Director

Date



8/19/21

Paul Ventresca, Interim MassHire Career Center Director

Date



8/12/21

David Manning, Director, Systems Management and Oversight
DWD/Division of Career Services

Date



8/16/21

Anna Freedman, Director of Finance, City of Salem - Title I Fiscal Agent

Date

Workforce Innovation and Opportunity Act (WIOA)

MassHire North Shore Workforce Board and WIOA Partners

Memorandum of Understanding (MOU)

June 30, 2021

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **MassHire North Shore Workforce 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 **MassHire North Shore Workforce 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 **MassHire North Shore Workforce 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.))
13. **Ex-Offender Program** (Sec. 212 of the Second Chance Act of 2007)
14. **Job Corp** (Title I)
15. **Employment and training activities carried out by the Department of Housing and Urban Development**

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

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

This agreement shall commence on **June 30, 2021** and shall terminate on **June 30, 2024** unless otherwise terminated by agreement of all parties or superseded.

IV. ASSURANCES

The **MassHire North Shore Workforce 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. Actively participate in discussions and program development that is appropriate for the current COVID and soon-to-be Post COVID economy.
3. 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.)
4. 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)
5. 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.
6. Track and evaluate the outcomes for individuals who are served through this MOU, and who face various barrier to employment.
7. Use a portion of the funds available for programs and activities to maintain the MassHire Career Center delivery system, including infrastructure and shared costs of MassHire Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
8. Provide representation on the local workforce boards (as defined by MASSHIRE NORTH SHORE WB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.
9. Convene locally as an MOU Team at least quarterly and agree to the roles and responsibilities each Partner will have in the development of a diversity, equitable, and inclusive integrated service delivery strategy that meets the needs of customers and businesses.
10. 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, using remote as well as in-person service delivery methods.

Job Seeker Services		
Basic Career Services	Individualized Career Services	Training
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
Local, regional and statewide job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT), Job driven trainings and Apprenticeship
Access to employment opportunity and labor market information	Labor market trends and job seeking skills Workshops	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Assistance on contacting DUA with regards to Unemployment Insurance claims	Work experience, transitional jobs, registered apprenticeships, and internships	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., 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	Customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules

* 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

Beginning, September, 2022 the MassHire North Shore Career Center will convene the 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.

Employer services will be provided using virtual as well as in-person service delivery methods.

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 on disability awareness issues and inclusion	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.
- Residents of subsidized housing

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

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.
5. WIOA offers an opportunity to innovate and strengthen service to industries and business, particularly those determined to be in priority and critical industries. 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.
6. The North Shore Workforce Partnership has developed a Referral Portal, through which Partners will share names, contact information, and general related information. This Portal represents the entry point for serving Shared Customers. Partners will ensure that customers entered into this Portal have agreed in writing to sharing their contact information and will keep a record of this agreement in their files. Shared customers will have access to all resources (including computers, fax machines, copiers, workshops etc. available at the career center.
7. 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.
8. The North Shore Workforce Partnership will establish an annual training plan for management and the staff of partners. (Topics to be covered include e.g., Labor Market Information, Enhanced Virtual Service Delivery, Equity Balance and Inclusion, etc.)
9. The MASSHIRE NORTH SHORE WB will provide for various levels of participation by Partners in the four-year One Stop Review Team, ranging from Advisory to Voting Members. Decisions will be based primarily on the MASSHIRE NORTH SHORE WB’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 MASSHIRE NORTH SHORE WB performs procurement, and various levels of participation (either on full review team if a MASSHIRE NORTH SHORE WB 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.

- 10 The Parties of this MOU agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition, all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. As such, all parties to this agreement acknowledge that the Local MOU herein serves the purpose of the infrastructure funding agreement (IFA) as required by WIOA. The infrastructure funding agreement as described will be revisited on an annual basis and periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged in proportion to relative benefits received. Infrastructure funds are apportioned at the state level based on the percentage of shared customers served in each 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) or Contracts with the MassHire Department of Career Services (MDCS), as 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. MDCS will monitor the spending of all shared and infrastructure costs and Local partners agree to meet regularly to discuss integrated service delivery strategies and the shared and infrastructure funds needed to actualize services. On an annual basis, local partners will provide suggestions and recommendations to state level partners for adjustments to shared and infrastructure funds allocated. The utilization of infrastructure funds will be reviewed on a quarterly basis. Staff time and in-kind resources attributed to shared costs will be reviewed annually for necessary adjustments.
11. The North Shore Workforce Partnership agrees that a MOU review will occur not less than every three years.
12. The MOU acknowledges other provisions agreed to by all parties that are consistent with all partner programs' services and activities, authorizing statutes and regulations.
13. The North Shore Workforce Partnership agrees to jointly review and commit to WIOA mandated performance metrics that are include in the NSWB 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:

**Tracey Cahalane, Chair
MassHire North Shore Workforce Board**



6/11/21

Signature:

Date:

**Kimberley Driscoll, Mayor
City of Salem**



6/16/21

Signature:

Date:

**Michele Lockwood, Area Director
Mass. Rehabilitation Commission**

Michele Lockwood

6/10/21

Signature:

Date:

**Thelma Williams, Regional Director
Mass. Commission for the Blind**

Thelma Williams

6/8/21

Signature:

Date:

**John Saulnier, Deputy Director of Field
Operations
Department of Unemployment Assistance**

John Saulnier

6/9/21

Signature:

Date:

**Mark Gyurina, Chief Program Officer
Operation A.B.L.E.**

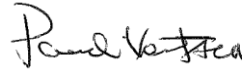


6/14/21

Signature:

Date:

**Paul Ventresca, Career Center Manager
North Shore Career Center (DCS)**



6/14/21

Signature:

Date:

**James Henderson, Director of Education
North Shore Community Action Programs**



6/14/21

Signature:

Date:

**Dr. Nate Bryant, Interim President
North Shore Community College**



6/8/21

Signature:

Date:

**Beth Toolan, Executive Director
Pathways Inc.**



6/14/21

Signature:

Date:

**Sylvia Hosman, Director
Department of Transitional Assistance**

Sylvia Hosman

6/14/21

Signature:

Date:

**Angela Rackley, Center Director
Shriver Job Corps Center for
John Pedersen, Senior Vice President, Education &
Training Management and Training Corporation**



6/25/21

Signature:

Date:

**Charles Gaeta, Executive Director, Lynn
Housing Authority & Neighborhood
Development**

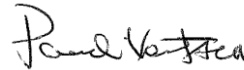


6/15/21

Signature:

Date:

**Paul Ventresca, Interim Executive Director
MassHire North Shore Career Center**



6/14/21

Signature:

Date:

**Mary Sarris, Executive Director
MassHire North Shore Workforce Board**



6/8/21

Signature:

Date:

Attachment 1

WIOA Partners and Priority Populations

Partner	Priority Population	Educational and Services Needed	Benefit to customer/client from Career Center service
Division of Career Services	Any labor force member requiring job search assistance; Veterans; Migrant/Seasonal Farmworkers; Trade; Rapid Response	Workshops to prepare and carryout job search; job referrals; access to educational programming and/or to occupational training	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
DTA	TANF and SNAP Recipients	Additional education and training; Career exploration, preparation, and information; Career Pathway development; counseling; transportation and day care assistance; Occupational training; Placement and job retention services	Intensive case management services, Career Pathways information – LMI and Assessment/ Customer Action Plan, Access to workshops, Access to Occupational Skills Training and also targeting group trainings in critical industries e.g. manufacturing. When eligible, referral to WIOA youth programming and intensive services.
DESE (3 ABE Providers)	Adults needing high school equivalency; Adults needing academic remediation; Adults needing English language instruction; programming is available for youth	Career exploration, preparation, and information; Career Pathway development; Occupational training; Placement and job retention services; High School Equivalency preparation and/or College preparation	Access to a variety of workshops, Career Pathways information – LMI to assist recent immigrant to understand world of work in USA, Access to Occupational Skills Training to augment current skills and degrees, Access to resource room
Operation ABLE/SCSEP	Unemployed individuals +55 and older at 125% or less of federal poverty level	Gain work experience and training and secure unsubsidized employment	A variety of services (workshops targeting mature workers, LMI, case management) to 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 post-employment 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	
Job Corp			
HUD E&T LHAND			

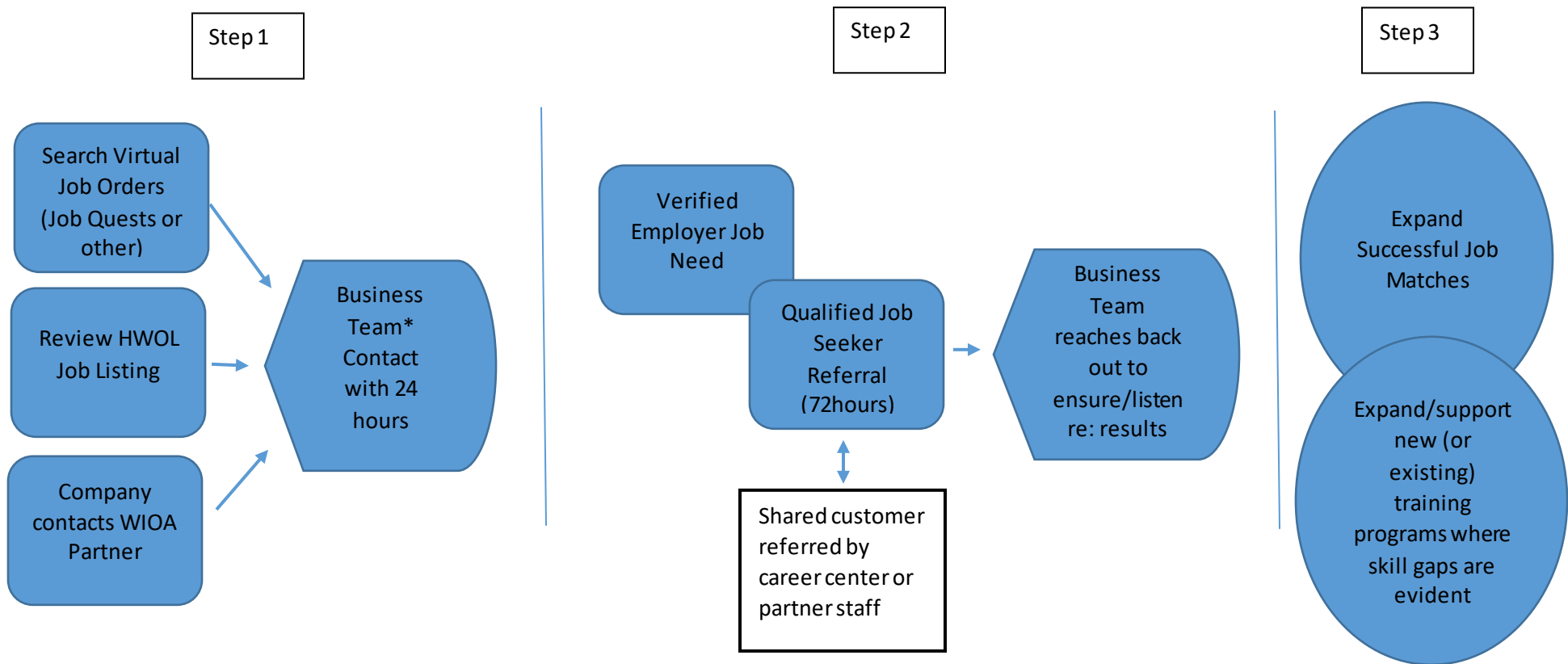
Estimations and Tracking Sheet – Shared Customers FY 2022 - 24

Partner	Data from MOSES/OSCCAR Reports/Other Please note - Not necessarily “shared Customers”	FY 2022 shared customer Goal Estimates*	Actual FY 2022	Actual FY 2023	Actual FY 2024
Division of Career Services	5500 total customers in FY 19				
DTA	XX total CEIS customers in FY 19				
DESE (3 ABE Providers)	350 total customers in FY 19 with less than HS Diploma				

Operation ABLE/SCSEP	2040 total customers in FY19 55 and over				
DUA	1650 total customers in FY 19				
MCB	780 total customers in FY 19 Self-Identified Person w Disability				
MRC	360 total customers in FY 16 Self-Identified Person w Disability				
Job Corp					
HUD E&T LHAND					
North Shore Career Center/Lead Operator	WIOA FY 2019 eligible Adult/DW and Youth Adult 80, DW 188, Youth 68				

*To be determined at September 2021 meeting

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



Partner Agencies

WIOA PARTNERS:
 -DESE/ACLS
 -MRC
 -MCB
 -DTA
 -OPERATION ABLE
 -DUA
 -ES
 -NORTH SHORE CAREER CENTER

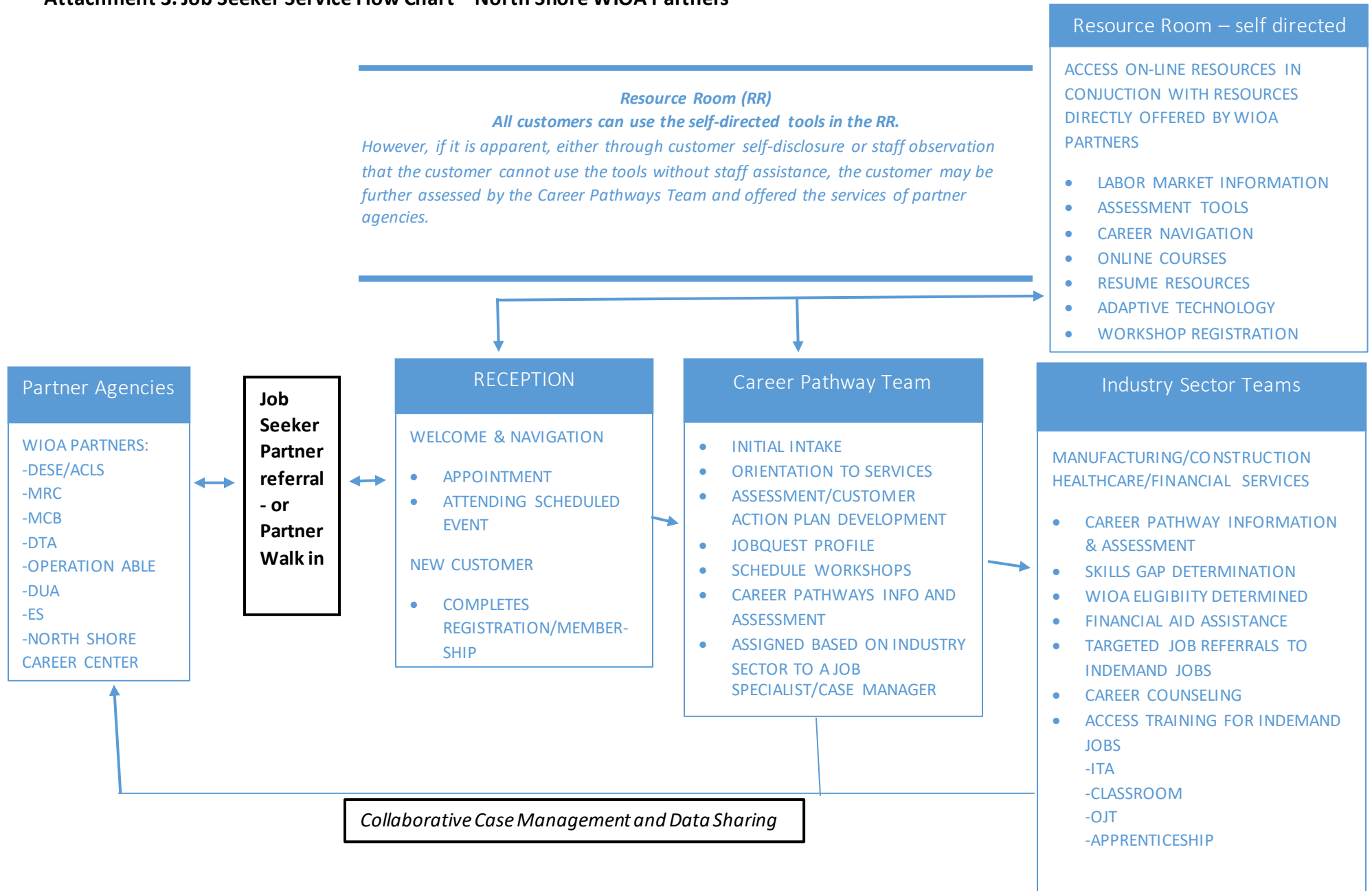
*Business Team

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
 - ITA
 - OJT
 - GROUP TRAINING
 - SECTOR SPECIFIC TRAINING
- INFORMATION DISSEMINATION/BUSINESS DEVELOPMENT

Attachment 3. Job Seeker Service Flow Chart – North Shore WIOA Partners



Attachment 4

WIOA Partnership Meeting Schedule

The WB will develop an agenda for each meeting, and the group will continue to work on the goals for FY2021 - 2024, customer flow, staff training, data challenges and issues, and service models for job seekers and businesses. Part of this process calls for the continuation 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 its current meeting process at least bi-monthly.

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

2021

- September 15, 2021
- November 17, 2021

2022

- January 19, 2022
- March 16, 2022
- May 18, 2022
- September 21, 2022
- November 16, 2022

2023

- January 18, 2023
- March 15, 2023
- May 17, 2023
- September 20, 2023
- November 15, 2023

2024

- January 17, 2024
- March 20, 2024
- May 15, 2024