SOUTH SHORE WORKFORCE DEVELOPMENT AREA SOUTHEAST REGION WIOA LOCAL PLAN FISCAL YEAR 2018

South Shore Workforce Development Board

Dean Rizzo, Executive Director

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WIOA PRIMARY INDICATORS OF PERFORMANCE

WIOA LOCAL PLAN OVERVIEW

FISCAL YEARS 2018-2021

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

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

SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT

DATA PACKAGE

DEMOGRAPHIC CONTEXT

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

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

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

EMPLOYER DEMAND SUMMARY

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

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

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

CAREER PATHWAYS

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

INVESTIGATING THE EMPLOYMENT SUPPLY GAP

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

Labor supply/employer demand = supply gap ratio

ADULT BASIC EDUCATION SURVEY

SURVEY RESULTS ANALYSIS

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



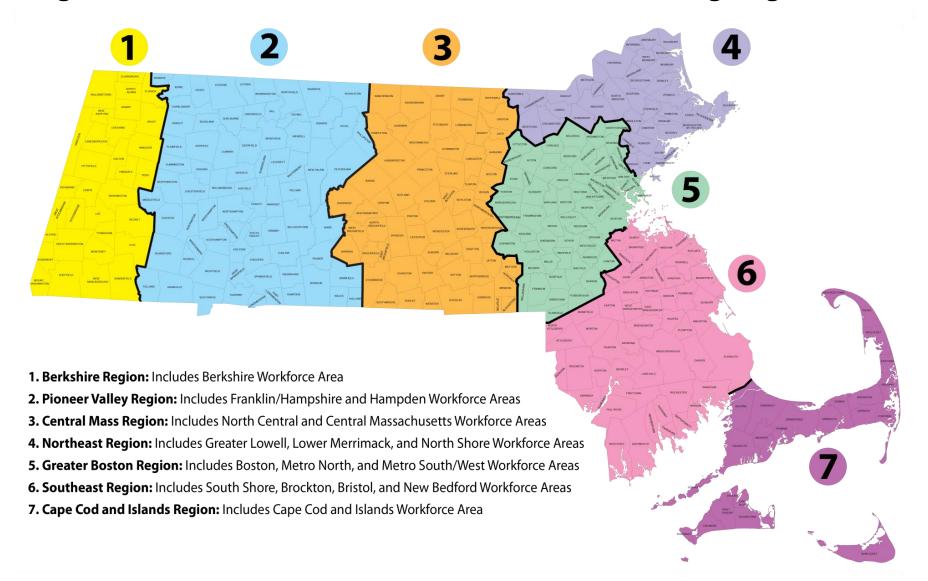


Table of Contents

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

- I. Regional Map
- II. Demographic Context and Overview
- III. Employer Demand Data
- IV. Supply Gap Data

Regional Structure – Workforce Skills Cabinet Planning Regions



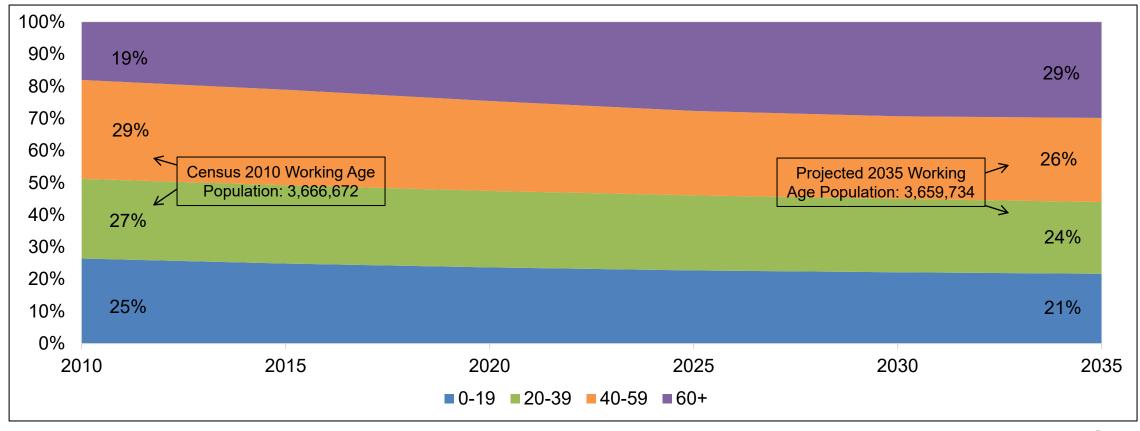
II. Demographic Context and Overview

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

Projected State Population Growth by Age, 2010-2035

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





State Trends, Race/Ethnicity and Place of Origin

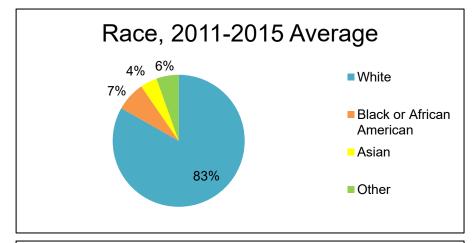
Massachusetts population growth is driven by immigration, and by growth in diverse populations.

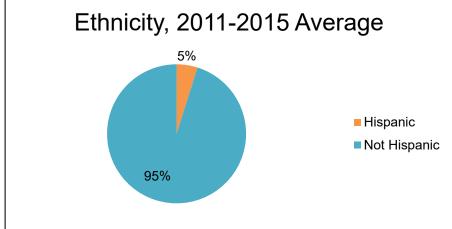
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	Absolute Change	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	31.6%	2.1%
Race/Ethnicity						
White, non-Hispanic	5,026,398	4,817,401	75%	-208,997	-4.2%	-0.3%
Black, non-Hispanic	300,758	407,723	6%	106,965	35.6%	2.4%
Asian, non-Hispanic	224,242	375,130	6%	150,888	67.3%	4.0%
Hispanic	412,496	678,193	11%	265,697	64.4%	3.9%
Other race, non-Hispanic	167,858	168,848	3%	990	0.6%	0.0%
*Civilian non-institutional population						

^{**}Foreign born is defined here as those born outside of the 50 states and the District of Columbia, who was not born to American parents abroad, and people born in Puerto Rico and other U.S. territories.

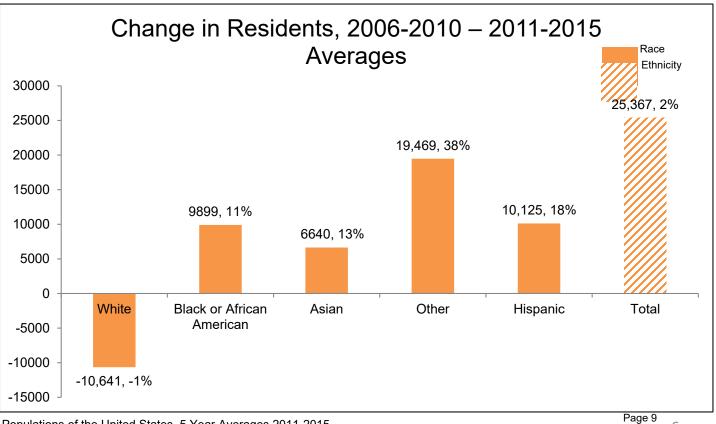
Regional Trends, Race/Ethnicity

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



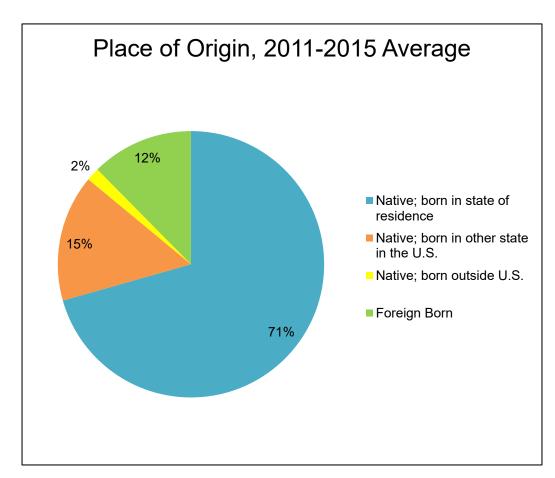


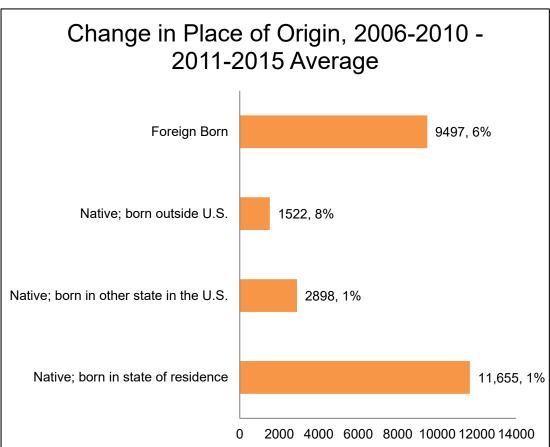
Total Population Estimate: 1,359,366 2011-2015 Average



Regional Trends, Place of Origin

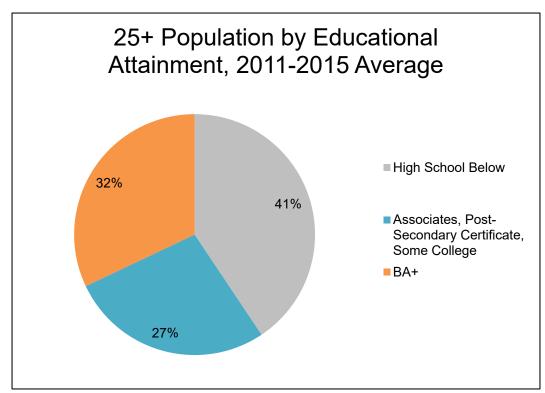
Almost ¾ of Southeast MA was born locally. The share of foreign-born residents has increased by 6% over the past ten years.

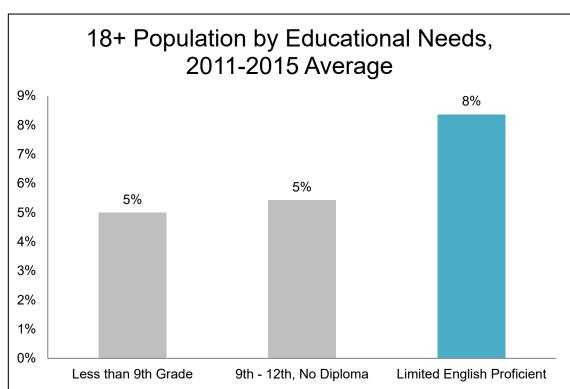




Regional Trends, Education

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



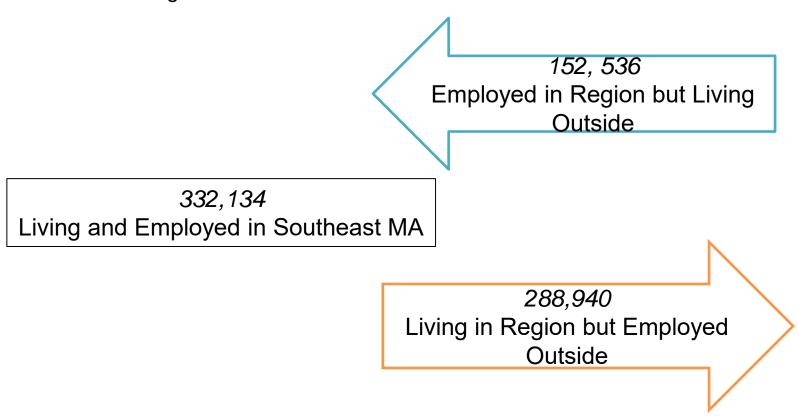


Total Population Estimate, 25+: 940,475

Total Population Estimate, 18+: 1,062,656

Regional Commuter Patterns

The Southeast MA's employers face a net loss of approximately 135,000 employers who leave the region for work.



Summary of Demographic Trends

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

III. Employer Demand Data

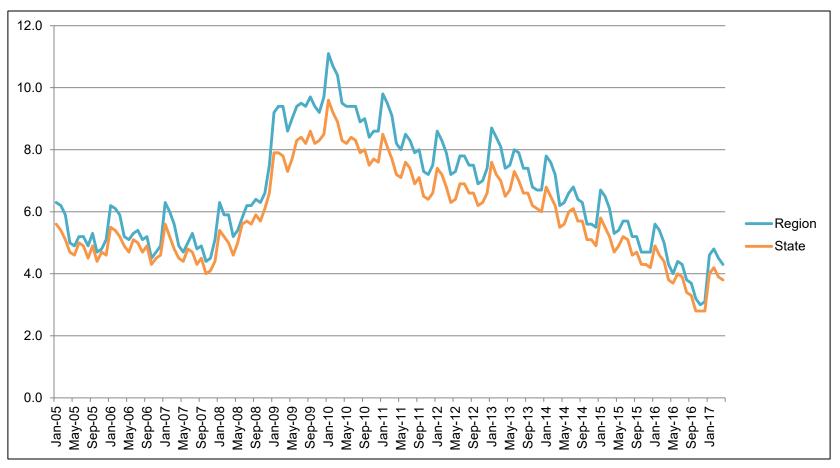
- A. Context
- B. Industry Overview
- C. Occupation Overview
- D. Career Pathways

Employer Demand Data

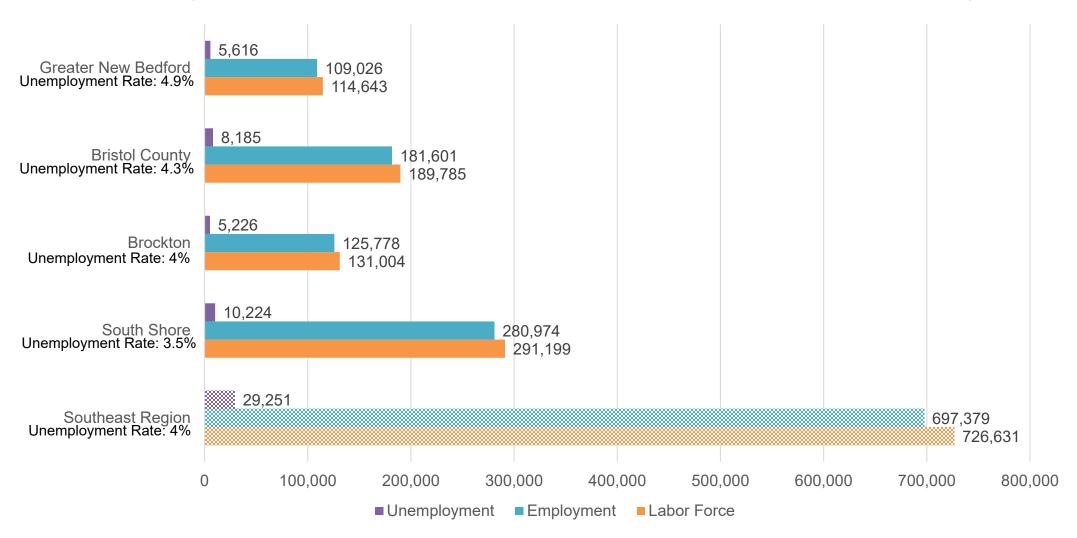
- Contextual data illustrates broadly the employment patterns in the region.
- Industry data shows which employers are prominent in the region.
- Occupation data shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.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

State and Regional Unemployment Rate

Southeast MA's unemployment rates tend to exceed those of the Commonwealth by an average of approximately .4%.

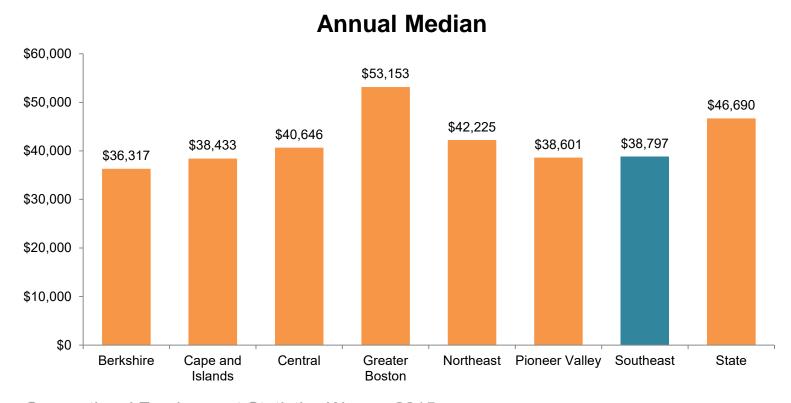


Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



Median Wage

Southeast MA rivals its neighbor, the Cape and Islands, for wage, but borders Greater Boston, home to the region's highest median wage.



Occupational Employment Statistics Wages, 2015

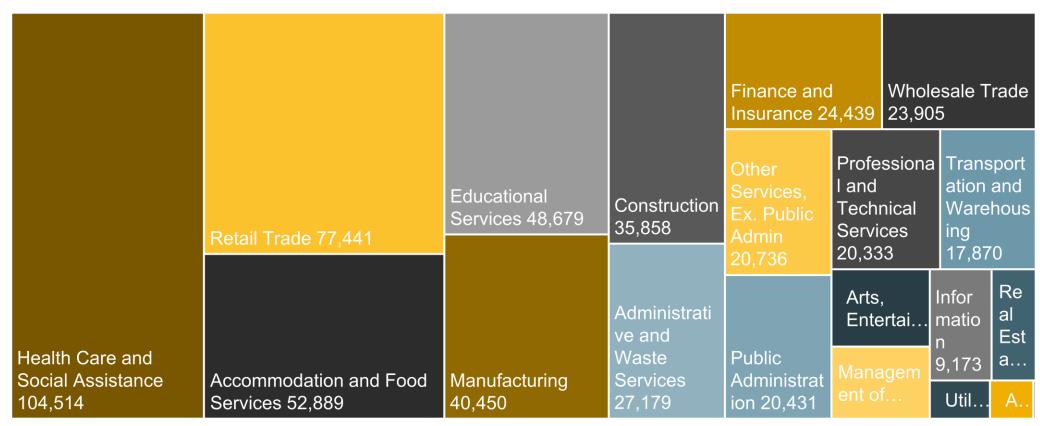
B. Industry Overview

Industry Terminology

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

Southeast Region Sector Makeup

by total employment



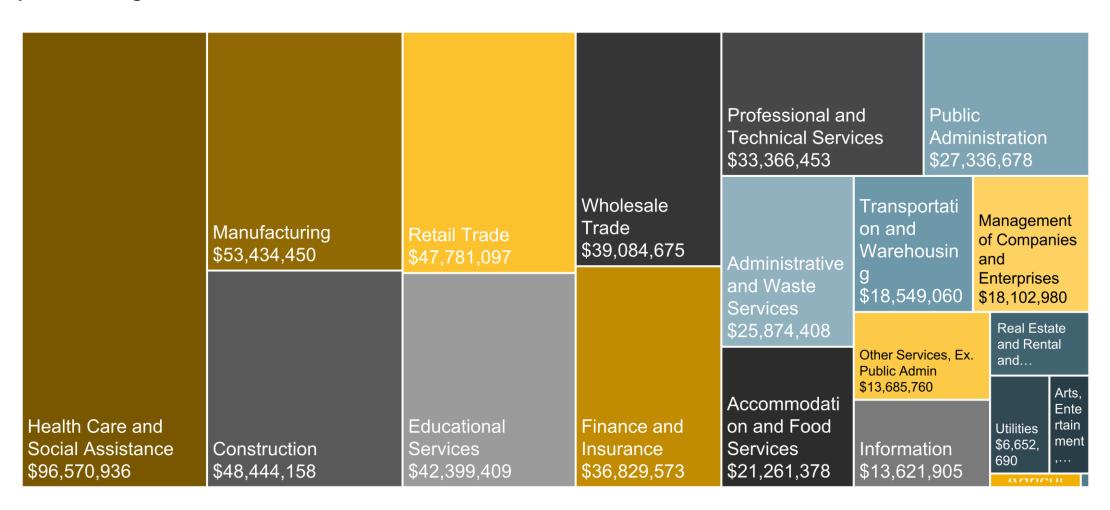
Arts: 10,163

Management: 9,478 Real Estate: 6,547 Utilities: 3,070

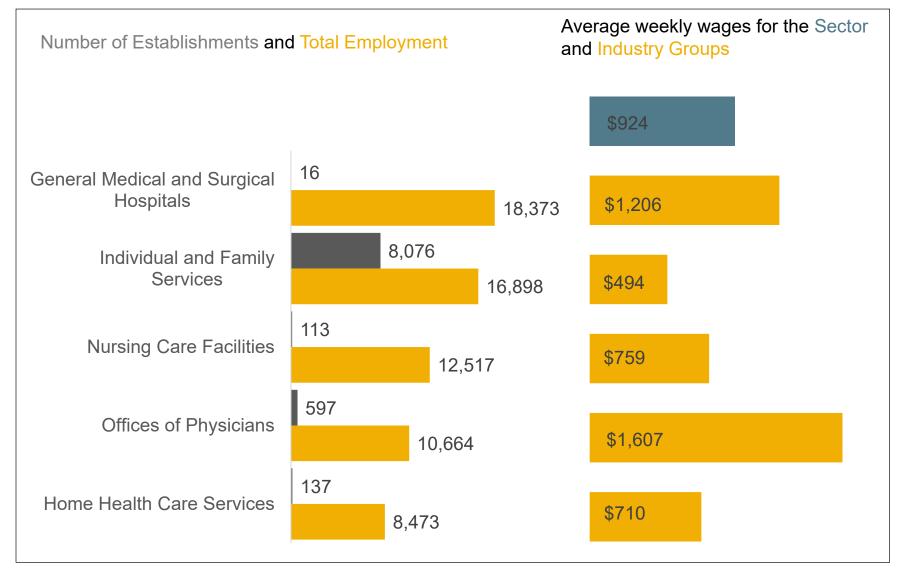
Agriculture: 2,214

Southeast Region Sector Makeup

by total wages

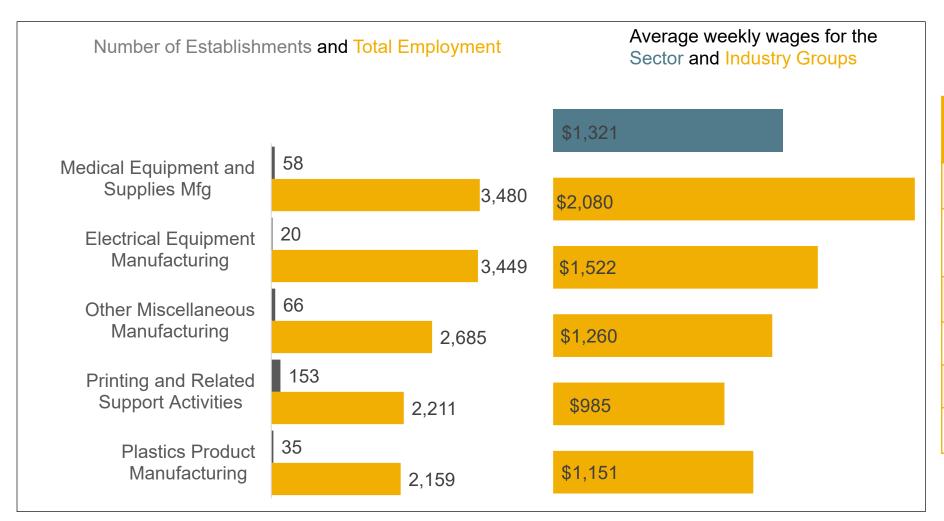


Health Care Industry Groups



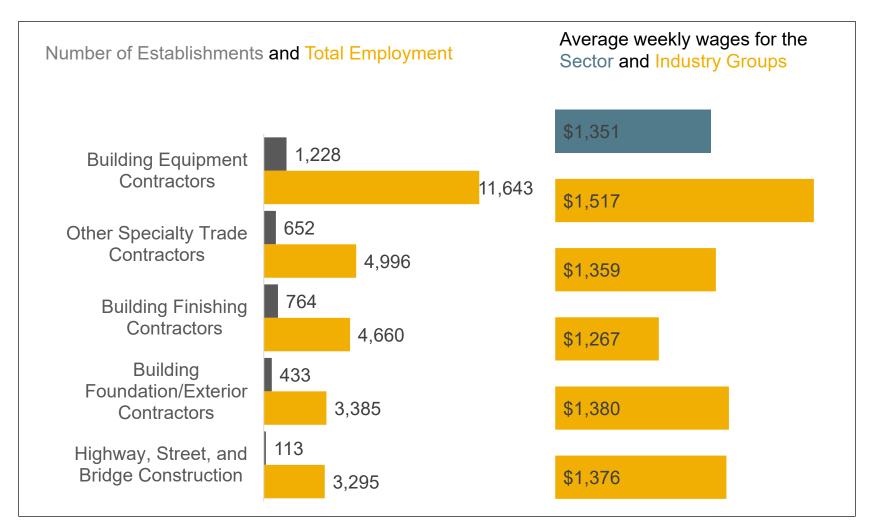
Largest Employe month Job Pos	
Employer	Postings
South Shore Hospital	265
Signature Healthcare	199
Kindred Healthcare	153
Life Care Centers of America	148
Steward Health Care System, LLC	131

Manufacturing Industry Groups



Largest Employe month Job Pos	
Employer	Postings
Johnson and Johnson Family of Companies	389
Haemonetics Corporation	372
General Dynamics	76
Blount Fine Foods	68
Smith & Nephew Inc.	63

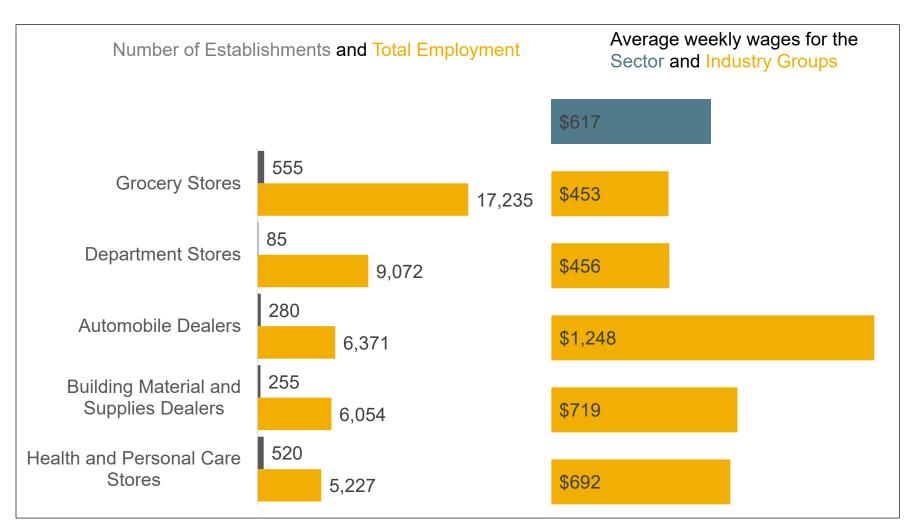
Construction Industry Groups



Largest Employe month Job Po	
Employer	Postings
DISH Network Corporation	64
State of Massachusetts	44
CAREGIVER Homes	15
American Residential Services	12
T&K Asphalt Services	10

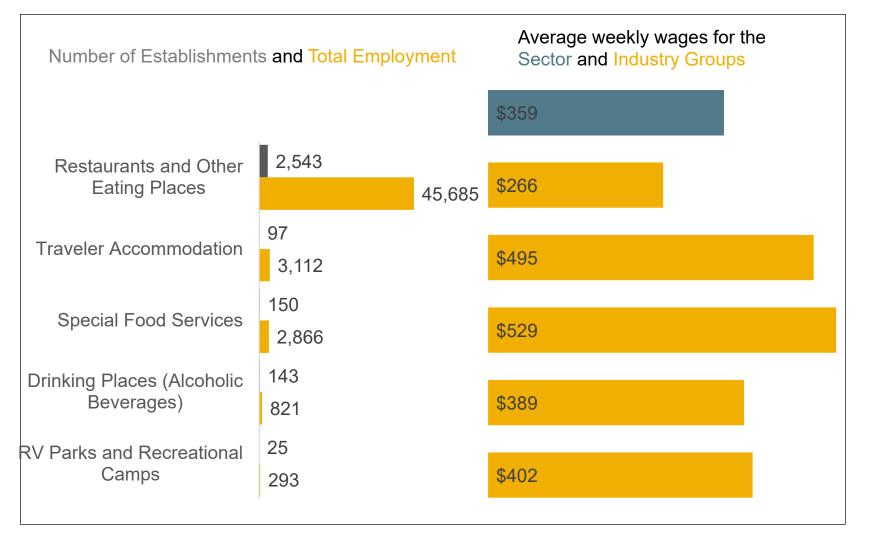
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Retail Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Lowe's	846	
Target Corporation	458	
Macy's	408	
Bridgestone	235	
Kohl's Corporation	175	

Accommodation Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Red Robin	116	
Dell	103	
Panera Bread	81	
Chipotle	65	
Marriott	60	

C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

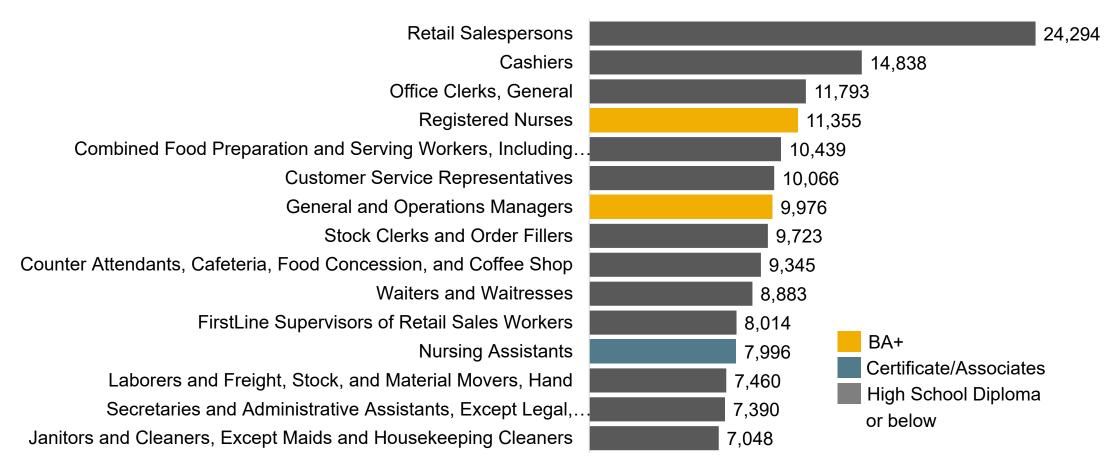
C3. Occupations Indexed by Demand Star Ranking

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

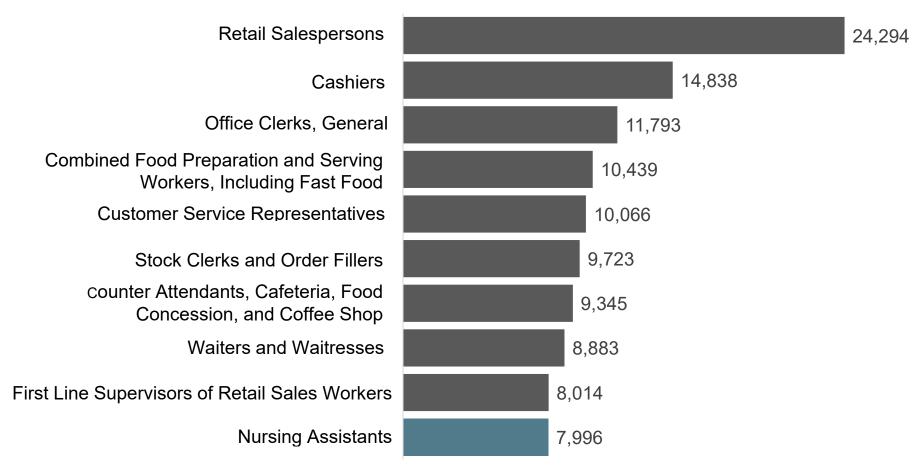
Occupation Terminology

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

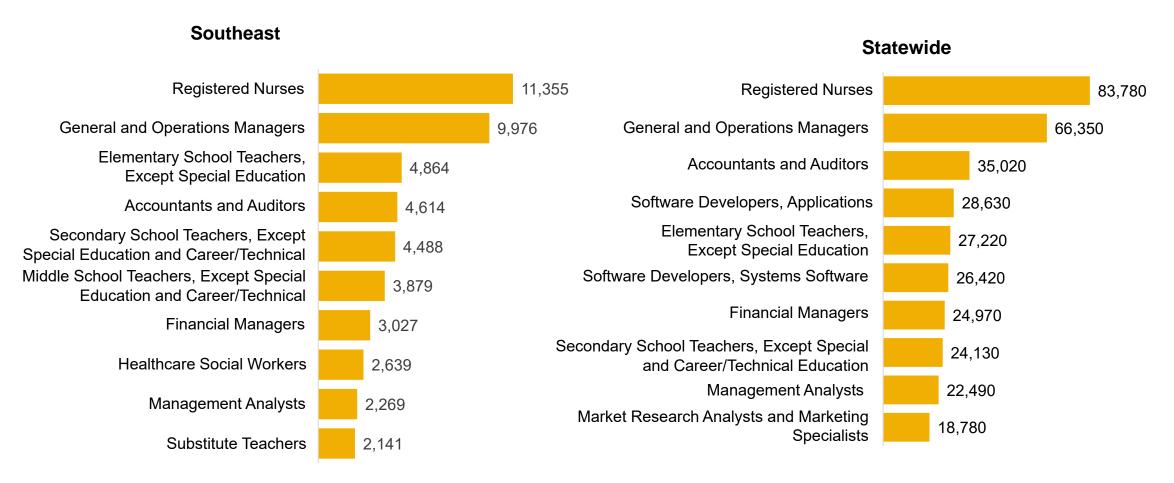
Top 15 Occupations by Share of Employment, 2015



Top 10 Occupations by Employment Share, 2015 Sub-BA



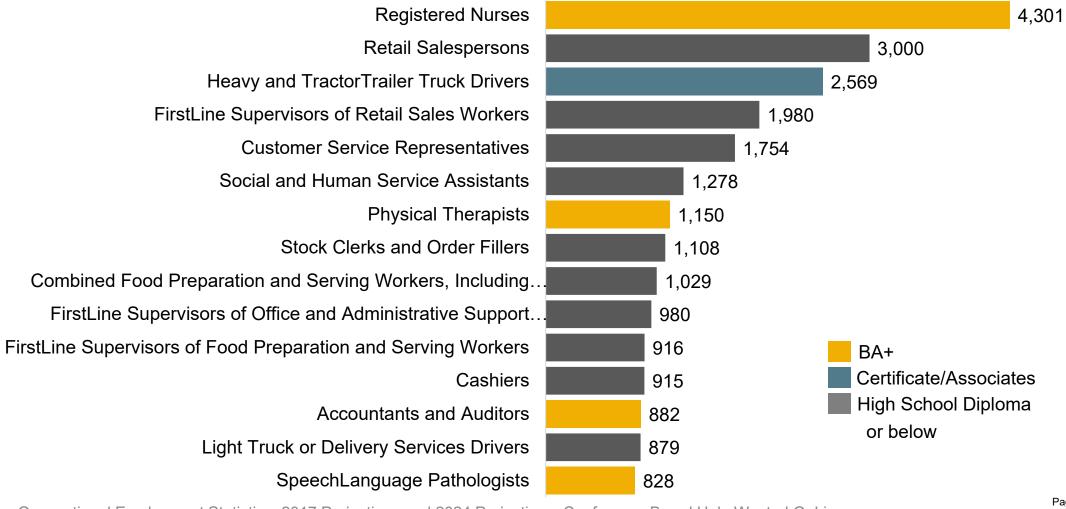
Top 10 Occupation by Employment Share, 2015, BA+



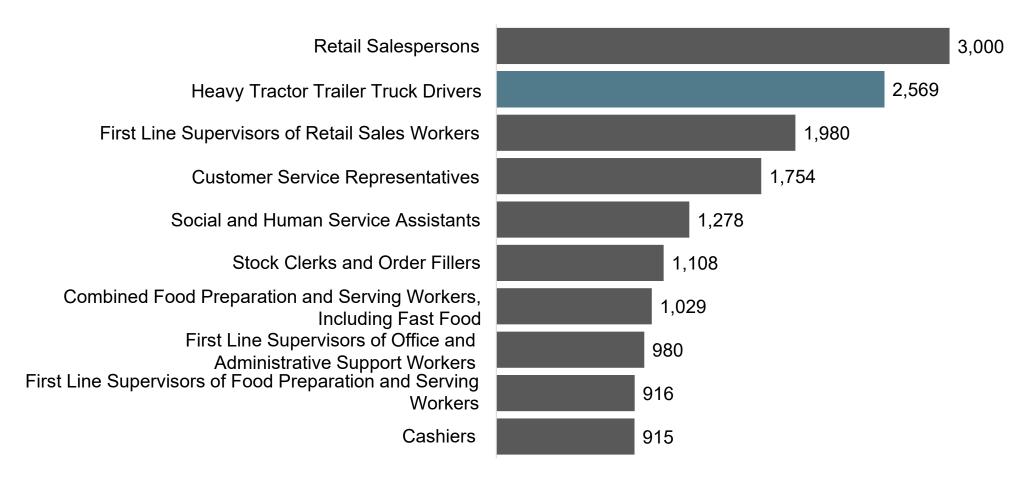
Employer Demand Terminology

•	r a particular occupation, based on surveyed employers
te ac No de ar	nort term openings from replacement and growth (2017), long rm openings from replacement and growth (2024), and divertised online postings, averaged ote: there are many different ways to measure "employer emand." The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find iddle ground.

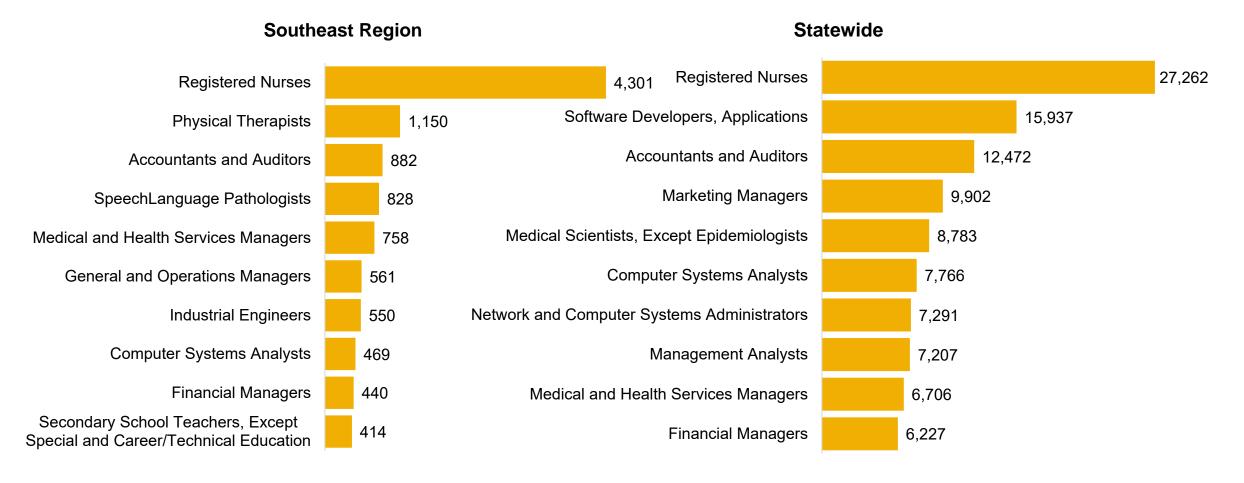
Top 15 Occupations by Indexed Employer Demand, All Education Levels



Top 15 Occupations by Indexed Employer Demand, Sub-BA



Top 10 Occupations Requiring a BA by Indexed Employer Demand



Terminology

Demand Star Ranking

Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage.

Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.

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

Occupation Title	Demand STARS	Associated Industry	Annual Median Wages
Transportation, Storage, and Distribution Managers	4	Transportation and Warehousing	\$77,660
Food Service Managers	4	Accommodation and Food Services	\$55,019
Property, Real Estate, and Community Association Managers	5	Real Estate and Rental and Leasing	\$81,055
Claims Adjusters, Examiners, and Investigators	4	Finance and Insurance	\$68,750
FirstLine Supervisors of Police and Detectives	4	Public Administration	\$90,240
Police and Sheriff's Patrol Officers	4	Public Administration	\$62,743
Chefs and Head Cooks	4	Accommodation and Food Services	\$50,296
FirstLine Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	4	Administrative and Waste Services	\$44,203
FirstLine Supervisors of Retail Sales Workers	4	Retail Trade	\$42,599
FirstLine Supervisors of NonRetail Sales Workers	5	Retail Trade	\$83,744
Insurance Sales Agents	4	Finance and Insurance	\$58,947
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4	Wholesale Trade	\$62,715

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

Occupation Title	Demand STARS	Associated Industry	Annual Median Wages
Web Developers	4	Professional and Technical Services	\$60,924
Computer User Support Specialists	4	Professional and Technical Services	\$55,342
Respiratory Therapists	4	Health Care and Social Assistance	\$66,822
Dental Hygienists	4	Health Care and Social Assistance	\$84,601
Cardiovascular Technologists and Technicians	4	Health Care and Social Assistance	\$71,590
Diagnostic Medical Sonographers	4	Health Care and Social Assistance	\$85,447
Radiologic Technologists	4	Health Care and Social Assistance	\$70,650
Magnetic Resonance Imaging Technologists	4	Health Care and Social Assistance	\$84,830
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	\$54,209
Occupational Therapy Assistants	4	Health Care and Social Assistance	\$59,160
Physical Therapist Assistants	4	Health Care and Social Assistance	\$58,469
Dental Assistants	4	Health Care and Social Assistance	\$42,246
Medical Assistants	4	Health Care and Social Assistance	\$34,569
Telecommunications Equipment Installers and Repairers, Except Line Installers	4	Information	\$71,759
Automotive Service Technicians and Mechanics	4	Retail Trade	\$44,387
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4	Construction	\$53,519
Heavy and TractorTrailer Truck Drivers	4	Construction	\$46,788

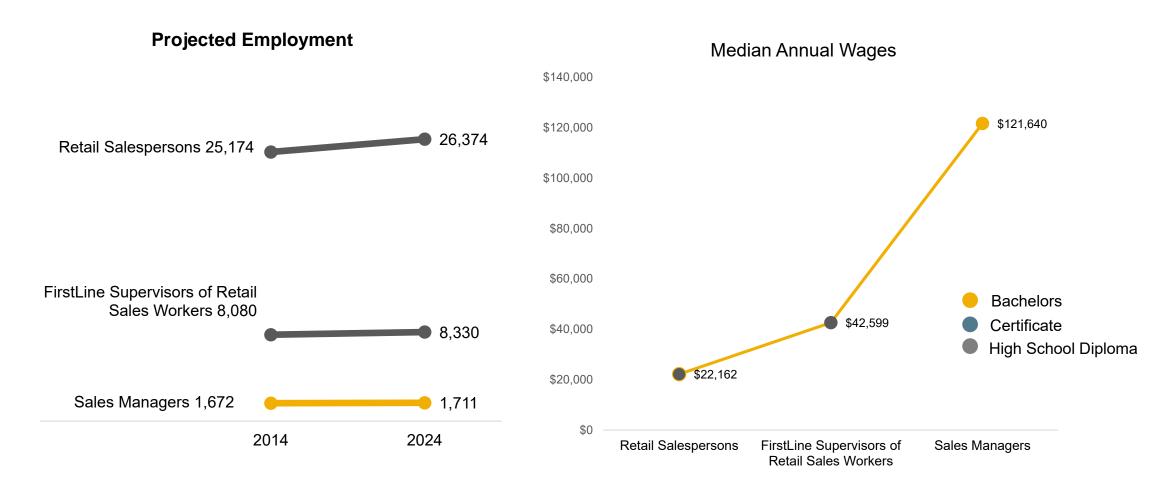
Selected 5-Star Occupations Requiring a BA+

Occupation Title	Demand STARS	Associated Industry	Annual Median Wages
General and Operations Managers	5	Professional and Technical Services	\$96,257
Advertising and Promotions Managers	4	Professional and Technical Services	\$91,976
Marketing Managers	5	Professional and Technical Services	\$119,113
Sales Managers	5	Retail Trade	\$121,640
Public Relations and Fundraising Managers	4	Educational Services	\$110,368
Administrative Services Managers	4	Professional and Technical Services	\$86,317
Computer and Information Systems Managers	5	Professional and Technical Services	\$122,022
Financial Managers	5	Finance and Insurance	\$92,770
Industrial Production Managers	4	Manufacturing	\$97,019
Purchasing Managers	4	Manufacturing	\$105,845
Human Resources Managers	4	Professional and Technical Services	\$93,508
Training and Development Managers	4	Professional and Technical Services	\$125,488
Construction Managers	4	Construction	\$98,050
Education Administrators, Preschool and Childcare Center/Program	4	Educational Services	\$52,306
Education Administrators, Elementary and Secondary School	5	Educational Services	\$105,419

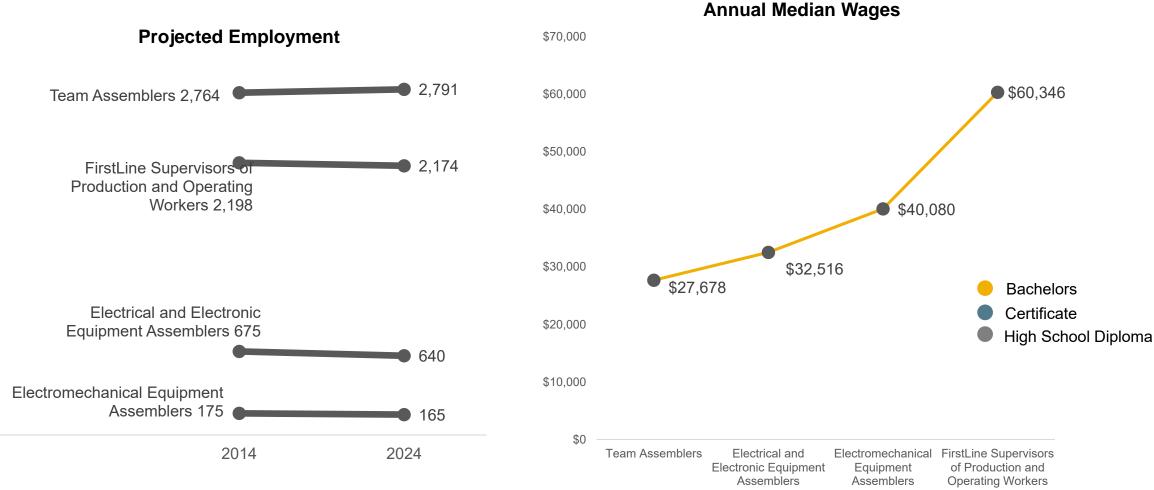
D. Career Pathways

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

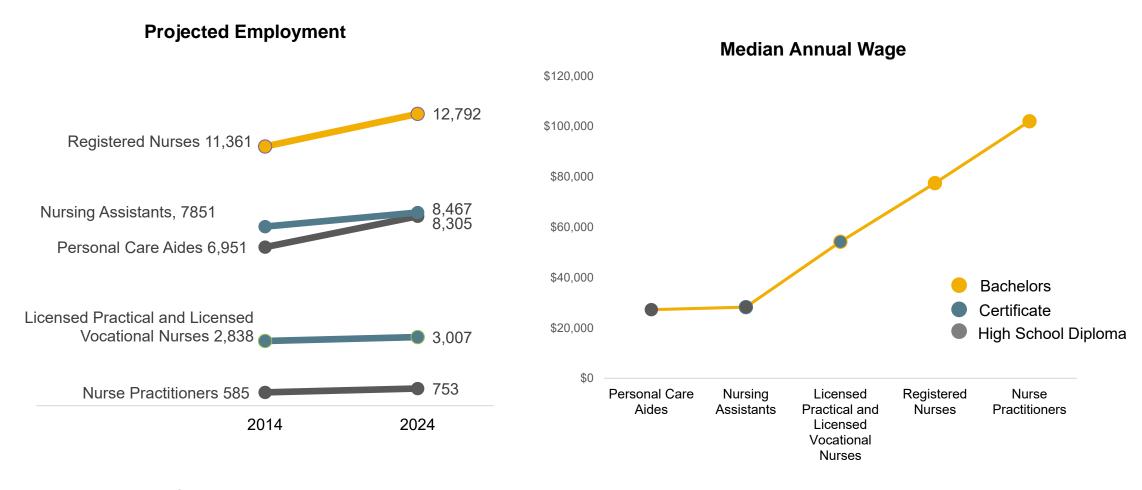
Retail Career Pathway



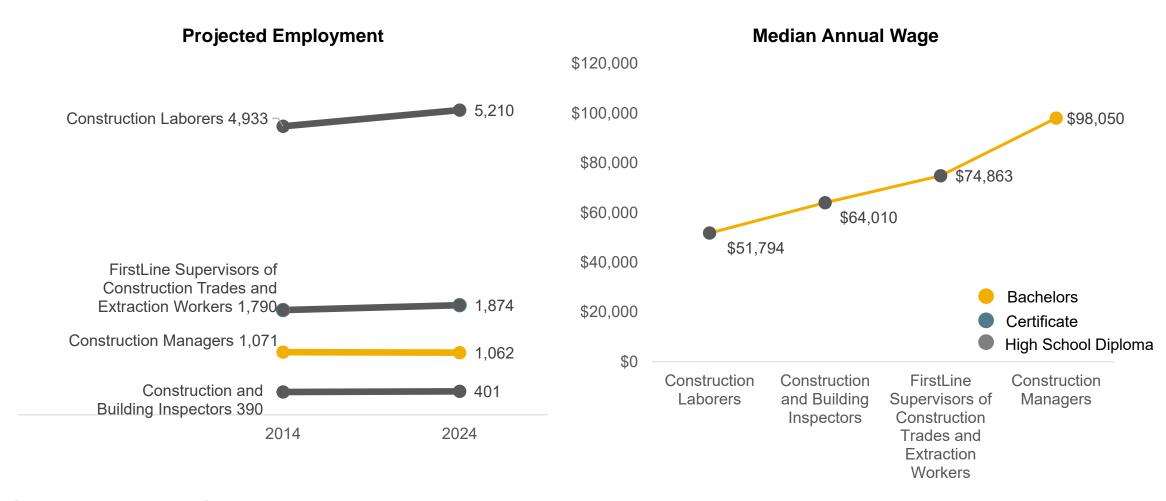
Manufacturing Career Pathway



Nursing Career Pathway



Construction Career Pathway



Calculating the Supply Gap Ratio

Supply Gap Ratio = Projected Qualified Individuals Per Opening

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

Calculating Labor Demand & Labor Supply

Demand

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

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

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

Supply

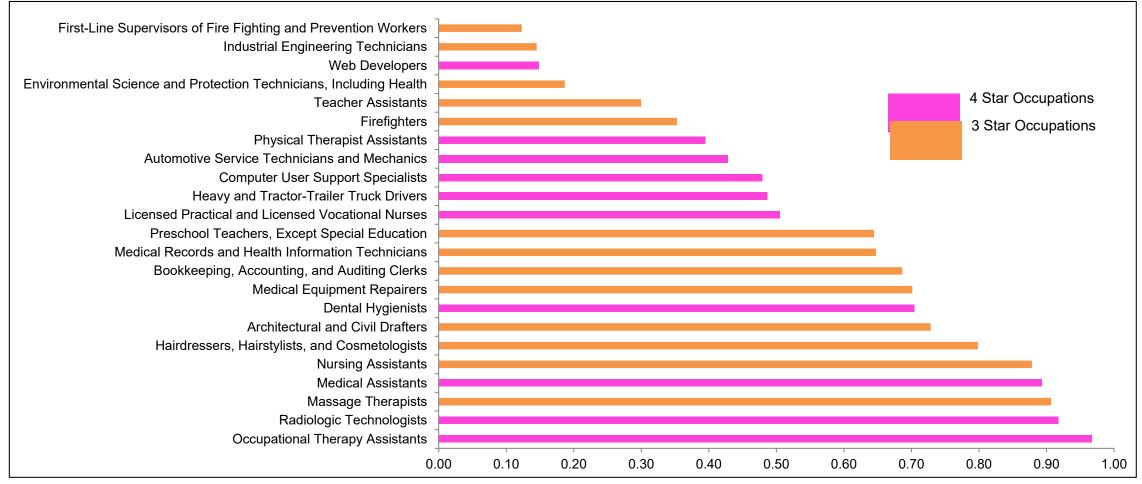
How many qualified individuals are potentially available to fill a relevant job opening?

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

- Unique UI claims, 2016 (DUA)
- Relevant completer data
 - Voc-Tech completers, 2013-2015 average (DESE), 50% available*
 - Community College completers, 2013-2015 average (DHE), 90% available
 - State University completers, 2013-2015 average (DHE), 71% available
 - Private University completers, 2013-2015 average (iPEDS), 55% available
 - *All retention figures are statewide, studies cited in Data Tool
 - **Occupations requiring post-secondary education only

More Openings than Qualified: Regional Sub-BA Occupations

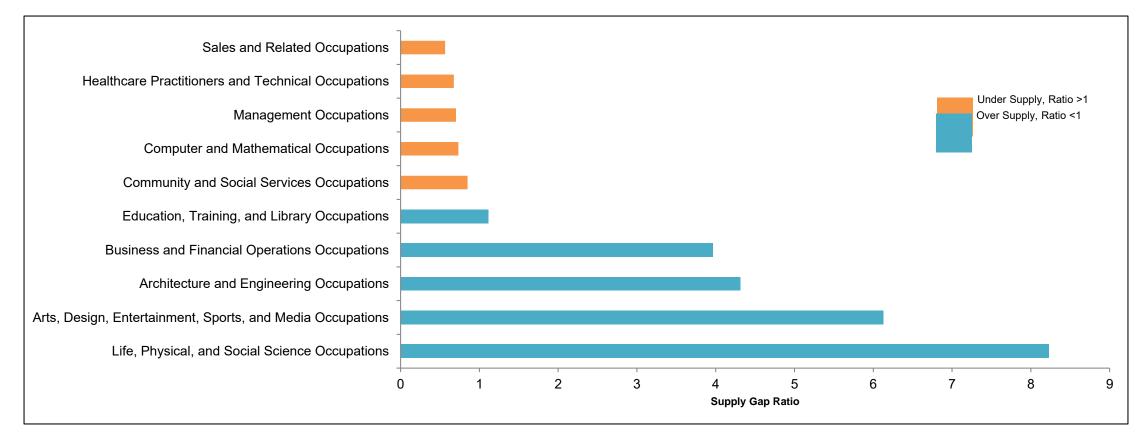
Among all occupations requiring an Associates or Certificate, computer/IT, healthcare support occupations, transportation, and a number of installation professions face supply gaps.



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

State Supply Gap Overview: BA Clusters

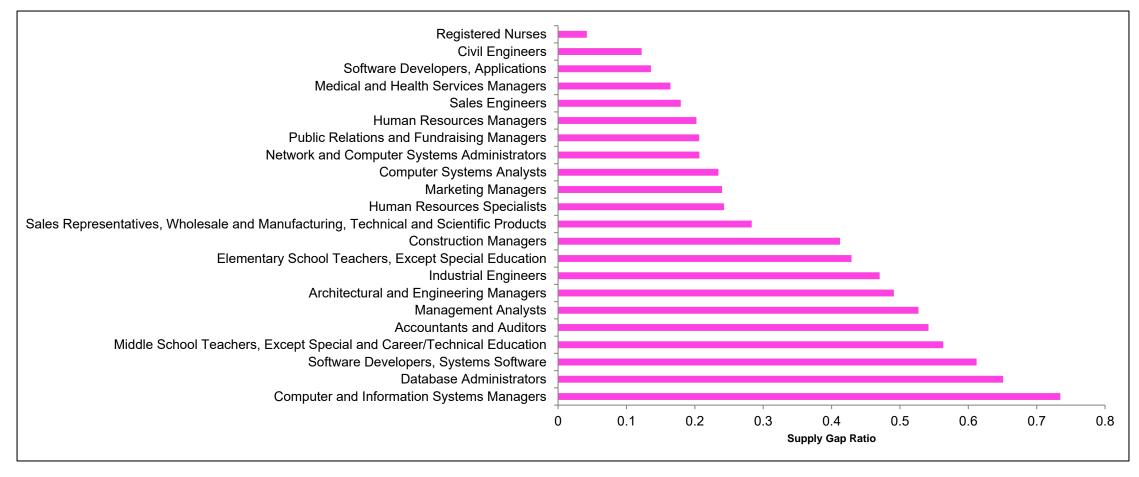
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



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

More Openings than Qualified: State BA Occupations

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



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

Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

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

Bachelor's Degree

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



Local Area Information Related to Adult Education and Literacy

Introductory Statement:

The questions put forward in relation to the upcoming ABE RFP in support of the development of innovative adult education programs to effectively serve shared customers are certainly relevant, as well as arguably critical to the RFP planning and preparation process. Unfortunately due to a variety of factors the South Shore Workforce Development Board (SSWDB) is not able to provide comprehensive answers to the questions at the present time. Please be assured that we take this request very seriously, but we do not have current data sets and information available to provide thoughtful, accurate and comprehensive responses. We do not believe it is anyone's best interest to make assumptions and statements that do not have the underlying data supports.

The SSWDB is currently undertaking a comprehensive Strategic Planning process, which will include extensive data collection and focus group discussions with Partners, Vendors, Businesses, Community Organizations and Public Officials in the region. The data, assessments and input generated through this Information Gathering process will allow the organization to accurately and honestly identify the various service and resource needs within the South Shore Service Delivery Area.

As we collect data that pertains to the specific questions outlined we will be sure to convey that information to you. In the meantime, we have provided answers to the questions as best as we can at the moment.

1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

In the past, the overarching goal of Career Pathway Models was an attempt to integrate adult literacy, ABE, General Equivalency Diploma (GED/HiSET) instruction, English language literacy (ELL), pre-collegiate developmental education with postsecondary career and technical education (CTE) certificates, associate degree programs, and potentially, a baccalaureate degree. However, today's models focus less on articulation of educational programs and more on a progression to employment. They map occupational pathways within specific industry groupings to describe the skills needed to advance up occupational ladders and serve as longer-term advancement solutions to employment and skills shortages. Also, they frequently include bridge programs to provide entry points for the lowest-skilled worker.

The South Shore region plans to implement the 'progression to employment' model whereby a robust referral process between partner agencies will facilitate identification of

the nuances inherent in various shared job seeker populations. This will be accomplished through integration and creation of teams comprised of Partner and Career Center staff and will encompass career planning, training (if applicable), professional development, marketing and business services. Customers will be grouped and shared as they progress through a continuum of Career Center services to assist them in acquiring gainful employment. Access to wrap-around services will also play a critical role in helping customers with significant barriers to employment achieve their objectives.

The connections between adult education, postsecondary education and workforce will be strengthened. A strong emphasis will be placed on ensuring providers, including Higher Education Institution providing skills development, consist of stackable career pathways certificate programs that accelerate achievement of diplomas and credentials that lead to employment and self-sufficiency.

WIOA defines a Career Pathway as a combination of rigorous and high-quality education, training and other services that:

- Aligns with the skill needs of the businesses within the industries with the highest regional demand.
- Positions an individual to be successful for a full range of secondary or postsecondary education options, including registered apprenticeships.
- Includes counseling to support an individual in achieving their educational and career goals.
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupation cluster.
- Organizes education, training and other services to meet the particular needs of an individual in a manner that accelerates the education and career advancement of the individual to the extent practicable.
- Enables an individual to attain a secondary school diploma or its recognized equivalent and at least one recognized postsecondary credential.
- Helps an individual enter or advance within a specific occupation or occupational cluster.
- Ensure support systems are available to help the individual maintain their job with appropriate training and career pathway guidance.

In order to meet these Career Pathway objectives, the SSWDB, SSCC and all Partners agree to work collaboratively to effectively map regional career pathways and ensure accessibility and availability of services to shared customers. It is also important to note that specific services are accessed in a customer-driven manner and that the resources each person will access are based on their particular needs and interests.

2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

It became apparent during the many discussions that lead to the creation of the recently submitted Partner MOU Agreement that the SSWDB Service Delivery Area (SDA) has two distinct regions within the larger identified South Shore region. The needs, opportunities, challenges and industry clusters in the northern communities of the South Shore SDA are different than communities in the southern end of the South Shore SDA. Cities and towns from Hanover north have a higher population density; higher concentration of industries; and a stronger economic and employment link with the Great Boston Market Area. Cities and towns south of Hanover are more rural in character; have a higher concentration of agriculture based industries; and have more commonalities with communities associated with abutting workforce development entities.

It is also clear that the priority populations within these two regions are distinct as well. The communities on northern end of the region (Braintree, Quincy, Randolph and Weymouth) have very large immigrant populations, with a significant need for ESOL programs and services. The Plymouth/Kingston areas in our southern region have similar needs as the identified northern communities. In addition, the more rural communities to the south and urban environments to the north have significant percentages of their populations impacted by various employment barriers that influence individual access to enhanced education attainment and career pathway goals and objectives.

The manner in which the SSWDB effectively services these two distinct regions within the larger South Shore SDA is an important component of the Strategic Planning process currently underway.

3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

It is clear that the South Shore region lacks the ESOL program capacity to support the population demands. Currently the average waiting time for an individual to participate in a subsidized ESOL program is two years, regardless of community within our region. There is a definitive need to increase the number of accessible ESOL programs and services in our region.

In addition, a recent report in the 2017, volumn 19 issue 1 of *Mass*Benchmarks identified that the Southeast and Cape Cod region has the highest disconnected rates and lowest school enrollment rates for young adults 20-24 years old in the state. It is apparent that addressing this issue will be a high priority for the SSWDB as it formulates its goals and objectives in the next Three-Year Strategic Plan.

4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

Unfortunately the SSWDB does not have the quality data at the moment to provide a detailed and accurate response.

SECTION II: WORKFORCE BOARD STRATEGIC PLAN

STRATEGIC VISION

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

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



Strategic Plan Outline

July 1, 2017 through June 30, 2020

Submitted on July 3, 2017



Three-Year Strategic Plan Outline July 1,2017 - June 30, 2020

Introduction:

The South Shore Workforce Development Board (SSWDB) most recent adopted Strategic Plan was in June of 201 1 for the period of July 1,2011 through June 30, 2014. In the spring of 2014 a planning session to update the 2011 Strategic Plan took place, and the result was a draft document submitted as part of the organization's Annual Certification on June 23, 2014.

Since that period of time the organization has experienced a variety of administrative and staffing challenges that significantly impacted the implementation, administration and monitoring phases of the Strategic Plan. The SSWDB did not have an Executive Director for approximately a 10-month period in 2016, and experienced additional staff shortages throughout the same year. As a result, the SSWDB was unable to effectively implement previous Strategic Plan priorities to optimize the identified goals and objectives, and build consistent and reliable data sets to be utilized as a foundation vision for a new Strategic Plan in July 1, 2017.

In order to establish a realistic, comprehensive and meaningful Three-Year Strategic Plan the SSWDB will undertake an organization-wide and Service Delivery Area self-assessment. The critical data and community input collected during this information gathering phase will occur in Year 1 of the Strategic Planning Process - providing the foundation principals in which to build a true and realistic comprehensive Strategic Plan through June 30, 2020.

The restructuring and strategic planning process actually began in December 2016, when the organization hired a new Executive Director. In the past six months the SSWDB has made several positive strides on a variety of fronts to set the organization on a strategic and productive track. The SSWDB is in the midst of a complete restructuring, which includes staff realignments, new policies & procedures, evaluation of programs and services, new data collection systems and resources, analysis of relationships between the SSWDB and South Shore Career Centers (SSCC) staff, and an overall re-branding, messaging and marketing of the SSWDB, as well as the SSCC operations.

The SSWDB Local Board voted at their June 22, 2017 meeting to support the submission of this Strategic Plan Outline, which identifies the process and components in which a new Three-Year Strategic Plan will be created over the next six months.

This document outlines three distinct elements of the Strategic Planning Process:

- 1. Overview of the existing organization and a brief summary of the visionary elements established as part of the Partner MOU Agreement planning process.
- 2. Outline of the Year 1 Information Gathering Phase and development of a Strategic Plan through data collection, community input and internal analysis.
- 3. Brief summary of the action items that will be associated with Year 2 and Year 3 of the Strategic Plan.

The end result will be the development of a Three Year Strategic Plan established through a comprehensive and inclusive process that creates meaningful and realistic goals and objectives to meet the demands of local businesses, and ensures that youth and adult job seekers are provided the tools, resources and services to obtain quality career pathways that lead to sustainable employment opportunities.

Element 1: Organization Overview

Region:

The SSWDB is the Local Workforce Development Board with oversight responsibility and policy-making authority for federal and state workforce development activities in the South



Shore region. The region consists of the following 22 cities and towns: Braintree, Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Holbrook, Hull, Kingston, Marshfield, Middleborough, Milton, Norwell, Pembroke, Plymouth, Plympton, Quincy, Randolph, Rockland, Scituate and Weymouth.

The Region is home to a variety of industry clusters with a higher concentration in education, healthcare, financial services, professional, entertainment/food services, and retail as noted in the LMI data provided in Appendix A. A comprehensive LMI data collection process will be undertaken Year 1 of this Strategic Planning process.

It is important to note that the Service Delivery Area (SDA) has two distinct regions within the larger identified South Shore region. The needs, opportunities, challenges and industry clusters in the northern communities of the South Shore SDA are different than communities in the southern end of the South Shore SDA. Cities and towns from Hanover north have a higher population density; higher concentration of industries; and a stronger economic and employment link with the Great Boston Market Area. Cities and towns south of Hanover are more rural in character; have a higher concentration of agriculture based industries; and have more commonalities with communities associated with abutting workforce development entities. The manner in which the SSWDB effectively services these two distinct regions within the larger South Shore SDA will be an important component of the Strategic Planning process.

Greater Boston Market Area: The northern communities within the SSWDB Service Delivery Area (SDA) are also impacted by the Greater Boston Market Area as a result of accessible public transportation connections including commuter boat, train, commuter rail and bus services. The Greater Boston Market Area provides numerous employment opportunities for residents of the South Shore SDA, benefiting not only area job-seekers but businesses within the Greater Boston region as well. The SSWDB, SSCC and organization Partners must remain cognizant of the economic resources and opportunities in Greater Boston, and foster opportunities to work collaboratively with businesses and workforce entities in both regions for the benefit of all in need of workforce development services and resources.

One-Stop Career Centers:

Within the South Shore Service Delivery Area the Local One-Stop Operator, South Shore Career Centers (SSCC), oversees the operations of two comprehensive career centers – Plymouth and Quincy. At the time of writing this Strategic Plan Outline the SSCC was undertaking a procurement process to seek new space for both facilities (current leases are up on June 30, 2017). Also under consideration is incorporating the SSWDB offices into either the existing Quincy Center location or a new facility if the Career Center decides to move.

In addition, the SSWDB and SSCC are looking to integrate additional Affiliated Sites and Access Points across the region, as well as possibly create a Mobile Access Point. The Mobile Access Point would consist of a Van/Bus that would be retrofitted to accommodate the delivery of the various resources and services provided to job-seekers and businesses across the region. (Diagram I)

bcal One-Stop Career Centers - Opportunities

Prot1.1rement Proce\$5 for new f;u;ihtnpace to beiin in April, 2017, as all current leases are up on June 30th:

Service Delivery Options Under Consideration:

- Maintain a Mimm1.1m of one Comprehens1YeSite:
 Quincy, Plymouth and/or Another Area Community
- Multiple Aff1hatedSites and Accus Points: Loc11I Libraries. Community Centers, M1ls. (Qlleies
- Create a Mobile Acceu Point:

 A Van/Bus to Brina One-Stop Services to
 OrganIzat1ons, fac1hl11ls, Schools and Events
 throughout the Region
- Randolph Example: New Access Point and the establishment of sCo-Work Fi!cility



Diagram 1

Administration:

The SSWDB is the Local Workforce Development Board with oversight responsibility and policy-making authority for federal and state workforce development activities in the South Shore region, including the administration of the Local One-Stop operators. The SSWDB is operated within the administration of the City of Quincy Workforce Development Department under Mayor Thomas P. Koch, who is the SSWDB Chief Elected Official. The organization works in partnership with the South Shore Career Centers (SSCC), to provide businesses, job seekers and youth direct access to career development services and resources as part of the "One-Stop" network across the Commonwealth of Massachusetts.

Mission:

The SSWDB will work in partnership with the South Shore Career Centers (SSCC) and all Partners to ensure businesses, job seekers and youth can efficiently access and utilize career development services and resources across the region through comprehensive and affiliate facilities, enhanced communication and collaboration among all entities.

SSWDB Goals are to:

- Align investments in workforce, education and economic development to respond to regional job growth.
- Achieve positive results for businesses and job seekers including individuals with barriers to employment.

- Provide job seekers and existing workers with high-quality career training and supportive services needed to obtain and maintain a quality job/career path.
- Help businesses find skilled employees and access education and training to meet their current workforce needs.
- Strengthen career pathways, work-based learning, apprenticeship programs, sector strategies and business engagement.
- Maintain a workforce system that values all Partners, and supports consistent
 collaboration and communication to sustain high-quality consistent delivery of services
 for businesses, job seekers and youth throughout the South Shore region.

The SSWDB works with businesses, economic development specialists, educational institutions, community-based organizations and labor organizations to ensure that workforce development programming meets the needs of the region.

Board of Directors:

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

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

The Board of Directors has experienced a significant amount of changes in the past year, with the loss of eight members in the spring/summer of 2017. In the coming months the Local Board will be addressing the need to add new members, and ensure the effective alignment of Local Board membership with the regions critical industries and business demands.

Organization Committees

The SSWDB had various committees designed to support the work of the staff and volunteers of the organization and the South Shore Career Centers operations. However, several are currently inactive due to the organization-wide restructuring process currently underway.

Ad-hoc Planning Committee: At the April 2017 SSWDB Board of Directors meeting the Local Board at the request of the Chairman established an Ad-hoc Planning Committee to work on a variety of policy development and planning initiatives with the organization staff. This Ad-hoc Planning Committee consists of members of the Executive Committee and of the Local Board.

The Committee's identified below require new member involvement and the further refinement of their goals and objectives.

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

Planning and Policy: The Planning Committee meets, as needed, to review and make recommendations concerning the Strategic Plan, Annual Plan and other associated planning and procedure policies as required.

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

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

Organization Staff:

The SSWDB employs staff and consultants as the Local Board deems necessary and fiscally responsible to carry out its mission.

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

The current staffing structure includes three senior staff and office administrator.

Executive Director: The SSWDB Executive Director provides the day-to-day operations leadership for the organization. The Executive Director hires and supervises all staff of the organization, and is responsible for implementing the SSWDB's Annual Plan. The Executive Director supports the Local Board and its committees in the policy development and oversight of

the region's workforce investment system. The Executive Director is hired by and reports to the SSWDB Board of Directors.

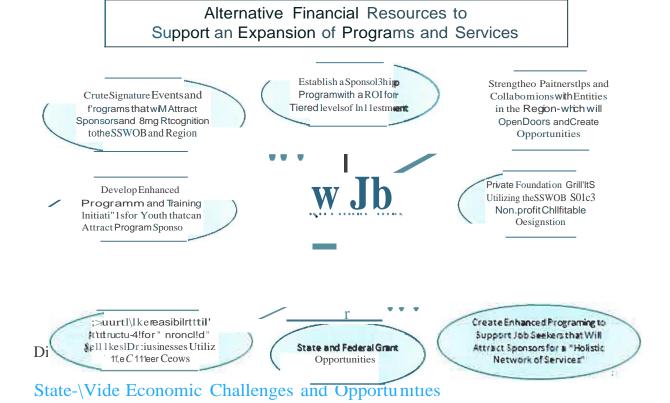
Director of Business Services: The Director of Business Services will serve as the SSWDB's lead contact for private sector businesses in the region. The Director will develop workforce partnerships in the critical industries identified by the LMI for the region, and other industries as identified by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

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

Office Administrator: The Office Administrator is responsible for all administrative functions of the SSWDB, including the implementation of efficient organizational systems and handling SSWDB correspondence. The position also provides assistance to all staff as appropriate and required to fulfill the goals and objectives of the organization. The position reports to the Executive Director of the SSWDB.

South Shore \Vorkforce Development Board, Inc. (50lc3)

In an effort offset the consistent reduction in federal and state dollars, in the spring of 2107 the SSWDB Local Board supported the establishment of an active 501c3 non-profit charitable organization identified as The South Shore Workforce Development Board, Inc. The primary purpose of the non-profit is to raise funds and undertake programmatic activities and events to support the work and mission of the overall organization, and the South Shore Career Centers. The SSWDB Inc. is to provide resources and services that will connect businesses, education institutions, community organizations and public agencies with one another and job seekers in support of strategic, market driven workforce development goals within the South Shore region. This will be accomplished through many of the goals and objectives identified in Diagram 2



The unemployment rate in Massachusetts is at historic lows, with a rate of 3.6 percent in March of 2017, compared to 4.5 percent nationally. Although these low unemployment rates are a positive sign for the economy, it also signifies that those remaining unemployed more likely experience barriers to employment, and need more concentrated and specialized services. In addition, statistics are showing that Youth employment (18-24 years) continues to decline in Massachusetts. A recent report in the 2017, Volumn 19 Issue 1 MassBenchmarks identified that the Southeast and Cape Cod region has the highest disconnected rates and lowest school enrollment rates for young adults 20 to 24 years old in the state. Undertaking a comprehensive analysis of National, State and Regional employment and economic trends/data such as this will be an important component of the Strategic Plan development.

The development of the Strategic Plan also comes at a time when the SSWDB is joining fellow Workforce Development Boards across the Commonwealth in the implementation of new Federal Guidelines established under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The refinement of the delivery of services and resources to meet these new guidelines will provide additional guiding principles and policies in support of the new Strategic Plan.

Brief Summary of Strategies Identified in the Partner 1\10U Agreement:

The SSWDB worked closely for several months with a variety of Required Partners and Non-required in the development of a Workforce System for the region that improves access to resources, maintains and efficient an effective customer flow process, implements a streamlined referral process and meets the demands of business in the region. Outlined below is a brief summary of the primary guiding principles, which shall also serve to guide the Strategic Plan goals and objectives as well.

1. Holistic Approach to Service Delivery

The Workforce Innovation and Opportunities Act of 2014 (WIOA) mandates several key objectives to improve upon the work already accomplished through WIA. Specifically, a new, holistic approach to services emphasizes placing a priority on industry sectors that offer sustainable employment at a living wage in industries that are growing, using competency models for building curriculum and content contextualized to a targeted industry sector. Further, it encompasses an understanding of the importance of partnering with multiple agencies to assist in the outcome oflong-term, sustainable employment, as well as, identifying programs to support employment and job search activities within the context of existing policies and procedures.

The purpose of this collaboration is to establish joint processes and procedures that will enable the Partners to integrate current service delivery systems, resulting in a seamless and comprehensive array of Post-secondary education, social services, job training and other workforce development services. (Diagram 3) In addition, the SSWDB will develop, convene and implement industry or sector partnerships as well as leverage and coordinate new Federal, state and/or private/philanthropic resources to support the local/regional career pathways system and programs.

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

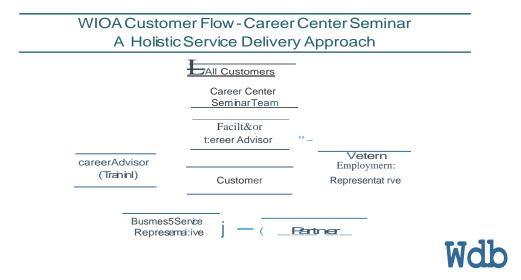


Diagram 3

Following are.five.features that represent the underlying.facets of a holistic approach:

Cohort Training -Educational studies have shown that learning is most effective among students who do so in a group, usually in a classroom setting. The South Shore region will build upon existing training and education models already in place and combine them with workshops and programs that utilize a cohort learning progression.

Contextualized Learning -The focus of Workforce Development is for ajob seeker customer to become gainfully employed in a sustainable career with adequate job skills. To create lasting workplace competencies, WIOA stresses the need for all content and curriculum to feature components that include: exercises, tests, reading, assignments and assessments to be drawn from real-life examples of actual workplace context in which the learning will be applied. This approach will apply to both workshops and cohort training.

Contextualized Trainings-Designing customized training by providing intensive class scheduling, incorporating pedagogic strategies and best practices designed for students who need Adult Basic Education (ABE) skills or English language education and/or occupational postsecondary instructions. Create multiple entry points that accommodate participants entering at differing skill levels (including adults and out-of-school youth with very low basic skills). In addition, create multiple exit points at successively higher levels of education and employment that are aligned with marketable, stackable and "creditable" credentials.

Industry Sectors -Another important feature of WIOA is its emphasis on driving workforce development efforts in specific (and desirable) industry sectors that show competitive wages, industry-recognized certifications, college credit programs that lead to degrees, regional and economic growth identified by Department of Labor sources.

Business Engagement -One of the most challenging aspects of workforce development has been at the level of involvement and commitment on the part of the business community. The typical workforce training under WIOA would result in a candidate with freshly minted workplace skills and competencies, a resume and perhaps guidelines for a job search, but with few leads.

2. Career Pathways

In the past, the overarching goal of Career Pathway Models was an attempt to integrate adult literacy, ABE, General Equivalency Diploma (GED/HiSET) instruction, English language literacy (ELL), pre-collegiate developmental education with postsecondary career and technical education (CTE) certificates, associate degree programs, and potentially, a baccalaureate degree. However, today's models focus less on articulation of educational programs and more on a progression to employment. They map occupational pathways within specific industry groupings to describe the skills needed to advance up occupational ladders and serve as longer term advancement solutions to employment and skills shortages. Also, they frequently include bridge programs to provide entry points for the lowest-skilled worker.

The South Shore region plans to implement the 'progression to employment' model whereby a robust referral process between partner agencies will facilitate identification of the nuances inherent in various shared job seeker populations. This will be accomplished through integration and creation of teams comprised of Partner and Career Center staff and will encompass career planning, training (if applicable), professional development, marketing and business services. Customers will be grouped and shared as they progress through a continuum of Career Center services to assist them in acquiring gainful employment. Access to wrap-around services will also play a critical role in helping customers with significant barriers to employment achieve their objectives.

The connections between adult education, postsecondary education and workforce will be strengthened. A strong emphasis will be placed on ensuring providers, including Higher Education Institutions providing skills development, will include stackable career pathways certificate program opportunities that accelerate achievement of diplomas and credentials that lead to employment and self-sufficiency.

3. Continuum of Service for Businesses

WIOA guidelines and policies are designed to ensure that workforce development programs are aligned with regional economic development strategies that meet the needs of area employers. The SSWDB, SSCC and Partners are committed to the Governor's directive to improve the responsiveness to employer needs and prepare job seekers for high-demand employment opportunities, referred to as "Demand-driven 2.0". The adoption of this employer-focused model enhances the federally defined labor exchange system under WIOA.

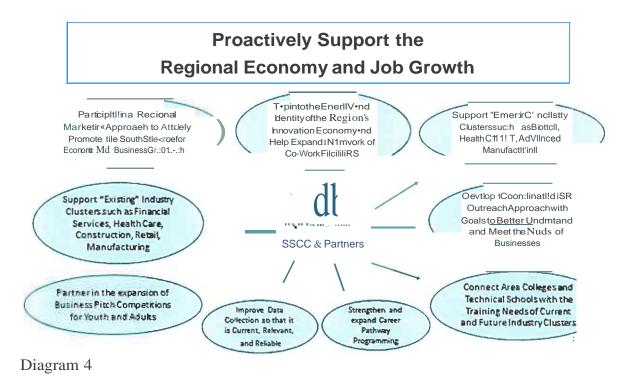
The approach for Business customers will be to incorporate an industry-cluster model. New partnerships among Workforce Development Boards, economic development agencies, chambers of commerce, and community colleges will foster new information about regional labor markets that can be used by the public sector to redesign skills training and education programs to address the skills-gap that currently exists. Business involvement in industry forums will be important to ensure that their workforce development needs are met.

In addition to receiving the full complement oflabor exchange and workforce development services from the OSCC system, business customers will also benefit through the use of a strategic candidate referral system that incorporates combined resources from all MOU Partners. The South Shore region will use a 'Segmented Industry-Approach', where business customers will be identified by industry clusters, then, those industries will be contacted, assessed and serviced by the Business Services Representatives in accordance to their specific needs.

Business Service Representatives will reach out to the companies, make the appropriate contacts to discover their workforce needs and provide the appropriate services that address their specific needs. (Diagram 4)

All job seeker customers will be encouraged to participate in a career pathway model, thereby providing business customers with a quality pipeline to job-ready candidates to fill open positions. Further, skills training programs will be based on a comprehensive

needs assessment of businesses to ensure that programs offered by training vendors are demand-driven and match the stringent requirements of the marketplace. MOU Partners will refer their clients to the SSCC by way of a negotiated customer flow process. This will ensure consistency and quality referrals to business customers.



4. Continuum of services for Priority Populations

The SSWDB, SSCC and Partners are to develop an integrated service delivery system that supports job seekers and businesses through a customer-centered design focus with a clear understanding and vision for the region. The integrated service will identify the manner in which individual Partners provide complimentary services/resources to the individual along a career pathway that could span several years. Each Career Center will identify Teams (Diagram 5) among SSCC and Partner Staff that will provide individualized services to the customer.

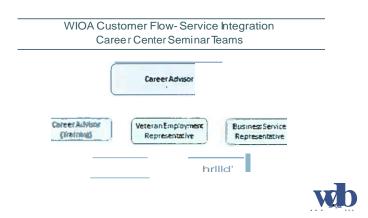


Diagram 5

Element 2: Information Gathering and Strategic Plan Development

Element 2 of the Strategic Planning will consist of an extensive information gathering phase that will foster the underlying vision and values to support a Three Year Strategic Plan. This process will be undertaken in the first six months of Year 1, with an implementation phase to begin shortly thereafter. The following is an outline of the various disciplines that will be reviewed and analyzed in the development of the Strategic Plan.

The Information Gathering Phase will include, but not be limited to, the following:

- Focus group meetings/discussions with stakeholders consisting of public officials, community leaders, business representatives, partnering agencies, ITA vendors & participants, and job seekers of all ages and abilities.
- An extensive data collection process to identify the strengths, weaknesses and needs of
 the South Shore Service Delivery Area. Data sets will include labor market information,
 housing and economic development indicators, business demands and input from job
 seekers utilizing the South Shore Career Center staff and programmatic offerings.
- Research and analysis of best practices from Workforce Development Systems across the Commonwealth, and throughout the Country to identify successful program and service offerings that could be of benefit to the South Shore region.

Through these efforts the SSWDB will re-set its mission, goals and objectives to implement an employer-driven workforce system that encourages local innovation, community partnerships and clear career pathways for all participants based on local demand. Year 1 of the Strategic Planning process will focus on numerous components of the organization and its program of work - encompassing a variety of programmatic and operational opportunities such as those identified in Diagram 6.



Administration and Governance:

The SSWDB has been actively updating a variety of internal policies and procedures to provide a clear direction for the organization, Local Board and staff. Although there is a great deal more to do, several new guidelines have already created clarity to the work ahead, and the staff responsible for such work.

- Adopt new Bylaws for the Public Board
- Undertake an extensive recruitment initiative for new SSWDB Board of Directors
 with an emphasis on Business Sector involvement. Board members will be
 identified based on the needs of the region and the competences required to
 successfully implement the goals and objectives of the organization.
- Revitalize and establish SSWDB Committees, which includes:
 - o New Goals, objectives and Committee outline of work
 - o Committee Membership (Local Board and non-Local Board members)
 - o Frequency of meetings, roles and responsibilities
- Re-align SSWDB and SSCC staff to enhance their effectiveness and collaboration to improve the regions workforce delivery system.
- Identity staffing needs and establish a strategy to address them, such as a grant writer to assist in raising additional revenues to support programming.
- Establish an effective monitoring and review system for all staff with clear objectives and a proper recognition and review processes.
- Establish Standard Operating Procedures and Job Descriptions for all staff so they clearly understand roles and expectations SSWDB and SSCC.

Marketing/Branding:

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

The SSWDB and SSCC have not undertaken an overall re-branding and marketing analysis for a number of years. As a result the organizations utilizes different and outdated messaging, logo variations, alternating color schemes – resulting in disjointed, confusing and often competing marketing and branding messages for both entities.

The organization embarked on a new SSWDB marketing and branding campaign in January of 2017, and began a similar process for the SSCC in June 2017. The marketing initiative will continue through the development of the Strategic Plan, and will support the goals and objectives identified in Diagram 7.

- Continue refinement of all branding, marketing, messaging and communication tools for the SSWDB, which includes:
 - o New Logo and Tagline
 - o New Website
 - o New Brochure and Marketing Collateral
 - o New Email Marketing and Social Media Tools
 - o New Organization Newsletter
- Continue refinement of all branding, marketing, messaging and communication tools for the SSCC, which includes:
 - o New Logo and Tagline
 - o New Website
 - o New Brochure and Marketing Collateral
 - o New Email Marketing and Social Media Tools
 - o New Organization Newsletter
- Develop and implement an outreach strategy to promote the services and resources
 offered by the SSWDB and SSCC throughout the region. An extensive process will
 be undertaken to determine the target industry sectors in the region, and the
 businesses that can play a critical role in implementing a successful Demand 2.0
 Workforce System to support the region.
 - o Utilize new marketing and branding tools to promote SSWD / SSCC
 - o Strengthen Relationships with Local and State Public Leaders
 - o Strengthen Relationships with Local and State Business Leaders
 - o Strengthen Relationships with Local and State Community Partners

Strengthen and Revitalize the Organization Through Outreach, Marketing and Brandin

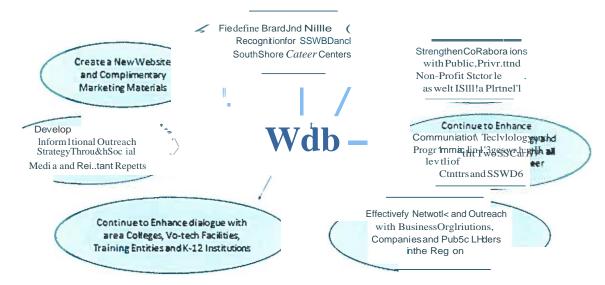


Diagram 7

Policies and Planning Documents:

The organization must consistently update and shape policies and procedures so that they effectively address the needs and demands of the region, partners and customers. The SSWDB must ensure that it is always ready to continuously evaluate and be ready to make adjustments *I* amendments as need to maintain a viable, adaptable and effective Workforce Delivery System for the region.

- SSWDB will continue the development and refinement of the SSWDB policies and procedures to meet WIOA requirements.
- SSWDB will complete Phase II of the Umbrella Partner MOU Agreement to further define Shared Customers, Referral Process, Data Collection, Inputting and Reporting, Monitoring and Outcome Measurements.
- Address the Programmatic Findings and Areas of Concern identified by the Executive Office of Labor and Workforce Development in response to the SSWDB March 2017 WIOA Readiness Review.
- Identify and address the various information technology and wage record matching challenges to create an effective and reliable process to match job seekers with the available employment and training opportunities.
- Finalize and submit the SSWDB 2017/2018 Annual Plan.

• Develop and implement an effective Evaluation and Monitoring System for the SSCC to ensure they are meeting the system-wide agreed upon goals and objectives, as well as those outlined in the 2017/2018 Annual Plan and the Policy for One-Stop Certification.

Data Collection:

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

- Establish an effective and consistent process to collect, analyze, monitor and report on Labor Market Information (LMI).
- Establish a process and communication channels in which data is effectively shared with all organization Partners and public/private leaders in the region.
- Identify local, state and federal entities/partners to assist in effective data collection, analyzing and reporting.
- Effectively utilize data to ensure the programs, services and resources offered by the SSWDB address the demands and needs of the region.

\Vorkforce Development Team Programs and Services:

As stated by WIOA, core Partners are to align, connect and integrate services by sharing resources, and jointly designing services in ways that improve outcomes for shared customers (youth, job seekers, businesses) and prioritize serving individuals with barriers to employment. In order to maintain and sustain an effective workforce delivery system and access all entities involved must meet regularly to collectively undertake continuous planning and service deliver evaluation to ensure goals and objectives are being met.

- Maintain an active and interactive Youth Initiative that ensures accessibility and establishes an environment in which Youth want to participate in. Establish a process in which to effectively increase appropriate staffing.
- Establish a plan to implement a Demand 2.0 Business support system that ensures programs, resources and services are aligned with the needs and demands of businesses within the region.
- Establish systems and partnerships to ensure all individuals, regardless of their barriers, have efficient access to the programs and services offered.

- Address the programmatic findings and areas of concern identified by the Executive Office of Labor and Workforce Development in response to the SSWDB March 2017 WIOA Readiness Review.
- Ensure resources and services are aligned to address the needs and expectations of businesses through a holistic customer centered approach.

Education and Training:

The connections between adult education, postsecondary education and workforce will be strengthened. A strong emphasis will be placed on ensuring providers, including Higher Education Institutions providing skills development, incorporate stackable career pathways certificate programs that accelerate achievement of diplomas and credentials that lead to employment and self-sufficiency.

- Identify the gaps between the skill needs of businesses and those of incumbent workers to more effectively utilize training dollars and vender service providers.
- Strengthen connections between youth and adult education, postsecondary education and the workforce.
- Ensure occupational pathways within specific industry groupings are in place to advance occupational ladders and serve as longer-term advancement solutions to employment and skills shortages.
- Identify and establish marketable skills, skills based career pathways and registered apprenticeship programs.

Regional Planning and Integration:

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

- Define the manner in which larger regional planning initiatives shape local goals and objectives in support of the South Shore region.
- Develop working partnerships and collaborations with local and regional business and economic development organizations.
- Identify partnering opportunities within the Southeastern MA region, which includes the Brockton Area WIB, Bristol WIB and new Bedford WIB, educational institutions and community based organizations.

- Analyze how regional and local labor markets are influenced by state, national and international economic factors, trends and policies.
- Create opportunities for the SSWDB to link into the South Shore Chamber of Commerce "2030 Vision for the South Shore", and become an active member of the implementation team.

New Non-profit 50lc3

In the spring of 2107 the SSWDB Local Board supported the establishment of an active 501c3 non-profit charitable organization identified as The South Shore Workforce Development Board, Inc. The primary purpose of the non-profit is to raise funds and undertake programmatic activities and events to support the work and mission of the overall organization, and the South Shore Career Centers. The SSWDB Inc. is to provide resources and services that will connect businesses, education institutions, community organizations and public agencies with one another and job seekers in support of strategic, market driven workforce development goals within the South Shore region.

- Provide guidance in the establishment of the newly created SSWDB 50I c3:
 - o Establish and expand Board of Directors
 - o Establish a Program of Work
 - o Identify and Refine Revenue Generating Strategies
 - o Secure Sponsors and Grant Opportunities

Element 3: Implementation, Evaluation and Monitoring

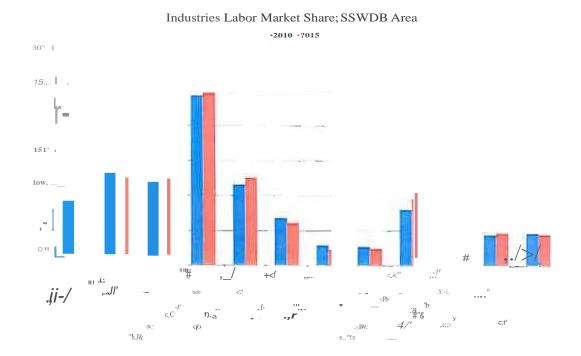
The third Element of the Strategic Plan is the actual implementation phase, which includes consistent evaluation and monitoring to ensure the goals and objects are being met. This phase of the Strategic Plan will be remed and expanded upon as part of the mal document once the Information Gathering and Development Phase is complete.

Year 2 and 3

- Based on the community input and LMI data gathered in Year 1, establish a
 comprehensive and responsive workforce delivery system to meet the needs and
 demands of the South Shore region.
- Implement a Strategic Plan with associated Action Items to support a fluid and responsive workforce delivery system to meet the needs and demands of the South Shore region.
- Undertake a comprehensive and consistent process in which quality LMI data is collected, utilized and reported throughout the region.
- Create industry specific value added systems and programs.
- Build upon the established regional relationships and planning initiatives to shape a vision and program of work in which the SSWDB and SSCC effectively contribute to a sustainable economic development strategy for the South Shore region.
- Establish realistic goals, objectives and outcome measurements to monitor the effectiveness of the SSWDB and SSCC to address the needs of businesses, job seekers and youth with the region.
- Monitor the goals and objectives established in the Partner MOU Agreement to evaluate its effectiveness and responsiveness to address the needs of the region, businesses and jobseekers regardless of their barriers to employment.
- Create a schedule / time frame to refine and modify goals, outcomes and objectives.
- Establish a continuous process of improvement, evaluation and monitoring practices.

Appendix A Local Market Data

SSWDB Labor Market Share for the Region

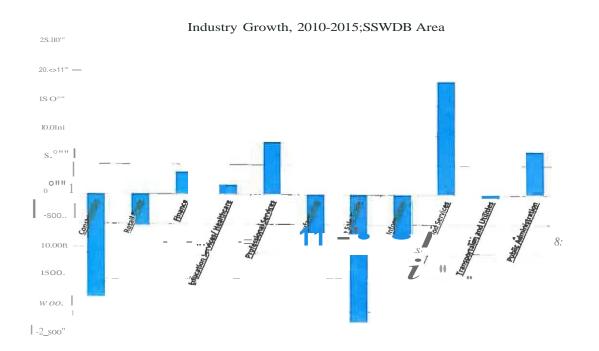




Workforce Development Board

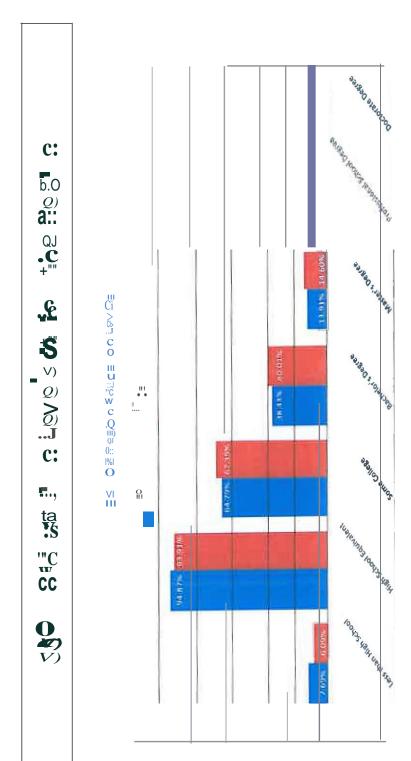
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SSWDB Industry Growth in the Region









SECTION III: MEMORANDUM OF UNDERSTANDING

METHODS OF INTEGRATED SERVICE DELIVERY

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

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

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



Umbrella Memorandum of Understanding (MOU) Workforce Innovation and
Opportunity Act (WIOA)
South Shore Workforce Development
Board and WIOA Partners

June 26, 2017

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Workforce Innovation and Opportunity Act (WIOA) South Shore Workforce Development Board and WIOA Partners Umbrella Memorandum of Understanding (MOU)

I. PURPOSE, GOALS, MISSION and REGION

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the South Shore Workforce Development Board (SSWDB), with agreement of Mayor Thomas P. Koch (CEO) and the WIOA Required and Non-required Partners (Partners), relating to the operation of the One-Stop delivery of service within the south shore workforce Service Delivery Area (SDA). As the convener of MOU negotiations, the SSWDB worked together with area Partners to shape how the local One-Stop Career Center (South Shore Career Centers) services are delivered in the region.

This MOU defines the roles and responsibilities of the Required and Non-required Partners to operationalize the delivery of services necessary to produce the best possible outcomes and a coordinated vision for shared customers – youth, job seekers and businesses. In addition, the MOU includes additional provisions agreed to by all parties that are consistent with all Partner programs, services and activities authorizing statutes and regulations.

The SSWDB is the Local Workforce Development Board with local oversight responsibility and policy-making authority for federal and state workforce development activities in the South Shore region. The organization creates connections with local businesses, educational institutions and community partners to ensure the alignment of strategic, market-driven workforce goals and initiatives that support the 22 cities and towns within the region.

The SSWDB competitively procures the operator of the One-Stop System in the South Shore, identified as the South Shore Career Centers (SSCC). The SSCC administers the One-Stop career delivery system in the region as outlined by the American Job Centers (AJC) federal requirements. The SSCC fosters partnerships to provide businesses and job seekers the services required to achieve the key provisions of WIOA and the Commonwealth of Massachusetts Workforce Development Plan.

The SSWDB, SSCC and Partners work collectively to establish and monitor a workforce development system that maintains high-quality and easily-accessible access points throughout the South Shore region. The MOU identifies "Shared Customers", as individuals with disabilities, education, language and income barriers, and those with Veteran status who will achieve measureable outcomes in the areas of education, training, job placements/retention and career pathways towards self-sufficiency.

Shared Goals among the SSWDB, SSCC and Partners include:

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

Mission

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

SSWDB Goals are to:

- Align investments in workforce, education and economic development to respond to regional job growth.
- Achieve positive results for businesses and job seekers including individuals with barriers to employment.
- Provide job seekers and existing workers with high-quality career training and supportive services needed to obtain and maintain a quality job/career path.

- Help businesses find skilled employees and access education and training to meet their current workforce needs.
- Strengthen career pathways, work-based learning, apprenticeship programs, sector strategies and business engagement.
- Maintain a workforce system that values all Partners, and supports consistent
 collaboration and communication to sustain high-quality consistent delivery of
 services for businesses, job seekers and youth throughout the South Shore region.

Region

The SSWDB is the Local Workforce Development Board with oversight responsibility and policy-making authority for federal and state workforce development activities in the



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

The Region is home to a variety of industry clusters with a higher concentration in education, healthcare, financial services, professional, entertainment/food services, and retail as noted in the LMI data provided in Appendix B. It is important to note that a comprehensive LMI data collection process will be undertaken within Phase 2 of the MOU development.

Greater Boston Market Area

The northern communities within the SSWDB Service Delivery Area (SDA) are also impacted by the Greater Boston Market Area as a result of accessible public transportation connections including commuter boat, train, commuter rail and bus services. The Greater Boston Market Area provides numerous employment opportunities for residents of the South Shore SDA, benefiting not only area job-seekers but businesses within the Greater Boston region as well. The SSWDB, SSCC and Partners must remain cognizant of the economic resources and opportunities in Greater Boston, and foster

opportunities to work collaboratively with businesses and workforce entities in both regions for the benefit of all in need of workforce development services and resources.

II. OSCC PARTNERS

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

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

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

WIOA Mandated Programs

WIOA Required Partners

WIOA Title 1 Adult	South Shore Career Centers		
WIOA Title1 Dislocated Worker	Department of Career Services		
WIOA Title 1 Youth			
WIOA Title III Wagner-Peyser	South Shore Career Centers		
Veterans' WIOA Program	Department of Unemployment Assistance		
Unemployment Insurance Compensation	Department of Career Services		
Trade Adjustment Assistance Act			
WIOA Title II Adult Education and Literacy	Plymouth Public Library		
	Rockland Public Schools		
	Randolph Community Partnership, Inc.		
	Quincy Community Action Programs, Inc.		
	Training Resources of America		
Title IV Vocational Rehabilitation	Massachusetts Rehabilitation Commission		
	Massachusetts Commission for the Blind		
Title V Older Americans Act	Coastline Elderly Services, Inc.		
	Operation A.B.L.E. of Greater Boston, Inc.		
	Greater Boston Chinese Golden Age Center		
Community Service Block Grant	Quincy Community Action Programs, Inc.		
Temporary Assistance for Needy Families	Department of Transitional Assistance		
Migrant Seasonal Farm Workers (Section 167)	South Shore Career Centers		
Youth Build	Training Resources of America, Inc.		
	Job Corps		

Non-Required Partners:

Father Bill's & MainSpring, Inc.
Norfolk County Correctional Facility
Plymouth Boys and Girls Club
Quincy Housing Authority
Quincy College
Quincy Public Schools
South Shore Community Action Council, Inc.
South Shore Vocational Technical High School
Wellspring Multi Service Center

III. DURATION, MODIFICATIONS AND TERMINATION OF THE MOU

Duration

WIOA Section 121(c)(g) requires that the MOU shall be reviewed not less than once every three-year period to ensure appropriate funding and delivery of services, including effectiveness, physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the three-year review if substantial changes have occurred. This agreement shall commence on July 1, 2017 and shall terminate on June 30, 2020, unless otherwise terminated by agreement of all parties or superseded.

Modification

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties involved. This MOU can be modified, altered or revised as necessary, by mutual consent of the parties through the issuance of a written amendment signed and dated by all parties.

Termination

In the event that a party wishes to cease being part of this MOU, said entity shall notify the SSWDB in writing 30 days in advance of the intention to terminate their involvement.

IV. ASSURANCES

The SSWDB, SSCC and Partners agree to conduct the following activities at a local level:

- 1. Enter into a local MOU with the SSWDB relating to operation of the One-Stop delivery system.
- 2. Participate in the operation of the One-Stop delivery system consistent with the terms of this MOU, the requirements of WIOA, the requirements of Federal laws authorizing the programs and activities.

- 3. Define "shared" customers between Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers and businesses.
- 4. Redesign the SSCC customer flow and service practices across partner agencies, including ensuring the accessibility and availability of services to "shared" customers.
- 5. Utilize robust technology tools to scale-up practices, 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 face barriers to employment.
- 7. Use a portion of the funds available for programs and activities to maintain the One-Stop delivery system, including infrastructure and shared costs of OSCCs, 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. Partners will provide representation on the Local Board to the extent possible and/or participate in SSWDB ad hoc activities/events or on standing committees.
- 9. Partners will participate in the competitive selection process for the OSCC lead operator in the local workforce area.
- 10. The MOU will be reviewed, and, if substantial changes have occurred, renewed, not less than once every three-year period to ensure appropriate funding and delivery of services as required by WIOA Sections 121 (c)(g). The MOU must be updated to reflect any change in the One-Stop Partner infrastructure cost contributions. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the three-year review if substantial changes have occurred.
- 11. 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 how and whether 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.

V. PROCESS UNDERTAKEN TO DEVELOP MOU

The SSWDB undertook a three-phase approach in the development of this MOU Agreement. A Fourth Phase outlined below will further define the Shared Customer and Referral process, which will begin after July 1, 2017.

Phase 1: The SSWDB scheduled a series of introductory meetings between all Partners and the SSWDB/SSCC Management team in February and March, 2017 to provide an overview of the MOU Requirements and discuss/outline the process in which the MOU agreement was to be established. All meetings were held in the Quincy Career Center (QCC).

Phase 2: The SSWDB conducted meetings in April and May, 2017 between the SSCC staff and the staff of the various Partners. Only one Partner at a time met with the staff of the SSCC, providing a more personal and one-on-one opportunity for the staff of both entities to become better accustomed with one another and to discuss the service delivery opportunities moving forward. Meetings were held at both the Quincy Career Center (QCC) and Plymouth Career Center (PCC) so that staff liaisons within each region could have the opportunity to effectively engage with the appropriate entities.

Phase 3: The SSWDB conducted meetings in May and June, 2017 between the key management and decision makers of the Partners and the management team of the SSWDB and SSCC to review and discuss the Draft MOU Agreement. The Partners were given a copy of the Draft MOU Agreement prior to each meeting and were invited to provide input and recommend changes throughout each phase of the draft agreement development process.

Phase 4: The SSWDB will continue to conduct meetings after the initial MOU is adopted as required for a July 1, 2017 start date. Phase 4 of the development process will actually initiate the creation of Phase 2 of the MOU Agreement. Phase 2 of the MOU Agreement will provide detailed mapping of an integrated service delivery system for all customers, job seekers, businesses and youth, as noted throughout this MOU. Once a Phase 2 agreement is reached it will be incorporated as an amendment to the initial MOU Agreement.

VI: HOLISTIC APPROACH TO SERVICE DELIVERY

The Workforce Innovation and Opportunities Act of 2014 (WIOA) mandates several key objectives to improve upon the work already accomplished through WIA. Specifically, a new, holistic approach to services emphasizes placing a priority on industry sectors that offer sustainable employment at a living wage in industries that are growing, using competency models for building curriculum and content contextualized to a targeted industry sector. Further, it encompasses an understanding of the importance of partnering with multiple agencies to assist in the outcome of long-term, sustainable employment, as well as, identifying programs to support employment and job search activities within the context of existing policies and procedures.

The purpose of this collaboration is to establish joint processes and procedures that will enable the Partners to integrate current service delivery system resulting in a seamless and comprehensive array of Post-secondary education, social services, job training and other workforce development services. In addition, the SSWDB will develop, convene and implement industry or sector partnerships as well as leverage and coordinate new Federal, state and/or private/philanthropic resources to support the local/regional career pathways system and programs.

The SSWDB, SSCC and Partners are committed to aligning workforce development, education and other associated human and community services into a seamless, customer-focused network of providers to enhance local customer access. One of the primary goals is to improve long-term employment outcomes for individuals receiving assistance through a holistic service delivery system that continually strives to address the needs of all individuals, regardless of their barriers and/or constraints. This will be accomplished through open communication channels, an effective referral process, innovative technology delivery systems, using consistent and current data and information on the available services of all Partners and the employment and training needs of area businesses. Much of the detail associated with this Holistic Approach will be developed in Phase 2 of this MOU.

Following are five features that represent the underlying facets of a holistic approach:

Cohort Training — Educational studies have shown that learning is most effective among students who do so in a group, usually in a classroom setting. The South Shore region will build upon existing training and education models already in place and combine them with workshops and programs that utilize a cohort learning progression.

Contextualized Learning — The focus of Workforce Development is for a job seeker customer to become gainfully employed in a sustainable career with adequate job skills. To create lasting workplace competencies, WIOA stresses the need for all content and curriculum to feature components that include: exercises, tests, reading, assignments and assessments to be drawn from real-life examples of actual workplace context in which the learning will be applied. This approach will apply to both workshops and cohort training.

Contextualized Trainings — Designing customized training by providing intensive class scheduling, incorporating pedagogic strategies and best practices designed for students who need Adult Basic Education (ABE) skills or English language education and/or occupational postsecondary instructions. Create multiple entry points that accommodate participants entering at differing skill levels (including adults and out-of-school youth with very low basic skills). In addition, create multiple exit points at successively higher levels of education and employment that are aligned with marketable, stackable and "creditable" credentials.

Industry Sectors — Another important feature of WIOA is its emphasis on driving workforce development efforts in specific (and desirable) industry sectors that show competitive wages, industry-recognized certifications, college credit programs that lead to degrees, regional and economic growth identified by Department of Labor sources.

Business Engagement — One of the most challenging aspects of workforce development has been at the level of involvement and commitment on the part of the business community. The typical workforce training under WIOA would result in a candidate with freshly minted workplace skills and competencies, a resume and perhaps guidelines for a job search, but with few leads.

WIOA stipulates the need for business engagement at three levels:

- 1. Advisory Boards: Where businesses are involved in curriculum development and job mapping based on the human resource needs of that particular business.
- 2. Mock Interviews, Site Visits, and Guest Lectures: This involvement goes beyond planning and extends to the classroom itself. Businesses engaged through volunteering staff time to assist with job readiness activities get to see potential candidates before they are finished with training programs, thereby enriching candidates with real-world context.
- 3. Internships, Externships and On-The-Job Training (OJT): Another important aspect of a successful Workforce Development program is the real-life experience that can only be obtained on-the-job. The South Shore region will pursue these opportunities with businesses whenever possible to enhance the experience and marketability of our job seeker customers.

Work Plan

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

- Participate in regular meetings as convened by the SSWDB to effectively and continually monitor the process, system and role of each organization.
- Continuous planning to respond to local, state and federal requirements.
- Ensure effective responsiveness to economic conditions and the needs of businesses.
- Participate in data collection and reporting needs.

- Ensure accessibility for all applicable programs and services.
- Effectively refer customers to the broader network of services as necessary to maintain a high level of commitment to customers and businesses.
- Participate in Partner informational sessions as applicable to shared customers, such as in the Career Center Seminars held by the SSCC multiple times each week.

In the first year of this MOU Agreement (Phase I), the SSWDB, SSCC and Partners will build a business-driven system in conjunction with providing a holistic approach to meet the needs of job seekers of all ages and abilities. This will be accomplished through the following:

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

In the second year of this MOU Agreement (Phase 2), the SSWDB, SSCC and Partners will develop the detailed mapping and systems to support an Integrated Delivery of Services as outlined in Sections VII, VIII and IX.

Partners will maintain consistent communication with one another to strengthen and expand upon the work plan and continue to make modifications as agreed by all involved. Diagram 1 provides additional objectives to strengthen the delivery of workforce development services throughout the region.

Strengthen The South Shore Workforce System Through Programmatic and Operational Opportunities



Diagram 1

Priority Populations to Serve

All agree to prioritize services as outlined under WIOA for youth, adult and dislocated workers and for individuals with barriers to employment, including but not limited to:

- Low Income adults including TANF and SNAP recipients
- Youth and adults with disabilities
- Long-term unemployed
- Homeless individuals
- Veterans
- Offenders released from prison and jails
- Older Workers
- Unemployment insurance claimants
- Other groups determined to have barriers to employment
- Eligible migrant and seasonal farm workers

Career Pathways

In the past, the overarching goal of Career Pathway Models was an attempt to integrate adult literacy, ABE, General Equivalency Diploma (GED/HiSET) instruction, English language literacy (ELL), pre-collegiate developmental education with postsecondary career and technical education (CTE) certificates, associate degree programs, and potentially, a baccalaureate degree. However, today's models focus less on articulation of

educational programs and more on a progression to employment. They map occupational pathways within specific industry groupings to describe the skills needed to advance up occupational ladders and serve as longer-term advancement solutions to employment and skills shortages. Also, they frequently include bridge programs to provide entry points for the lowest-skilled worker.

The South Shore region plans to implement the 'progression to employment' model whereby a robust referral process between partner agencies will facilitate identification of the nuances inherent in various shared job seeker populations. This will be accomplished through integration and creation of teams comprised of Partner and Career Center staff and will encompass career planning, training (if applicable), professional development, marketing and business services. Customers will be grouped and shared as they progress through a continuum of Career Center services to assist them in acquiring gainful employment. Access to wrap-around services will also play a critical role in helping customers with significant barriers to employment achieve their objectives.

The connections between adult education, postsecondary education and workforce will be strengthened. A strong emphasis will be placed on ensuring providers, including Higher Education Institution providing skills development, including stackable career pathways certificate programs that accelerate achievement of diplomas and credentials that lead to employment and self-sufficiency.

WIOA defines a Career Pathway as a combination of rigorous and high-quality education, training and other services that:

- Aligns with the skill needs of the businesses within the industries with the highest regional demand.
- Positions an individual to be successful for a full range of secondary or postsecondary education options, including registered apprenticeships.
- Includes counseling to support an individual in achieving their educational and career goals.
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupation cluster.
- Organizes education, training and other services to meet the particular needs of an
 individual in a manner that accelerates the education and career advancement of the
 individual to the extent practicable.
- Enables an individual to attain a secondary school diploma or its recognized equivalent and at least one recognized postsecondary credential.
- Helps an individual enter or advance within a specific occupation or occupational cluster.
- Ensure support systems are available to help the individual maintain their job with appropriate training and career pathway guidance.

In order to meet these Career Pathway objectives, the SSWDB, SSCC and all Partners agree to work collaboratively to effectively map regional career pathways and ensure accessibility and availability of services to shared customers. It is also important to note that specific services are accessed in a customer-driven manner and that the resources each person will access are based on their particular needs and interests.

Effective Career Pathway models that require shared program design and delivery must develop a process to include:

- The manner in which services among Partners are to be aligned.
- Development of strategies for referrals and co-enrollments.
- Leverage resources and work collaboratively to expand access to credentials and work-based learning for low-skilled individuals and out-of-school youth.
- Align and identify the support systems for individuals that form different programs to create a clear pathway in support of long-term credential attainment.
- Designing career pathway systems that offer an effective approach to the
 development of a skilled workforce by increasing the number of workers in the South
 Shore region who gain industry-recognized and academic credentials necessary to
 work in jobs that are in-demand.
- Aligning postsecondary educational services with businesses needs, by designing career pathways systems that engage businesses in the development of educational programs up front.
- Develop "early outreach activities" that can increase students' awareness of college and training programs.
- Enables individual and/or nontraditional clients/students to attain a secondary school diploma or at least one recognized postsecondary credential.

The Continuum of Services will consist of the following steps:

- Referral
- Intake/Triage
- Assessment
- Orientation
- Career Planning/Career Development
- Career Readiness and/or Training Services
- Workshops
- Job Search/Job Development
- Job Placement
- Retention Support

An open and consistent communication system will be established among existing business clusters within the region to ensure that the education and training program providers effectively address the skillsets required and that job seekers are properly informed and guided into Career Pathways that will result in a sustainable wage. This information will be obtained through effective Business Services Touchpoints, Surveys, Focus Groups and information gathering sessions.

VII: CONTINUUM OF SERVICES FOR PRIORITY POPULATIONS

The SSWDB, SSCC and Partners are to develop an integrated service delivery system that supports job seekers and businesses through a customer—centered design focus with a clear understanding and vision for the region. The integrated service will identify the manner in which individual Partners provide complimentary services/resources to the individual along a career pathway that could span several years. Each Career Center will identify Teams (Diagram 2) almong SSCC and Partner Staff that will provide individualized services to the customer.

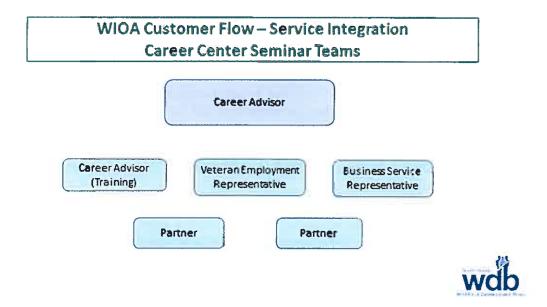


Diagram 2

Guidance on the development of these systems are provided on a State level by Partnering agencies; however, Partners are to identify opportunities for an integrated and coordinated implementation of services and resources on a local level.

A detailed mapping and approach for an Integrated Delivery System will be developed in FY18 (Phase 2) and will be incorporated as an addendum to this MOU.

The SSWDB, SSCC and Partners will work together to ensure that all customers have the foundation knowledge to effectively access and utilize the SSCC network of services. A customer flow map is provided in Appendix C. Shared Customers can be defined as individuals that:

- Are able and willing to work and are interested in an employment opportunity.
- Are prepared to work, with proper transportation and childcare accommodations, if necessary, in place.
- Are ready and willing to take the first step towards employment and/or skills enhancement.
- Are able to take a skills assessment, or willing to undertake training assistance to take the skills assessment.

Customer flow & referral process:

All Shared Customers are first introduced to the services and resources of the SSCC through the front Welcome Desk, which is administered by an experienced SSCC staff person. The process is outlined below and depicted in Diagram 3.

- All new customers are asked upon arrival at the Membership Desk (or by telephone)
 if they are Veterans or Migrant Seasonal Farm Workers. Veterans receive priority of
 services except in the case of UI Online Navigation.
- All new customers flow through the Welcome Desk and log onto Job Quest to gain access to the WIOA Career Center Seminar.
- All customers must be registered in Job Quest to access Career Center services.
- All Partner Agency customers must complete a full Job Quest Registration (coenrollment) before attending a Career Center Seminar (CCS).
- At the Career Center Seminar, customers will receive a Registration Card and Pre-Printed Registration Form.
- All receive a CCS "folder", workshop calendar and information about upcoming Career Center activities (job fairs, etc.).
- All are assigned to a Career Advisor/Specialist (business cards are distributed at the CCS).
- Facilitator uses PowerPoint and covers mandatory information as well as Career Center specific services and resources.
- All registrants complete Individual Action Plan/Career Action Plan by end of seminar and signs-off (staff initials, dates, and gives original to job seeker and keep copy for files).
- Facilitator of Career Center Seminar becomes (in most cases) the customer's Employment Counselor.

- Employment Counselor establishes follow-up meeting with customer to determine whether the customer is an Adult/Dislocated Worker.
- Employment Counselor completes an assessment to determine initial referral for Training or Partner services as needed.
- Employment Counselor communicates with Partner Agency Field Engagement Worker, Training Specialists and Business Services Representatives to determine the best path going forward.

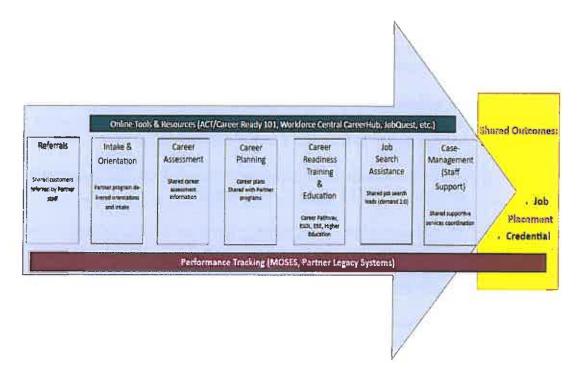


Diagram 3

A list of resources and services available at the SSCC include:

- Calendar of programs, workshops and events available, including registration in the introductory Career Center Seminar.
- Comprehensive career counseling based on labor market needs.
- Development of an individualized Career Plan.
- Training Programs through approved vendors that match their skills, interests, personality and employment goals.
- Job search preparation and placement assistance.

- Referrals to Partner organizations and other community resources in regards to resources not available at the SSCC.
- Access to skills, interest and aptitude assessments.
- Resume building and interviewing skills assistance.
- Labor Market Information and identification of the knowledge and skills required to effectively seek current employment opportunities.
- Information on job openings and assistance in navigating the application process.
- Information regarding filing for unemployment claims.

Each Customer will be assigned to a Career Center Team that will provide personalized and integrated support to assess and address the needs of the customer (Diagram 4).

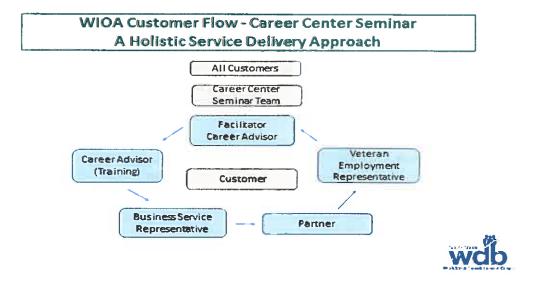


Diagram 4

Types of Support Services for each Priority Population:

The SSCC and Partners provide numerous services and resources to promote the education, training and career advancement of individuals seeking services. A detailed listing of the specialized services provided by each Partner will be outlined in the *Master Resource Guide* that will be created as part of this MOU Agreement. The *Master Resource Guide* will provide information on each Partner and will identify the priority populations that each organization has resources to support.

A customer flow model for each priority population is to be developed that best describes how the priority population will access services through the SSCC and Partner agencies. The roles and responsibilities of each Partner will be described in context of the customer flow.

A detailed and integrated service delivery system for each priority population among Partners for appropriate services, resources and activities will be developed in FY18 (Phase 2) and will be incorporated as an addendum to this MOU.

Shared Customer Referral Process:

A detailed process in which to refer shared customers between partners for appropriate services, resources and activities will be developed in FY18 (Phase 2) and incorporated as an addendum to this MOU.

VIII: CONTINUUM OF SERVICES FOR BUSINESSES

WIOA guidelines and policies are designed to ensure that workforce development programs are aligned with regional economic development strategies that meet the needs of area employers. The SSWDB, SSCC and Partners are committed to the Governor's directive to improve the responsiveness to employer needs and prepare job seekers for high-demand employment opportunities, referred to as "Demand-driven 2.0". The adoption of this employer-focused model enhances the federally defined labor exchange system under WIOA.

The approach for Business customers will be to incorporate an industry-cluster model. New partnerships among Workforce Development Boards, economic development agencies, chambers of commerce, and community colleges will foster new information about regional labor markets that can be used by the public sector to redesign skills training and education programs to address the skills-gap that currently exists. Business involvement in industry forums will be important to ensure that their workforce development needs are met.

In addition to receiving the full complement of labor exchange and workforce development services from the OSCC system, business customers will also benefit through the use of a strategic candidate referral system that incorporates combined resources from all MOU Partners. The South Shore region will use a 'Segmented Industry-Approach', where business customers will be identified by industry clusters, then, those industries will be contacted, assessed and serviced by the Business Services Representatives in accordance to their specific needs.

Business Service Representatives will reach out to the companies, make the appropriate contacts to discover their workforce needs and provide the appropriate services that addresses their specific needs.

All job seeker customers will be encouraged to participate in a career pathway model, thereby providing business customers with a quality pipeline to job-ready candidates to fill open positions. Further, skills training programs will be based on a comprehensive needs assessment of businesses to ensure that programs offered by training vendors are demand-driven and match the stringent requirements of the marketplace. MOU Partners will refer their clients to the SSCC by way of a negotiated customer flow process. This will ensure consistency and quality referrals to business customers.

WIOA Partners and the SSCC will:

- Develop an effective outreach program that consistently determines the employment needs of businesses in the region and the skillsets required to address those needs.
- Coordinate the delivery of business services among Partners to create a streamlined approach to interact with businesses and convey available resources and job candidates.
- Enter job orders into the system and coordinate matching with job seeker skill sets.
- Ensure the effective collection of job seeker profiles and matching with job orders.
- Consistently review Labor Market Data to understand the needs of businesses.
- Collaborate to ensure training programs provided meet the needs of available employment opportunities as identified by area employers.
- Consistently monitor business services to determine if the needs are being properly and effectively met.
- Set a model of evaluating if the ITA vendors are effective through student interviews, and addressing the skill needs of business.

A detailed process to interact with area businesses and refer individuals to employment opportunities among partners will be developed in FY18 (Phase 2) and will be incorporated as an addendum to this MOU.

IX: ACCESS TO TECHNOLOGY

The availability of Technology platforms is a critical component to the successful coordination and delivery of programs and services among the SSWDB, SSCC and Partners. Technology will facilitate the exchange of information and the effective continuum of services among shared customers and businesses.

Technology systems will be selected with the following priorities in mind:

- An effective Content Management System to collect and access business and job seeker profiles.
- Shared platforms that link Partner services, educational programs and counseling.
- Comprehensive tracking of customers through the workforce system to support their individualized Career Path and objective to achieve sustainable employment.
- Provide resources, services and training through virtual technology, social media and at alternative times when SSCC and Partner facilities may not be available.
- Remain in compliance with applicable statutes, regulations, data security requirements and standard reporting principles.
- Flexible, expandable and is easily shared among Partner organizations.
- Provide technology that addresses the needs of shared customers that may have barriers to employment such as those who are visually impaired.

A Technology Plan with associated costs will be developed in FY18 (Phase 2) and will be incorporated as an addendum to this MOU.

X: STAFF DEVELOPMENT AND TRAINING

A coordinated and comprehensive Staff Development and Training program will provide the tools, resources and skillsets for all SSCC and Partners staff to work cooperatively and effectively in the delivery of high quality service to all customers. The training will include the following and will be implemented on a regular schedule throughout the calendar year:

- Consistent information/update on Partner resources, services and information.
- Referral process for shared customers and business services.
- Information Technology, data collection and data reporting.
- Sensitivity training to effectively address the needs of all customers.
- Business Demands and Labor Market Information.
- Target Population data and customers served.
- Workforce System goals, objectives, updates and changes.
- Education and training programs, services and opportunities in the region.

XI. COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS

The WIOA Required Partners agree to participate in the selection process of One-Stop Operators as required by WIOA, at least once every four years.

XII. PERFORMANCE MEASURES

The SSWDB, in agreement with the Required Partners, agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between the SSWDB and the SSCC, including incentives and penalties.

See Appendix D For FY 2017/2018 Proposed Performance Goals as submitted to the State.

In addition, performance metrics could also include "transition metrics" that follow participants across education and training, employment and self-sufficiency.

Such indicators will measure:

- A. Postsecondary enrollment
- B. Course completions and graduation rates
- C. Skill level attainment
- D. Attainment of stackable credentials
- E. Employment and earnings
- F. Job retentions

Detailed Performance Metrics will identified and further developed in FY18 (Phase 2) and incorporated as an addendum to this MOU.

XIII: SHARED COSTS

Shared Costs by the MOU "Required Partners" consist of infrastructure and service costs associated with the SSCC operations, those associated with the delivery of shared workforce development programs and services as required by WIOA in support of the One-Stop delivery system. The purpose of the financial contributions is to meet the needs of Shared Customers, ensure proportionate costs by Required Partners, support an effective Career Pathway system, reduce duplication of services and provide efficient use of technology. These Shared Costs for Required Partners are being determined on a Statewide level between the Massachusetts DCS and representatives of the Required Partners. Once final amounts are determined, DCS will disseminate the agreed upon costs proportionally to each of the 16 Workforce Development Systems across the Commonwealth.

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. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will

ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the DCS, the designated State Workforce Agency (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

As part of this MOU Agreement the SSWDB and SSCC are engaging with a variety of Non-required Partners as well to identify individualized resources that will provide effective and coordinated services to Shared Customers. Additional accommodations may require additional cost by Partners include office space within one or more of the SSCC facilities, shared or new equipment, other associated programming and service delivery adjustments. Contributions for shared costs will also come in the form of shared staff for training and meetings and in-kind services.

Non-required Partners are not responsible for any Shared Costs, unless they are outlined in the specialized resources section located in Appendix A. The identified specialized accommodations may have an additional cost requirement by the Partner, which will be outlined in a separate addendum to this MOU Agreement once it is determined after the July 1, 2017 effective date. Local funding agreements must satisfy the requirements of Section 121(h) of WIOA for purposes of funding the One-Stop delivery system in FY17.

XIV. SIGNATORIES

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

XIV. 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. maintenance of data and other confidential information relating to One-Stop Career Center customers. By signatures affixed below, the parties specify their agreement:

Required Partners

						1
May	or	Thom	as P	Koch		
Chie	f I	Elected	l Off	icial, C	ity of	Quincy

Dean Rizzo SSWDB, Executive Director

Francis Grey DCS, Operations Manager

Jennifer Harris, Library Director Plymouth Public Library

Sabre A. Ibrahim, Director MA Department of Transitional Assistance - Plymouth Area Office

Joan Cirillo, President & CEO Operation A.B.L.E.

Donald P. Uvanitte SSWDB, Board Chair

South Shore Career Center, Lead Operator

Julie Proud-Ray, Area Director

MA Rehabilitation Commission

Karyn Gonzalez, Director

MA Department of Transitional Assistance

Quincy Area Office

Kun Chang, MSW, LCSW, Program

Director

Greater Boston Chinese Golden Age Center

"haction bowell Nathan Stowell, Program Director Isaias C. Sarmiento, Program Director Quincy Community Action Programs, Inc. Training Resources of America, Inc. Youth Build Susan Patton, Director Susan L. Hearn, Executive Director Rockland Public Schools Randolph Community Partnership, Inc. Taula Stiner Paula Shiner, CEO Alan White, Regional Director Coastline Elderly Services, Inc. MA Commission for the Blind Non-Required Partners Patricia Daly, Executive Director Peter Tsaffaras, President Quincy College South Coastal Community Action Council, Inc. Thomas & Chilley Keith Segalla, Executive Director Thomas Hickey, Superintendent Career & Technical Education South Shore Vocational Technical High School **Quincy Public Schools** Michael Bellotti, Sheriff April Connolly, Chief Operating Officer Norfolk County Correctional Facility Father Bill's & MainSpring, Inc.

Vincent Harte, Executive Director

Wellspring Multi-Service Center

Plymouth Boys and Girls Club

Garleth Lynch, Executive Director

Elijah Wilkerson, Admissions Counselor	Grace McAuliffe, Director of Finance
Job Corps	Quincy Housing Authority

Appendix A

Summary of individualized Considerations for

Required and Non-required Partners

Special Considerations for Required and Non-required Partners:

The SSWDB and SSCC are consistently engaged with a variety of Required and Non-required Partners in order to provide coordinated services to Shared Customers. This MOU Agreement outlines a variety of initiatives designed to increase collaboration and the implementation of services and resources for businesses, job seekers and youth in the region.

Appendix A identifies individualized accommodations between the SSCC, SSWDB and individual Partner to effectively address the needs of the Shared Customers. Such accommodations outlined include providing office space within one or more of the SSCC facilities for Partner Staff, shared and new equipment, SSCC providing Career Center Services workshops at Partner locations, and other associated programming and service delivery adjustments.

Outlined within Appendix A are these individualized accommodations determined at the time of signing this MOU. A separate addendum to this MOU after the July 1, 2017 effective date will occur once negotiations are finalized with all Partners involved. This may include additional costs burdens by the Partner as appropriated and agreed to by all involved.

Local funding agreements must satisfy the requirements of Section 121(h) of WIOA for purposes of funding the One-Stop delivery system in FY17.

Partner Name: Department of Transitional Assistance (DTA)

\mathbf{X}	Required	Non-Required

- DTA will designate a Full Engagement Worker (FEW) and the Quincy OSCC will assign a "lead staff person" to work together on behalf of the DTA clients.
- Co-location of designated FEW will go to the Quincy OSCC facility to provide support, information and resources to OSCC staff and DTA clients. (Initially, they are not required to enter information into the MOSES application); a FEW from the Quincy DTA office will be at the Quincy OSCC once a week and on an as-needed basis in the Plymouth OSCC.
- Designated space will be needed at the Quincy OSCC for the FEW to co-locate at agreed upon schedule – once a week.
- Participation of the Quincy OSCC "lead staff person" will be available at the Quincy DTA office during the bi-weekly client Orientations (Tuesday's @10:00am & Thursday's @1:00pm) to share information about the Quincy OSCC services, available programs and to recruit eligible participants.
- The Quincy OSCC "lead staff person" for DTA and DTA clients will be trained on DTA programs/requirements to better assist the DTA population.
 - Training will include eligibility, work program participation and other requirements of the TAFDC and SNAP programs.
- Establishing jointly agreed upon referral mechanisms between DTA and the OSCC.
- DTA to work with OSCC to establish a case record for each participant documenting activities, records, evaluations, test results and case narratives.
- Collaboratively work to ensure the TAFDC and SNAP clients receive tailored and appropriate job readiness, job matching and job coaching skills.
- Collaboratively work to address any challenges for TAFDC and SNAP clients to participate in OSCCs activities such as transportation and child care. (These services are to be determined by the FEW, as not all clients are eligible for these.)
- Access to information on DTA programs, services and resources will be made available at the OSCCs (flyers, links)
- Between BEACON and MOSES, clients will have established case records to reflect activities, evaluations, rest results and any important facts pertaining to their services noted in a Case
- OSCC to generate a report of DTA client participation including placement and outcomes which will be given to the FEWs for follow-up with the client. (An agreed upon format TBD)
- OSCC to review, verify and sign the participation forms for the registered clients to ensure that
 the client is attending as required. (DTA will inform the OSCC of the required hours of
 participation for each client referred.)
- MOSES training to be held as needed for DTA staff
- BEACON, DTA Policy and Procedure training to be held for OSCC staff
- Establish a priority access for DTA clients fast track because of the pre-screening which is completed by the DTA staff/FEW.
- Coordinate SNAP funding for workforce training and career planning with OSCC services.

Partner Name: Massachusetts Rehabilitation Commission (MRC)

X Required ____ Non-Required

Individual Accommodations:

- MRC will provide consultation and technical assistance to assist SSCC in ensuring facilities
 are accessible to clients with disabilities and will work with SSCC to determine and address
 shared consumers' needs for reasonable accommodations.
- MRC will coordinate with SSCC staff to arrange group tours and programs at the SSCC facilities to better accommodate MRC clients.
- MRC provides specialized vocational rehabilitation services consistent with collaboratively developed Individualized Plans of Employment (IPE). MRC will work with the SSCC and Partner agencies for referral of MRC services to shared customers and vice versa.
- SSCC staff will be available, upon request, to conduct the Career Center Seminar (CSS) at the local MRC offices.
- MRC and SSCC will work collectively to ensure training dollars are utilized to most effectively help shared customers meet the needs of the business sector.
- MRC and SSCC will work collectively to ensure shared customers have the assistance needed to complete Job Quest registration requirements.
- MRC will provide guidance and assistance in ensuring SSCC staff is 0 properly trained to
 address the needs of individuals with disabilities, who are shared consumers, in an
 appropriate and respectful and effective manner.
 - 1. Required MOU Components: All Required Partners are Included.

Expectation: none listed

MRC's Response: MRC is a required partner and will participate in the local area and will contribute to the local service delivery strategies. MRC will provide information regarding our services and will contribute vocational counseling and guidance for eligible consumers. MRC counselors will develop individual employment plans and services to assist consumers to establish a vocational goal toward competitive integrated employment and will monitor the plan to completion.

2. Required MOU Components: Description of the process to develop the local MOU, career pathway models for populations, and shared customer definitions.

<u>Expectation</u>: A description of the process used to develop the MOU. Outlines schedule of meetings, agenda items, and course of action culminating in signed MOU.

MRC's response: MRC local area assigned staff worked with the workforce team to establish a schedule of meetings and agenda as well as a course of action resulting in a successful MOU. Career Pathway services were established for all populations served along with shared definitions of consumers. MRC's responsibility as part of the MOU

will be to provide vocational and rehabilitation employment services for people with disabilities determined eligible for our services in each local area. MRC provided input to each local team to establish the process utilized to develop and complete the MOU.

3. Required MOU Components: Description of the priority populations identified by the MOU Partners. At a minimum, WIOA requires that each local MOU address: unemployment insurance claimants, low-income adults including TANF and SNAP recipients, homeless, Adult Education participants (Title II), individuals with disabilities (Vocational Rehabilitation Title IV), Veterans, older workers, re-entry populations and, youth, including youth with barriers to employment.

Expectation: A description of the priority populations to be served in the local area. A list of the priority populations will not suffice. Describes the educational and service needs of each priority population and describes how the priority populations will benefit from career center services, and/or how career center services may need to be differentiated to meet needs of specific priority populations.

MRC's response: MRC serves individuals with disabilities identified as part of the population served under WIOA. To receive MRC services, these individuals must meet eligibility requirements. MRC assists these individuals in obtaining competitive integrated employment and to that end, services provided are based on individuals needs and could include but are not limited to: assessment, counseling and guidance, job placement, training, education, financial assistance towards post-secondary education, adaptive equipment and extended supports. The priority population might benefit from these services by participating in job driven trainings based on industry needs in the local labor market. MRC will collaborate with our workforce partners to meet the individual needs of shared consumers. Career Centers must ensure that facilities, technology, and training curricula are accessible for individuals with disabilities. MRC will provide subject matter expertise to the Career Centers to address accessibility issues based on individual needs such as Dragon, JAWS, ASL, and other adaptive equipment and devices.

4. Required MOU Components: Description of the continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. Include a map for customer flow across MOU partners for each priority population.

<u>Expectation</u>: Provides a description for criteria used to identify individuals as shared customers and how this information is captured and shared in intake/assessment/referral process. Identifies the roles and responsibilities each Partner will commit to in order to support the education and service needs necessary to provide a continuum of services for each priority population. Customer flow charts included.

MRC's response: MRC will track individuals referred to and from the Career Centers and those determined eligible for services and have a plan for employment in our case management system (MRCIS). MRC has the ability to run reports on shared customers

and can provide information on a regular basis to our partners as needed until such time as we have a system that can capture information across partnering agencies such as a dashboard. MRC can provide career counseling and guidance, assessments, referrals, training, job placement, education, financial assistance towards post-secondary education, and adaptive equipment for eligible consumers. These will be incorporated into a career pathways plan along with services that might be provided by our partnering organizations based on our shared consumer's needs. Individuals with disabilities might need ESL classes, adult basic education, or can benefit from TANF/SNAP, transition services from schools, pre-employment services, and other opportunities offered by our partner organizations. MRC will ensure appropriate referrals for the continuum of services offered or available through our partners in the local service areas. MRC provides these services to individuals determined eligible under federal VR standards.

5. Required MOU Components: Description of the continuum of services available for businesses in the workforce area based on a customer-centered design or career pathway model.

Expectation: Describes plan to identify lead point of contact responsible for employer engagement and response processes, as well as process to coordinate job development, recruitment and referral, and follow-up across Partners. Includes business services flow chart.

MRC response: MRC has a robust employer engagement strategy and response process that continues to be effective for placing individuals with the most severe disabilities into employment. MRC will partner with the WIOA organizations on strategies to meet large scale business needs in the workforce areas, including partnering for skills development and identifying and preparing individuals with disabilities who are MRC consumers for available jobs in the local workforce area.

6. <u>Required MOU Components</u>: Description of access to technology and materials available through OSCC delivery system.

<u>Expectation</u>: Describes customers' access to technology currently available at the OSCC. Includes specific information with regard to any technology that is or can be customized or priority populations.

MRC response: MRC will provide subject matter expertise to the Career Centers to address accessibility issues based on individual needs such as Dragon, JAWS, ASL, and other adaptive equipment and devices, and etc.

7. Required MOU Components: Plan for coordinated staff development and training.

<u>Expectation</u>: Includes plan for initial and ongoing information sharing between Partner program staff. Plan includes strategies to share information about Partner organizations as well as individual customer information.

MRC response: MRC will provide orientation to our services to Career Center staff and will participate in Career Center information training sessions to ensure appropriate referrals and ongoing information sharing between Partner program staff. MRC will track individuals referred to and from the Career Centers and those determined eligible for services and have a plan for employment in our case management system (MRCIS). MRC has the ability to run reports on shared customers and can provide information on a regular basis to our partners as needed until such time as we have a system that can capture information across partnering agencies such as a dashboard.

8. Required MOU Components: Assurances of participation of the OSCC Required Partners in the competitive selection process for the OSCC lead operator in the local workforce area.

Expectation: none listed

MRC response: MRC area directors are actively involved in the competitive selection process for the OSCC lead operator in the local workforce area.

9. Required MOU Components: Plan or interim plan to address shared and infrastructure costs.

Expectation: none listed

MRC response: MRC senior leadership is addressing shared and infrastructure costs for the local areas. This is not a responsibility of the local areas.

10. Required MOU Components: Duration of the MOU including commencement and termination date, and include the clause "unless otherwise terminated by agreement of all parties or superseded."

Expectation: none listed

MRC response: MOU will include commencement and termination date and the clause "unless otherwise terminated by agreement of all parties or superseded."

11. <u>Required MOU Components</u>: Assurances that the MOU review will occur not less than every three years.

Expectation: none listed

MRC response: MRC will assure that the MOU review will occur not less than every three years.

12. <u>Required MOU Components</u>: Other provisions agreed to by all parties that are consistent with all Partner programs' services and activities, authorizing statutes and regulations.

Expectation: Includes process, timeline, and goals for Partner participation in local priority areas (e.g. coordinated professional development, employer engagement, workplace readiness development, etc.)

MRC response: MRC will work with partners on process, timeline, and goals for Partner participation in local priority areas (e.g. coordinated professional development, employer engagement as it relates to strategizing to meet large or broad scale employer needs in local areas, to meet skills needs and ensuring that persons with disabilities have opportunity for skill development and employment based on employer needs and etc.)

13. <u>Required MOU Components</u>: Includes all requirements as set-forth in WIOA MOU policy guidance.

Expectation: none listed

MRC response: MRC will ensure that all requirements as set forth in WIOA MOU policy and guidance are followed.

14. <u>Required MOU Components</u>: MOU reflects an agreement of the MOU Partners to jointly review the WIOA mandated performance metrics for the region or metrics negotiated as part of any shared and infrastructure contract costs between a local area (Board) and the mandated OSCC Partner, including incentives and penalties.

Expectation: At this early stage there should be evidence of planning to jointly review performance metrics and other metrics negotiated as part of shared and infrastructure funding agreements.

MRC response: The MOU amongst the partner agencies will be jointly reviewed and include performance metrics for each region negotiated as part of the shared infrastructure costs.

Partner Name: Massac	husetts Commission	ı for	the Blind	(MCB)
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X Required Non-Required

- MCB is to ensure that the SSCC facilities are accessible to clients with visual impairments
 and provide equipment, technology and services to the SSCC as may be required to provide
 reasonable accommodations to serve the needs of shared customers.
- MCB will coordinate with SSCC staff to arrange group tours and programs at the SSCC facilities to better accommodate MCB clients.

- MCB provides specialized vocational rehabilitation services consistent with collaboratively developed Individualized Plans of Employment (IPE). MCB will work with the SSCC and Partner agencies for referral of MCB services to shared customers and vice versa.
- SSCC staff will be available, upon request, to conduct the Career Center Seminars (CSS) at the local MCB offices.
- MCB and SSCC will work collectively to ensure training dollars are utilized to most effectively help shared customers meet the needs of the business sector.
- MCB and SSCC will work collectively to ensure shared customers have the assistance needed to complete Job Quest registration requirements.
- MCB will provide guidance and assistance in ensuring SSCC staff are properly trained to address the needs of their clients in a respectful and effective manner.

Partner Name: Operation .	A.B	L.E
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X Required	Non-Required
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- SCSEP will offer ongoing program orientations at the SSCC.
- SCSEP will provide appropriate referrals to SSCC and WIOA partner agencies.
- SCSEP will welcome appropriate referrals from SSCC and WIOA partner agencies.
- SCSEP will identify and provide ongoing support for WIOA shared customers.
- SCSEP will continue to outstation program staff at the SSCC as per a negotiated schedule.
- SCSEP will continue to place program participants at the SSCC on an as needed basis.
- SCSEP staff will participate in SSCC staff cross program training activities.

Partner Name: Department of Unemployment Assistance (DUA)

X	Required	Non-Required
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Individual Accommodations:

Any other provision in this agreement notwithstanding:

- 1. DUA only will provide information under this agreement to another party to this agreement:
 - upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G.L. c. 151A, §14P and §46, and 20 C.F.R. Pt. 603;

- b. following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data (currently in the form attached and marked "," which DUA reserves the right to modify in its sole discretion); and
- c. following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement (currently in the forms attached and marked "" for confidential data and "" for nonconfidential data, which DUA reserves the right to modify in its sole discretion).
- 2. DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

Partner N	Vame:	Ply	mouth	Pub	lic	Library
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X Required Non-Required	red
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- SSCC staff will be available, upon request, to conduct the Career Center Seminars (CSS) at the Plymouth Public Library.
- The Plymouth Public Library Advisor will bring groups of clients into the PCC periodically for an introduction of the available resources and services.

Partner Name: Training Resources of America, Inc.	Partner	Name:	Training	Resources	of A	America,	Inc.
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\mathbf{X}	Required	Non-Required
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- The Training Resources of America Outreach worker will bring groups of clients into the QCC periodically for an introduction of the available resources and services.
- The SSCC staff will effectively and consistently convey TRA resources and services to SSCC clients.
- SSCC staff will be available upon request to conduct career center seminars at Training Resources of America offices.

Partner Name: Quincy Community Action Programs, Inc. (QCAP)

X Required	Non-Required
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- The Quincy Community Action Program, Inc. (QCAP) staff will bring groups of clients into the QCC periodically for an introduction of the available resources and services.
- SSCC staff will be available upon request to conduct the Career Center Seminar at the QCAP
 offices.
- QCAP and SSCC will better connect the QCAP REACH Program to clients of the SSCC through enhanced communication and outreach efforts.
- The SSCC will effectively and consistently convey the QCAP resources and services to SSCC customers.

P	artner Name: Greater Boston Chinese Golden Age Center
	X Required Non-Required
In	dividual Accommodations:
	SSCC staff will be available upon request to offer specialized Career Center Seminars to the clients of the Greater Boston Chinese Golden Age Center (GBCGAC), which are primarily Asian. GBCGAC and SSCC will coordinate services to help the clients register in Job Quest.
Pa	artner Name: Rockland Public Schools
	X_ Required Non-Required
In	dividual Accommodations:
•	The SSCC will provide accommodations and associated equipment for one Outreach worker with the Rockland Public Schools to be located at the Plymouth and Quincy Career Centers.
Pa	ertner Name: Father Bill's & MainSpring, Inc.
	RequiredX Non-Required

- Father Bill's & MainSpring, Inc. will partner with the South Shore Workforce Development Board and WIOA Partners to identify shared customers.
- Father Bill's & MainSpring, Inc. will assist in developing an agreed upon referral process for shared customers that ensures customers receive effective support and that referral partners receive only appropriate referrals.
- Father Bill's & MainSpring, Inc. will provide data and an account of previous partnerships with Career Centers that were designed to provide added support to homeless customers in order to evaluate future opportunities with the South Shore Workforce Development Board in enhancing services to this population.

Partner Name: Quii	icy College		
	Required	X	Non-Required

- Quincy College and the SSCC will work collectively to design and implement comprehensive programs that will deliver career pathways program for unemployed, underserved resident in the South Shore.
- Quincy College will develop the best career pathways that reflect the demand of the employment needs.
- Quincy College will provide low income underserved clients residing in the South Shore region, access to higher-paying jobs in the retail industry via a college credit customized training program.
- Quincy College will deliver wrap around services to low income clients, by enabling them to be trained and become employable for a greater variety of skilled and better-paying careertrack jobs in the retail industry.
- Quincy College will support students in persisting on an education career pathway by
 providing motivational support and counseling, as well as access to needed social services
 and academic support, including basic skills development.
- Quincy College is seeking participate in the regional needs assessment report (either in manufacturing, STEM or health care). By working with the Institutional Research Department at the College, we will provide valuable information related to the South Shore's labor market needs.
- The SSWDB will assist in course/program design curriculum and its activities based on the South Shore regional needs.
- The SSWDB will assist with making the connection between the employers in the South Shore region and Quincy College.
- The SSWDB will assist with Regional need assessment plans.

Partner Name:	South	Shore	Commi	ınity	Action Council, Inc.
		Require	ed _	X	Non-Required

- SSCC staff will be available upon request to conduct the Career Center Seminar at the QCAP offices.
- SSCAC will encourage collaborations among agency partners in the region with staff and resources provided by the SSCC.
- SSCAC will provide workshop space accommodations at their facility as available for the SSCC to conduct trainings and associated programming for shared customers in the region.

Partner Name: Quincy Public Schools

Required	_X	Non-Required
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Individual Accommodations:

- SSCC will ensure there is an effective referral process to link shared customers with the education programs offered by Quincy Public Schools.
- Quincy Public Schools will provide workshop and presentation space accommodations
 within their facilities as available for the SSCC to conduct trainings and associated
 programming for shared customers in the region. (cost for room usage may be applied
 depending on program and set up requirements)
- Quincy Public Schools will provide office space accommodations within their facilities as available for shared staff to meet the needs of shared youth customers.

Partner Name: South Shore Vocational Technical High School

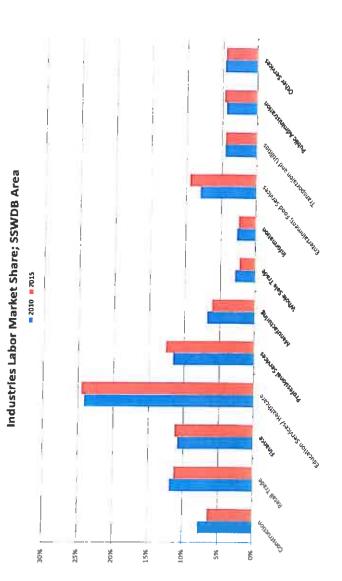
	Required	<u>X</u>	Non-Required

- SSCC will ensure there is an effective referral process to link shared customers with the education programs offered by South Shore Vo-tech.
- SSWDB, SSCC and South Shore Vo-tech will work collaborative to research the needs of vocational industries in the region and shape curriculum and training to meet the identified needs.
- South Shore Vo-tech will provide workshop and presentation space accommodations within their facilities as available for the SSCC to conduct trainings and associated programming for shared customers in the region.

Appendix B Local Market Data

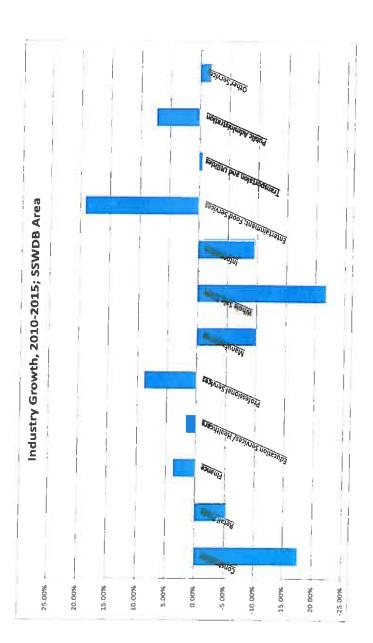


SSWDB Labor Market Share for the Region



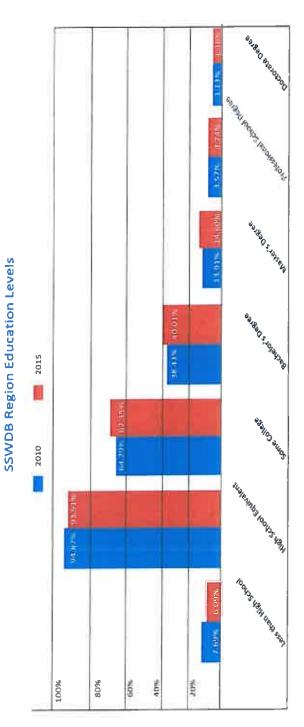


SSWDB Industry Growth in the Region





SSWDB Education Levels within the Region



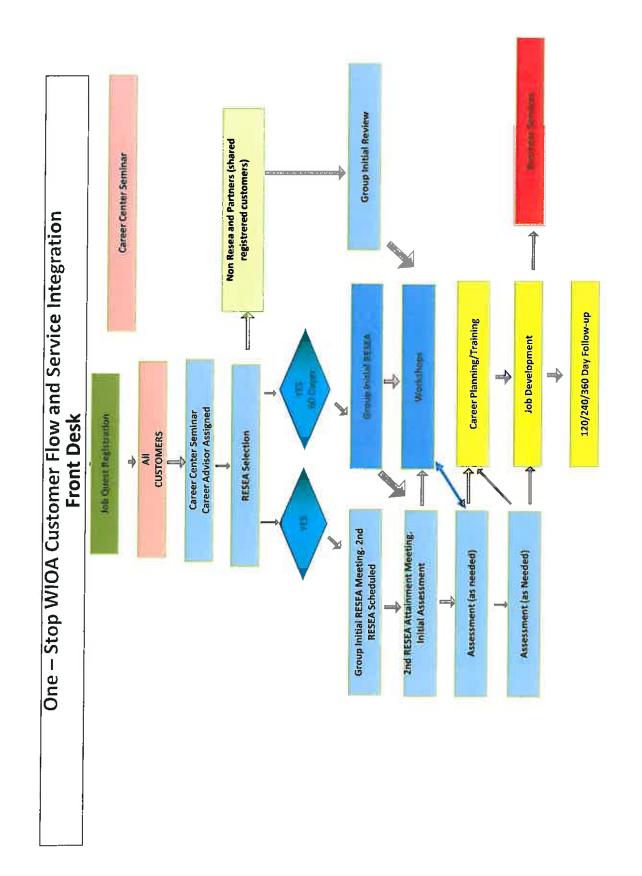
Appendix C

SSCC

Customer Flow

&

Service Delivery



Appendix D

Performance Goals

FY 2018

ATTACHMENT J1

WIOA - LOCAL AREA FY2017/	017/FY2018 PRO	POSED PERFORN	FY2018 PROPOSED PERFORMANCE GOALS REQUEST FORM	UEST FORM	
CONTACT PERSON / EMAIL:	Dean Rizzo / drizzo@sswib.org	:0@sswib.org			
WORKFORCE BOARD NAME:	South Shore Work	South Shore Workforce Development Roard	J. Co.		
	✓ Accepi	Accept Statewide Goals FY2017	5	Accept Statewide Goals FY2018	als FY2018
V	ST	STATE		LOCAL AREA	
PERFORMANCE MEASURE	B FY 2017 STATE GOAL	C FY 2018 STATE GOAL	PROJECTED LOCAL GOAL FROM FY2016	E FY2017 PROPOSED LOCAL GOAL	FY 2018 PROPOSED LOCAL GOAL
WIOA ADULT MEASURES			DAIA		
Employment Q2	83%	%98	83%		
Employment Q4	75%	77%	75%		
Median Earnings Q2	\$4,900	\$5,200	\$6,350		
Credential Rate	%99	%69	%09		
WIOA DISLOCATED WORKER MEASURES					
Employment Q2	84%	86%	85%		
Employment Q4	83%	85%	84%		
Median Earnings Q2	\$7,500	\$7,600	\$10.500		
Credential Rate	20%	25%	20%		
WIOA YOUTH MEASURES					
Employment/Education Q2	80%	80.5%	83%		
Employment/Education Q4	72%	73%	75%		
Median Earnings Q2					
g Credential Rate	20%	70.5%	75%		
129					

If requesting a goal other than the State or FY2016 projected goal, local areas must provide a justification with evidential data.

SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS

CAREER CENTER PARTICIPANT AND OUTCOME SUMMARIES

PROFILE OF CAREER CENTER CUSTOMERS

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

WIOA TITLE I ADULT PARTICIPANTS SUMMARY

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

WIOA TITLE I DISLOCATED WORKER PARTICIPANTS SUMMARY

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

WIOA TITLE I YOUTH PARTICIPANTS SUMMARY

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

WIOA TRADE ADJUSTMENT ASSISTANCE

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

WIOA PRIMARY INDICATORS OF PERFORMANCE

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

ADDITIONAL PERFORMANCE DATA

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

PROFILE OF CAREER CENTER CUSTOMERS SOUTH SHORE WORKFORCE DEVELOPMENT AREA FISCAL YEAR 2017

Gender Male 5,695 52% Female 5,294 48% Ethnicity White 7,879 72% Black or African American 1,583 14% Hispanic or Latino 526 5% American Indian or Alaskan Native 112 1% Asian 713 6% Hawaiian Native or Other Pacific Islander 25 0% Other 907 8% Age 18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,11	Total Individuals Served	10,990	
Female 5,294 48% Ethnicity White 7,879 72% Black or African American 1,583 14% Hispanic or Latino 526 5% American Indian or Alaskan Native 112 1% Asian 713 6% Hawaiian Native or Other Pacific Islander 25 0% Other 907 8% Age 25 0% 18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education 2 5% Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Veterans	Gender		
Ethnicity White 7,879 72% Black or African American 1,583 14% Hispanic or Latino 526 5% American Indian or Alaskan Native 112 1% Asian 713 6% Hawaiian Native or Other Pacific Islander 25 0% Other 907 8% Age 18 or under 152 1% 19-21 207 2% 12 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% 8 Education Ecss than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Se	Male	5,695	52%
White 7,879 72% Black or African American 1,583 14% Hispanic or Latino 526 5% American Indian or Alaskan Native 112 1% Asian 713 6% Hawaiian Native or Other Pacific Islander 25 0% Other 907 8% Age 307 2% 18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education 552 5% Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans <t< td=""><td>Female</td><td>5,294</td><td>48%</td></t<>	Female	5,294	48%
Black or African American 1,583 14% Hispanic or Latino 526 5% American Indian or Alaskan Native 112 1% Asian 713 6% Hawaiian Native or Other Pacific Islander 25 0% Other 907 8% Age 18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education 552 5% Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 289	Ethnicity		
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American Indian or Alaskan Native 112 1% Asian 713 6% Hawaiian Native or Other Pacific Islander 25 0% Other 907 8% Age 18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 289 52% Employers Receiving Referrals 132 24%	Black or African American	· ·	
Asian 713 6% Hawaiian Native or Other Pacific Islander 25 0% Other 907 8% Age 18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	•		
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Other 907 8% Age 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education Education Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%			
Age 18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%			
18 or under 152 1% 19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Receiving Referrals 289 52% Employers Receiving Referrals 132 24%	Other	907	8%
19-21 207 2% 22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Receiving Referrals 289 52% Employers Receiving Referrals 132 24%	-		
22-45 4,732 43% 46-54 2,588 24% 55+ 3,311 30% Education Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%			
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EducationLess than High School5525%High School Diploma or Equivalent2,94827%Some College/Vocational Degree1,72816%Associate Degree1,20011%Bachelors Degree2,96327%Advanced Degree1,11010%Self-Identified Persons With Disabilities5745%Unemployment Insurance Claimants8,41877%Veterans6476%Employers Served558Employers Listing Job Orders Employers Receiving Referrals28952%			
Less than High School 552 5% High School Diploma or Equivalent 2,948 27% Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	55+	3,311	30%
High School Diploma or Equivalent Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders Employers Receiving Referrals 132	Education		
Some College/Vocational Degree 1,728 16% Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	Less than High School	552	5%
Associate Degree 1,200 11% Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	High School Diploma or Equivalent	2,948	27%
Bachelors Degree 2,963 27% Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	Some College/Vocational Degree	1,728	16%
Advanced Degree 1,110 10% Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	<u> </u>		
Self-Identified Persons With Disabilities 574 5% Unemployment Insurance Claimants 8,418 77% Veterans 647 6% Employers Served 558 Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	-		
Unemployment Insurance Claimants8,41877%Veterans6476%Employers Served558Employers Listing Job Orders Employers Receiving Referrals289 13252% 24%	Advanced Degree	1,110	10%
Veterans6476%Employers Served558Employers Listing Job Orders28952%Employers Receiving Referrals13224%	Self-Identified Persons With Disabilities	574	5%
Employers Served558Employers Listing Job Orders28952%Employers Receiving Referrals13224%	Unemployment Insurance Claimants	8,418	77%
Employers Listing Job Orders 289 52% Employers Receiving Referrals 132 24%	Veterans	647	6%
Employers Receiving Referrals 132 24%	Employers Served	558	
Employers Receiving Referrals 132 24%	Employers Listing Job Orders	289	52%
	1 3		
	· · ·		

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

	Title I Adult	Title I Dislocated Worker	Trade Adjustment Assistance		
Participant Characteristics (%)					
Total Participants YTD	16	112	55		
Female	69%	62%	69%		
Age 55 or Over	25%	33%	47%		
Less than High School	6%	7%	22%		
Limited English	0%	4%	38%		
Math or Reading Level < 9.0	6%	5%	0%		
Disabled	13%	5%	3%		
Cash Welfare	0%	na	na		
UI Claimant	na	102%	100%		
Offender	0%	0%	0%		
Veteran	6%	4%	3%		
Single Parent	31%	8%	3%		
Low Income	100%	na	3%		
E	nrollments By Activit	у			
Total Program Participants YTD	16	112	32		
New Program Enrollments	8	68	4		
New Training Enrollments	8	56	13		
New & Carry-in Training Enrollments	30	97	31		
ABE/GED or Equivalent	0	0	0		
ESL	0	0	25		
Occupational Skills Training	15	88	15		
OJT	0	0	0		
Other.	0	0	0		
Exit and Outcome Summary					
Total Exits YTD	10	55	10		
Entered Employments YTD	5	31	5		
Entered Employment Rate at Exit	56%	57%	50%		
Average Pre-Wage	na	na	\$15.85		
Average (Post) Wage	\$23.63	\$21.60	\$15.69		
Wage Retention Rate (post/pre-wage)	na	na	99%		
Degree/Certification	11	66	na		

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

SOUTH SHORE MASS WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017					
TITLE I YOUTH PARTICIPANT SUMMARY					
	In-School	Out-of-School	Total Youth		
Participant Characteristics (%)					
Total	48	56	104		
Age 14-18	91%	64%	77%		
Age 19-21	9%	27%	18%		
Age 22-21	0%	9%	5%		
Female	45%	46%	46%		
Disabled	55%	7%	46%		
HS Student	100%	0%	46%		
HS Dropout	0%	91%	50%		
Limited English	2%	2%	2%		
Math or Reading Level < 9.0	0%	9%	5%		
Offender	0%	2%	1%		
Welfare	13%	9%	11%		
Foster Child	6%	2%	4%		
Homeless/Runaway	11%	4%	7%		
Pregnant/Parenting	2%	13%	8%		
Requires Additional Assistance	53%	36%	44%		
Enrollments By Activity					
Educ., Trng, & Tutoring	47	35	82		
ABE/GED or Alternative	47	55	102		
Financial Literacy	0	0	0		
Summer Employment Opportunity	0	0	0		
Work Experience/OJT	47	0	47		
Occupational Skills Trng	0	20	20		
Leadership Dev/Community Services	47	55	102		
Mentoring	47	55	102		
Guidance/Comprehensive Counseling	47	55	102		
Other (non program)	0	55	55		
Exit and Outcome Summary					
Total Exits YTD	12	28	40		
Entered Employments YTD	7	10	17		
Entered Post-HS Training YTD	1	4	5		
Placed in Employment/Education Rate	67%	50%	55%		
Average Wage	\$11.29	\$10.83	\$11.01		
Degree/Certification	9	14	23		

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

SOUTH SHORE WORKFORCE DEVELOPMENT AREA					
PRIMARY INDICATORS OF PERFORMANCE	FISCAL YEAR 2017 7/1/16 -6/30/17	FISCAL YEAR 2018 7/1/17 - 6/30/18			
WIOA TITLE I ADULT					
Employed 2 nd Quarter After Exit	83%	86%			
Employed 4th Quarter After Exit	75%	77%			
Median Earnings at 2 nd Quarter After Exit	\$4900	\$5200			
Credential Attainment Rate	Baseline	Indicator			
Measureable Skill Gains	Baseline	Indicator			
Effectiveness in Serving Employers	Baseline	Indicator			
WIOA TITLE 1 DISLOCATED WORKER					
Employed 2 nd Quarter After Exit	84%	86%			
Employed 4th Quarter After Exit	83%	85%			
Median Earnings at 2 nd Quarter After Exit	\$7500 \$760				
Credential Attainment Rate	Baseline Indicator				
Measureable Skill Gains	Baseline Indicator				
Effectiveness in Serving Employers	Baseline Indicator				
WIOA TITLE 1 YOUTH					
Employed 2 nd Quarter After Exit	80%	80.5%			
Employed 4th Quarter After Exit	72%	73%			
Median Earnings at 2 nd Quarter After Exit					
Credential Attainment Rate	Baseline Indicator				
Measureable Skill Gains	Baseline Indicator				
Effectiveness in Serving Employers	Baseline Indicator				
WIOA TITLE III WAGNER-PEYSER					
Employed 2 nd Quarter After Exit	60.0%	64.0%			
Employed 4th Quarter After Exit	60.0%	62.0%			
Median Earnings at 2 nd Quarter After Exit	\$5,100.00	\$5,500.00			
WIOA TITLE II ADULT EDUCATION					
Measureable Skill Gains	41.0%	42.0%			

Goal Setting:

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