



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 2011 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 re-alignments, 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 1)

Local One-Stop Career Centers - Opportunities

Procurement Process for new facility space to begin in April, 2017, as all current leases are up on June 30th:

Service Delivery Options Under Consideration:

- Maintain a Minimum of one Comprehensive Site:
Quincy, Plymouth and/or Another Area Community
- Multiple Affiliated Sites and Access Points:
Local Libraries, Community Centers, Malls, Colleges
- Create a Mobile Access Point:
A Van/Bus to Bring One-Stop Services to Organizations, Facilities, Schools and Events throughout the Region
- Randolph Example: New Access Point and the establishment of a Co-Work Facility



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 Workforce Development Board, Inc. (501c3)

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

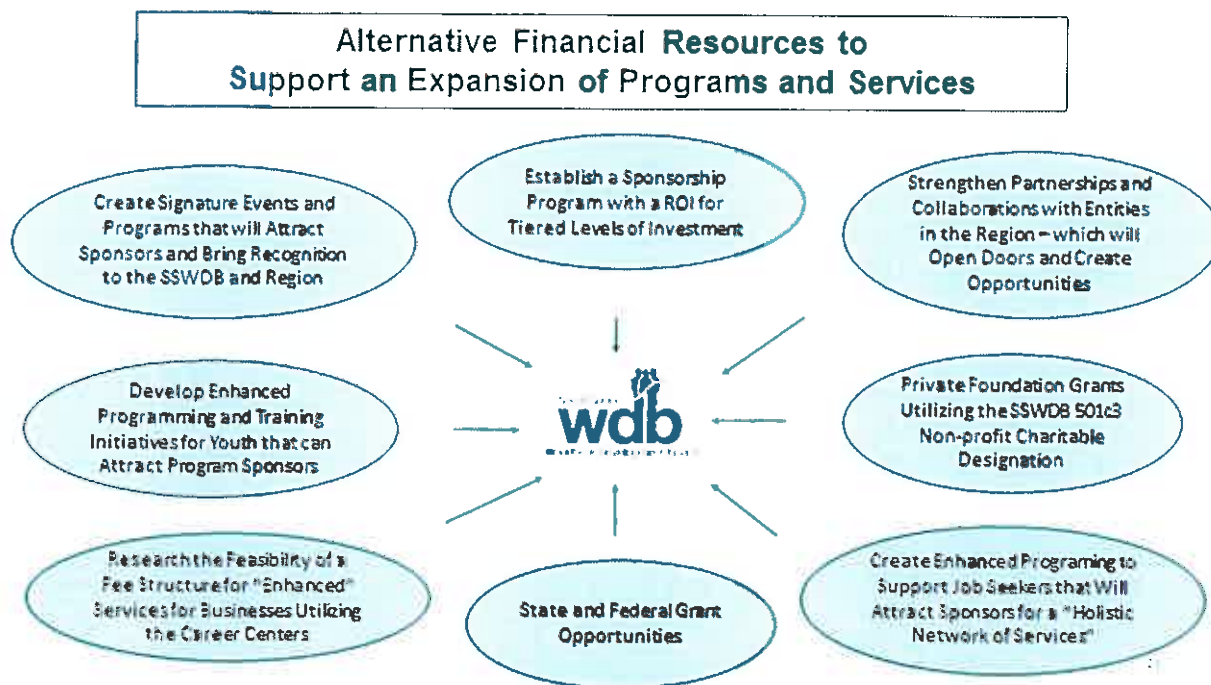


Diagram 2

State-Wide Economic Challenges and Opportunities

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, Volume 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 MOU 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 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 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, 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.

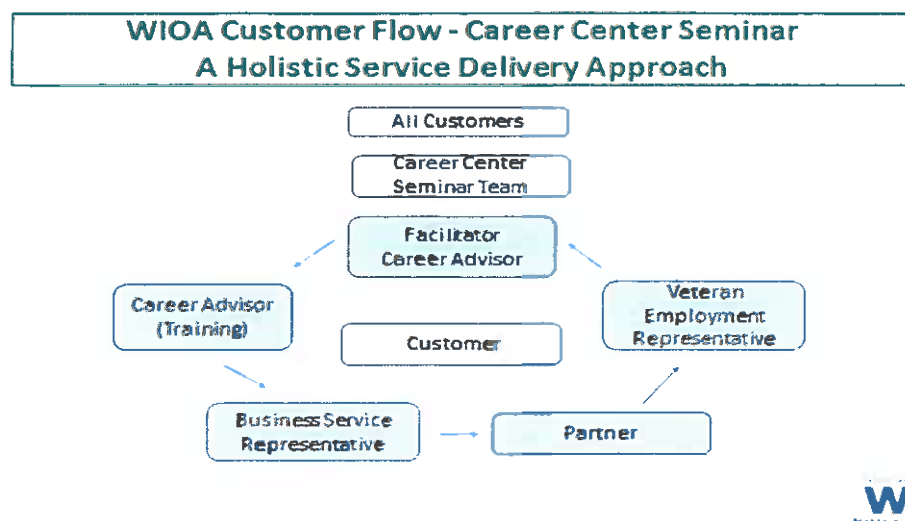


Diagram 3

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 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.

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 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 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.

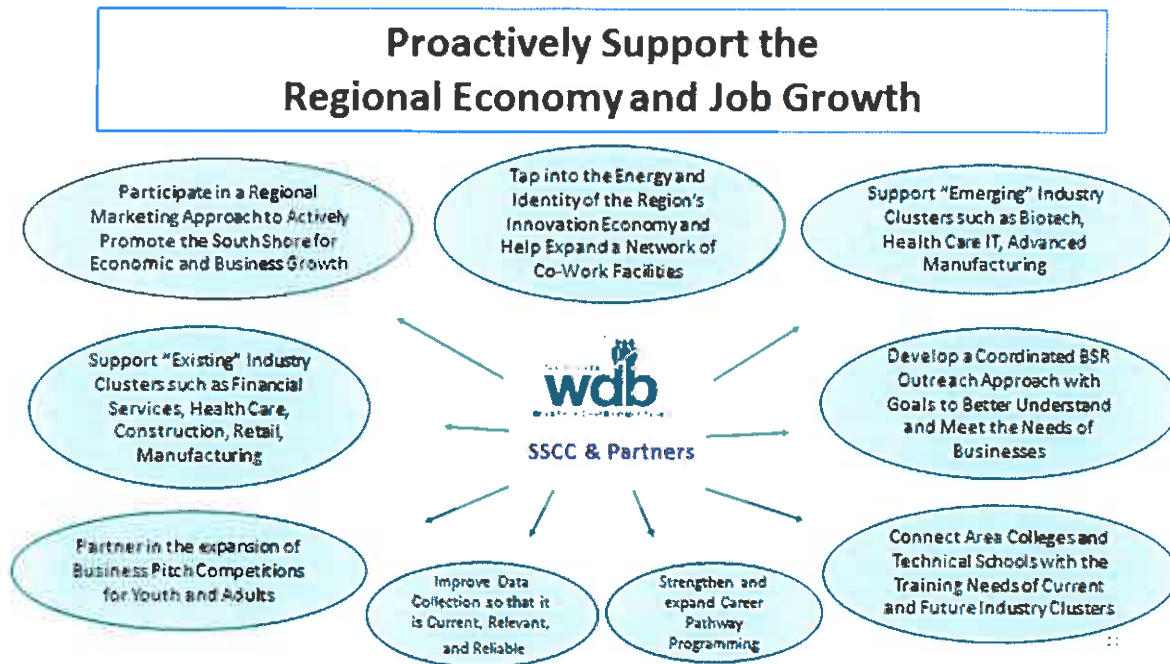


Diagram 4

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.

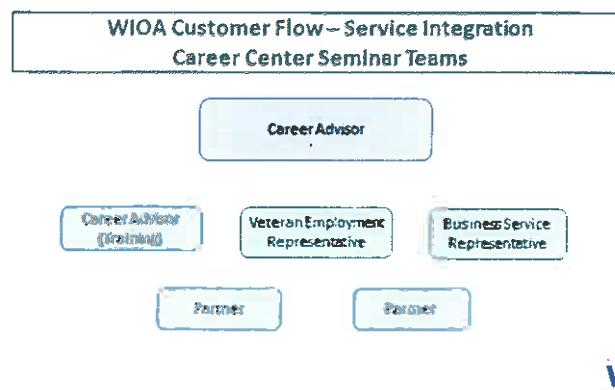


Diagram 5

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.



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:
 - New Goals, objectives and Committee outline of work
 - Committee Membership (Local Board and non-Local Board members)
 - 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:
 - New Logo and Tagline
 - New Website
 - New Brochure and Marketing Collateral
 - New Email Marketing and Social Media Tools
 - New Organization Newsletter
- Continue refinement of all branding, marketing, messaging and communication tools for the SSCC, which includes:
 - New Logo and Tagline
 - New Website
 - New Brochure and Marketing Collateral
 - New Email Marketing and Social Media Tools
 - 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.
 - Utilize new marketing and branding tools to promote SSWD / SSCC
 - Strengthen Relationships with Local and State Public Leaders
 - Strengthen Relationships with Local and State Business Leaders
 - Strengthen Relationships with Local and State Community Partners

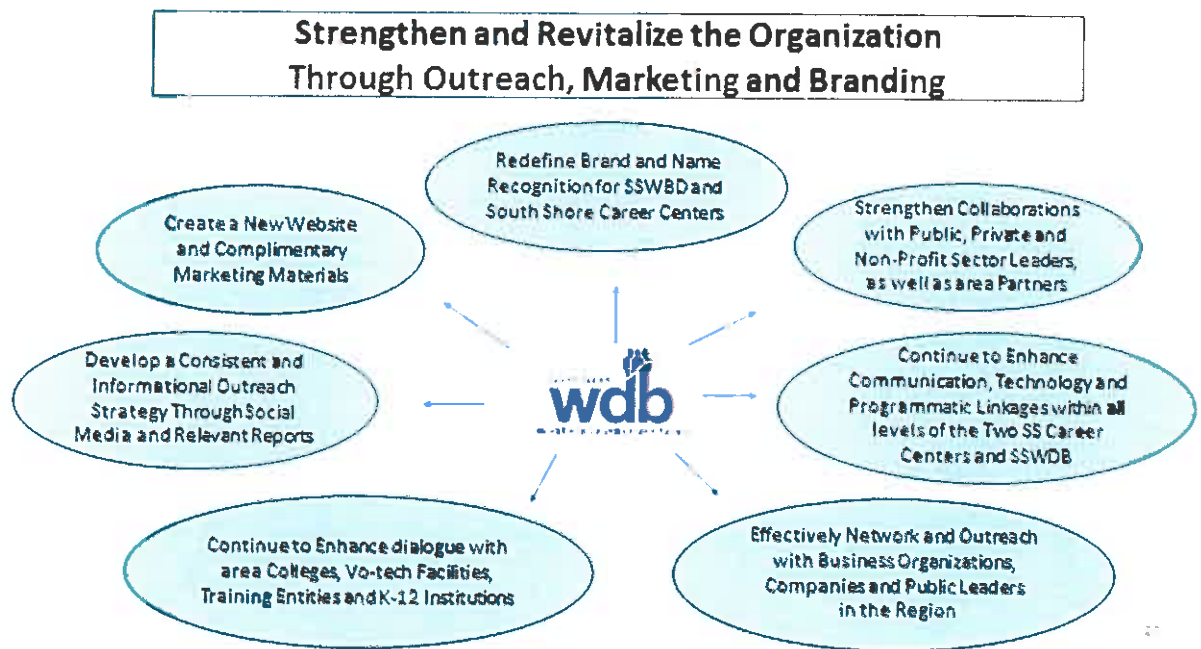


Diagram 7

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 / 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.

Workforce 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 vendor 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 501c3

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 501c3:
 - Establish and expand Board of Directors
 - Establish a Program of Work
 - Identify and Refine Revenue Generating Strategies
 - 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 refined and expanded upon as part of the final document once the Information Gathering and Development Phase is complete.

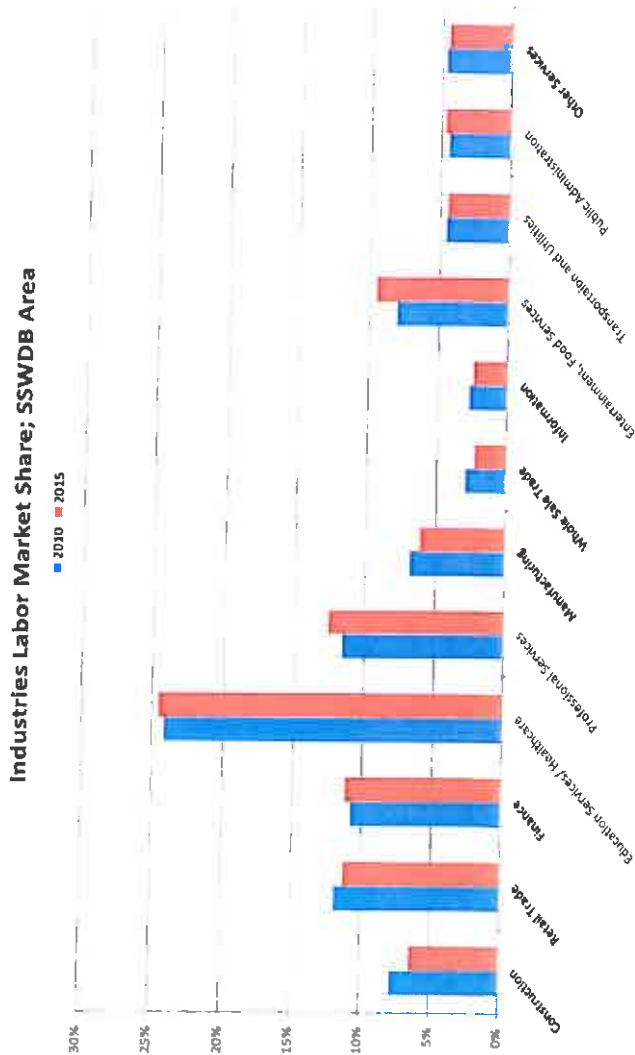
Year 2 and 3

- 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.

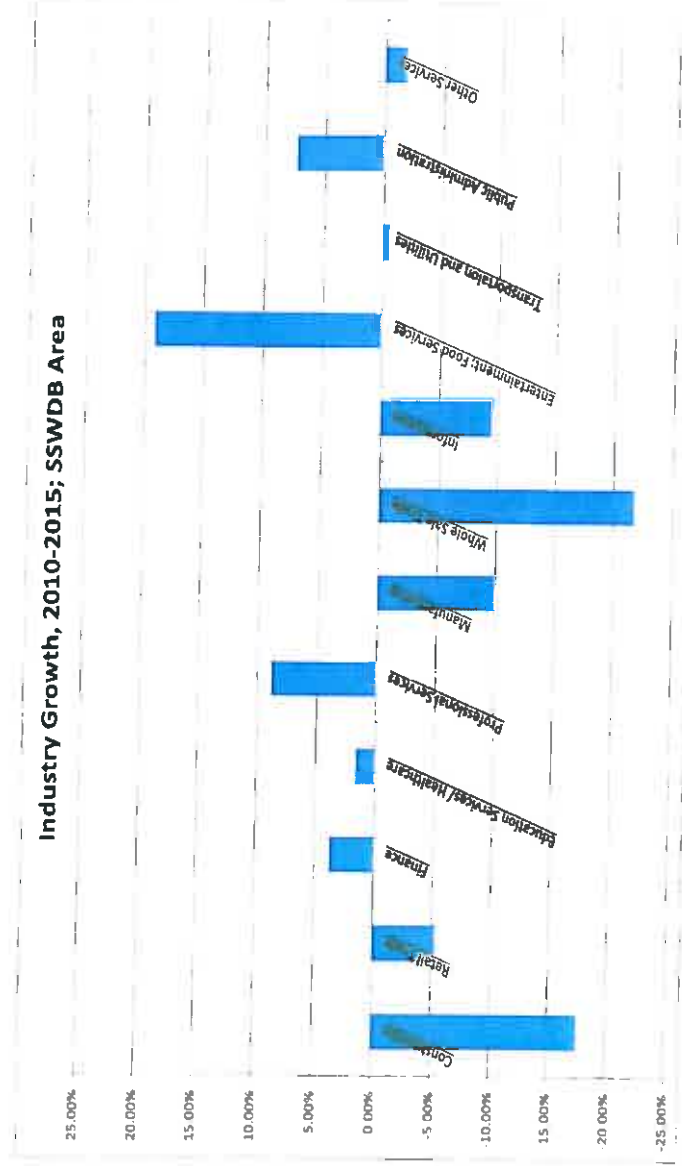
Appendix A

Local Market Data

SSWDB Labor Market Share for the Region



SSWDB Industry Growth in the Region



SSWDB Education Levels within the Region

SSWDB Region Education Levels

