MASSHIRE NORTH SHORE WORKFORCE BOARD

70 Washington Street Suite 314
Salem, MA 01970
978.741.3805

Agenda
Skills Committee Meeting

December 18, 2018, 8:00AM 70 Washington Street, WIB Conference Room

Membership: Tracey Cahalane; Tony Dunn; Laurie Roberto; Thelma Williams; Walter Stone; Nastaha Soolkin; Edward Terrill; Gina Frey; Laura MacNeil; Bonnie Carr; Lisa Pais; Camilla Blackman; Brian Pellinen; Troy Heggie; Christy Sugarman

I. Introductions

II. Discussion of Objectives and Goals for FY 2019 – review and discussion

III. Data study on unemployed individuals receiving services at One-Stop during last 6/focus group results

IV. Discussion of Partnership Committee work within other committees

V. North Shore WB WIOA 4 Year Plan –Draft 30 Day Review and Comments

VI. Northeast Regional Planning efforts

VII. Future of Work on the North Shore – update

VIII. Updates from Committee Members

Next Meeting: February 19, 2019; April 16, 2019; June 18, 2019

SKILLS COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

GOAL 3: The North Shore WIB will strategically utilize resources (increasing LMI and financial) to fully engage the business sector and Educators (both K-12 and Adult) to better align skills that exist between workers and employers.

MAJOR THEMES FOR FY2018

- Analyze and document academic skills necessary to be successful in post-secondary environment
- Use performance data for more discussion and promote future research and program enhancements
- Seek out private grant funds for regional/intra-agency programs
- Career Pathway development and translation for staff of all partner agencies

Objective #1: Collaborate with educational and training partners to increase (leverage) available resources and align policies, training program certificates/degrees so that employer and worker needs are met.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Research and examine skill sets of the unemployed and underemployed and disseminate findings to partners and state officials in an effort to determine challenges behind finding success in today's economy	2018-2019	Report documented for WIOA partners and state officials. Recommendations in place for training options and skill development for unemployed and underemployed.

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

Activity:	Timeframe:	Benchmarks/Indicators of Success
Document the causes of unemployment and outline models that have been successful to help people overcome the barrier of unemployment through training and other means.	2018-2019	Documented research and issue recommendations for the NSWIB and WIOA partners to consider when evaluating training programs and case management/coaching models. -Work with training providers to develop new programs OR to modify existing program based on results of survey.

Other research efforts

On the NSWIB website have documented career pathways for all critical and emerging industries documented along with examples of job opening and skills needed to successfully move along career pathways. -Work with Partner organizations to develop responses to non-workforce issues (e.g. day care, family issues etc.)
Research and document successful models (i.e. Employment Express and others) of transportation (in particular for at-risk populations). Select 1 or 2 areas for workforce partners to address, educate and replicate in our region.

PARTNERSHIP COMMITTEE GOALS AND OBJECTIVES 2018 - 2020

The North Shore WIB will increase, strengthen and strategically align relationships with federal, state and local partners/stakeholders.

MAJOR THEMES FOR FY2018

- Support Board Member Development and knowledge of greater workforce system
- Public Awareness Campaign that outlines "priority areas" of the NSWIB
- Consistent Marketing effort
- Involvement in 4 to 5 "partnerships" that can be leveraged with many initiatives across the region

Career Center Customer Performance

Table 1: Career Center Customers by Age – 2nd Q FY18

Age	Wage Match			Total	
	No	Yes	%	#	%
Under 19	162	157	49%	319	6%
20 to 29	234	612	72%	846	17%
30 to 39	322	675	68%	997	20%
40 to 49	333	623	65%	956	19%
50 to 59	394	743	65%	1137	23%
Over 60	369	314	46%	683	14%
Total	1814	3124	63%	4938	100%

- 63% of customers had a wage match
  - 20 to 29 had the highest wage match percentage
  - Over 60 had the lowest wage match percentage

Table 2: Career Center Customers by Age – 2nd Q FY19

Age	Wage Match			Total	
	No	Yes	%	#	%
Under 19	357	276	44%	633	9%
20 to 29	296	815	73%	1111	17%
30 to 39	248	855	67%	1283	19%
40 to 49	415	820	66%	1235	18%
50 to 59	518	1002	66%	1520	23%
Over 60	506	442	47%	948	14%
Total	2520	4210	63%	6730	100%

- 63% of customers had a wage match
  - 20 to 29 had the highest wage match percentage
  - Under 19 had the lowest wage match percentage

Table 3: Career Center Customers by Gender – 2nd Q FY18

Gender	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
Male	62%	2478	53%	43%	150	49%	70%	405	53%	66%	505	54%	66%	490	55%	63%	575	53%	48%	353	54%
Female	66%	2163	47%	54%	155	51%	76%	361	47%	69%	435	46%	67%	397	45%	70%	511	47%	45%	304	46%
Total	64%	4641	100%	49%	305	100%	73%	766	100%	68%	940	100%	66%	887	100%	66%	1086	100%	47%	657	100%

- 297 customers did not report a gender
- Higher percentage of males than females overall. This is true in every age cohort, except for Under 19.
- Females have a higher wage match than males. This true is every age cohort, except for 60 & Over.

Table 4: Career Center Customers by Gender – 2nd Q FY19

Gender	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
Male	61%	3421	52%	53%	301	48%	71%	559	52%	66%	664	53%	65%	639	53%	62%	764	51%	47%	494	53%
Female	65%	3193	48%	35%	327	52%	76%	525	48%	68%	595	47%	69%	570	47%	70%	736	49%	46%	440	47%
Total	63%	6614	100%	43%	628	100%	74%	1084	100%	67%	1259	100%	67%	1209	100%	66%	1500	100%	47%	934	100%

- 116 customers did not report a gender
- Higher percentage of females than males overall. This is true in every age cohort, except for Under 19.
- Females have a higher wage match than males. This true is every age cohort, except for Under 19 and 60 & Over.

Table 5: Career Center Customers by Ethnicity – 2nd Q FY18

Ethnicity	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
African-American	67%	455	10%	47%	68	22%	74%	104	14%	66%	105	11%	79%	90	10%	64%	69	6%	53%	19	3%
Asian	65%	127	3%	25%	16	5%	72%	32	4%	75%	28	3%	63%	27	3%	83%	18	2%	50%	6	1%
Hispanic	72%	199	4%	75%	16	5%	79%	67	9%	66%	64	7%	75%	28	3%	78%	18	2%	17%	6	1%
Multi-Ethnic	68%	735	16%	52%	124	41%	71%	175	23%	76%	181	19%	65%	117	13%	80%	98	9%	58%	40	6%
Native American	75%	4	0%	0%	0	0%	0%	0	0%	0%	0	0%	75%	4	0%	0%	0	0%	0%	0	0%
Pacific Islander	0%	2	0%	0%	0	0%	0%	1	0%	0%	1	0%	0%	0	0%	0%	0	0%	0%	0	0%
Other	60%	40	1%	25%	4	1%	67%	9	1%	50%	6	1%	88%	8	1%	44%	9	1%	75%	4	1%
Unknown	71%	52	1%	0%	0	0%	100%	9	1%	71%	21	2%	56%	9	1%	83%	6	1%	43%	7	1%
White	61%	3027	65%	47%	77	25%	71%	369	48%	65%	534	57%	64%	604	68%	64%	868	80%	46%	575	88%
Total	64%	4641	100%	49%	305	100%	73%	766	100%	68%	940	100%	66%	887	100%	66%	1086	100%	47%	657	100%

- 297 customers did not report an ethnicity
- White customers are the largest overall cohort
  - The overall percentage of white customer increases as customers become older. 25% of the Under 19 cohort are White compared to 88% of the 60 & Over cohort.
- Hispanic customers have the highest wage match rate. Unknown, Multi-Ethnic, African American, and Asian all had wage match rates above 64%.
  - Native American had a 75% wage match but small sample size.

Table 6: Career Center Customers by Ethnicity – 2nd Q FY19

Ethnicity	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%		#	%

African-American	65%	670	10%	46%	142	22%	73%	138	13%	66%	137	11%	80%	124	10%	63%	95	6%	53%	34	4%
Asian	66%	177	3%	20%	25	4%	77%	47	4%	74%	35	3%	69%	35	3%	81%	26	2%	44%	9	1%
Hispanic	72%	271	4%	68%	22	3%	77%	97	9%	65%	81	6%	78%	41	3%	78%	23	2%	29%	7	1%
Multi-Ethnic	65%	1115	17%	44%	271	43%	73%	241	22%	74%	234	18%	70%	164	14%	73%	142	9%	59%	63	7%
Native American	75%	8	0%	100%	1	0%	50%	2	0%	0%	0	0%	80%	5	0%	0%	0	0%	0%	0	0%
Pacific Islander	25%	4	0%	0%	0	0%	0%	1	0%	50%	2	0%	0%	1	0%	0%	0	0%	0%	0	0%
Other	58%	65	1%	9%	11	2%	75%	16	1%	58%	12	1%	89%	9	1%	54%	13	1%	75%	4	0%
Unknown	69%	80	1%	0%	0	0%	88%	16	1%	65%	26	2%	60%	15	1%	75%	12	1%	55%	11	1%
White	61%	4224	64%	43%	156	25%	73%	526	49%	64%	732	57%	64%	815	67%	65%	1189	78%	45%	806	86%
Total	63%	6614	100%	43%	628	100%	74%	1084	100%	67%	1259	100%	68%	1209	100%	73%	1500	100%	47%	934	100%

- 116 customers did not report an ethnicity
- White customers are the largest overall cohort
  - The overall percentage of white customer increases as customers become older. 25% of the Under 19 cohort are White compared to 86% of the 60 & Over cohort.
- Hispanic customers have the highest wage match rate. Unknown, Multi-Ethnic, African American, and Asian all had wage match rates above 64%.
  - Native American had a 75% wage match but small sample size.

Table 7: Career Center Customers by Disabled – 2nd Q FY18

Disabled	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
N	66%	4004	84%	50%	254	84%	74%	646	79%	69%	830	86%	69%	780	85%	69%	921	84%	49%	573	87%
Y	49%	399	8%	48%	29	10%	64%	76	9%	52%	63	7%	46%	63	7%	45%	115	11%	34%	53	8%
Unknown	56%	342	7%	50%	18	6%	69%	95	12%	67%	67	7%	48%	75	8%	50%	58	5%	28%	29	4%
Total	64%	4745	100%	50%	301	100%	73%	817	100%	67%	960	100%	66%	918	100%	66%	1094	100%	47%	655	100%

- 193 customers did not report a disability

- 8% of customers reported a disability & 7% reported that it was unknown if they had a disability.
  - The 50 to 59 cohort & Under 19 had reported disabilities higher than Career Center customer average.

Table 8: Career Center Customers by Disabled – 2nd Q FY19

Disabled	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
N	65%	5677	88%	46%	512	84%	75%	906	82%	67%	1109	86%	69%	1061	90%	69%	1273	88%	49%	816	90%
Y	48%	566	9%	46%	76	13%	63%	99	9%	51%	84	7%	47%	86	7%	47%	148	10%	33%	73	8%
Unknown	59%	205	3%	44%	18	3%	74%	62	6%	71%	41	3%	42%	33	3%	56%	32	2%	32%	19	2%
Total	63%	6448	100%	46%	606	100%	71%	1067	100%	67%	1234	100%	67%	1180	100%	67%	1453	100%	47%	908	100%

- 282 customers did not report a disability
- 9% of customers reported a disability & 3% reported that it was unknown if they had a disability.
  - The 50 to 59 cohort & Under 19 had reported disabilities higher than Career Center customer average.

Table 9: Career Center Customers by Educational Attainment – 2nd QFY18

Educational Attainment	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
No Diploma/Degree	56%	677	14%	45%	257	81%	73%	115	14%	61%	94	9%	49%	89	9%	72%	86	8%	50%	36	5%
HS Diploma/Equiv	65%	1699	34%	67%	52	16%	71%	404	48%	66%	381	38%	67%	323	34%	63%	357	31%	49%	182	27%
Some Postsecondary	61%	576	12%	60%	10	3%	63%	112	13%	67%	144	14%	65%	113	12%	62%	105	9%	45%	92	13%
Post Sec/Vocational Degree	66%	71	1%	0%	0	0%	58%	12	1%	100%	13	1%	73%	11	1%	71%	24	2%	18%	11	2%
IEP/Certificate	50%	4	0%	0%	0	0%	0%	0	0%	50%	2	0%	50%	2	0%	0%	0	0%	0%	0	0%

Educational Attainment	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
Associate Degree	65%	431	9%	0%	0	0%	76%	50	6%	70%	76	8%	63%	101	11%	73%	129	11%	43%	75	11%
Bachelor Degree	66%	1038	21%	0%	0	0%	83%	133	16%	69%	212	21%	70%	223	23%	63%	294	26%	46%	176	26%
Beyond Bachelor's Degree	62%	442	9%	0%	0	0%	70%	20	2%	76%	75	8%	62%	94	10%	66%	142	12%	46%	111	16%
Total	63%	4938	100%	49%	319	100%	72%	846	100%	68%	997	100%	65%	956	100%	65%	1137	100%	46%	683	100%

- The three largest overall educational attainment cohorts are HS Diploma (34%), Bachelor's Degree (21%), No Diploma (14%).
- Bachelor's Degree & Post/Sec Vocational Degree are tied for highest wage match rate (66%).
  - Associates Degree & HS Diploma are tied for second highest wage match rate (65%).
  - No Diploma has the lowest wage match rate (56%).
- 30% of customers have a Bachelor degree or higher
  - Under 19: 0% have a Bachelor degree or higher
  - 20 to 29: 18% have a Bachelor degree or higher
  - 30 to 39: 29% have a Bachelor degree or higher
  - 40 to 49: 33% have a Bachelor degree or higher
  - 50 to 59: 38% have a Bachelor degree or higher
  - 60 & Over: 42% have a Bachelor degree or higher

Table 10: Career Center Customers by Educational Attainment – 2nd Q FY19

Educational Attainment	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
No Diploma/Degree	51%	1065	16%	40%	542	86%	70%	148	13%	62%	107	8%	56%	97	8%	67%	115	8%	48%	56	6%
HS Diploma/Equiv	65%	2219	33%	66%	74	12%	72%	502	45%	65%	501	39%	68%	413	33%	65%	474	31%	47%	255	27%

Educational Attainment	Total			Under 19			20 to 29			30 to 39			40 to 49			50 to 59			60 & Over		
	Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total		Wage Match	Total	
	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%
Some Postsecondary	61%	748	11%	47%	17	3%	67%	147	13%	63%	182	14%	64%	135	11%	63%	145	10%	46%	122	13%
Post Sec/Vocational Degree	64%	98	1%	0%	0	0%	62%	13	1%	87%	15	1%	70%	20	2%	74%	34	2%	19%	16	2%
IEP/Certificate	50%	6	0%	0%	0	0%	0%	1	0%	67%	3	0%	50%	2	0%	0%	0	0%	0%	0	0%
Associate Degree	65%	600	9%	0%	0	0%	78%	77	7%	66%	106	8%	61%	137	11%	74%	169	11%	45%	111	12%
Bachelor Degree	67%	1395	21%	0%	0	0%	84%	195	18%	70%	270	21%	73%	301	24%	64%	393	26%	49%	236	25%
Beyond Bachelor's Degree	62%	599	9%	0%	0	0%	71%	28	3%	73%	99	8%	63%	130	11%	66%	190	13%	46%	152	16%
Total	63%	6730	100%	44%	633	100%	73%	1111	100%	67%	1283	100%	66%	1235	100%	66%	1520	100%	47%	948	100%

- The three largest overall educational attainment cohorts are HS Diploma (33%), Bachelor's Degree (21%), No Diploma (16%).
- Bachelor's Degree had the highest wage match rate (67%).
  - Associates Degree & HS Diploma are tied for second highest wage match rate (65%).
  - No Diploma has the lowest wage match rate (51%).
    - IEP/Certificate had a lower wage match rate (50%) but small sample size.
- 21% of customers have a Bachelor degree or higher
  - Under 19: 0% have a Bachelor degree or higher
  - 20 to 29: 18% have a Bachelor degree or higher
  - 30 to 39: 21% have a Bachelor degree or higher
  - 40 to 49: 24% have a Bachelor degree or higher
  - 50 to 59: 26% have a Bachelor degree or higher
  - 60 & Over: 25% have a Bachelor degree or higher

Do you have a specific career goals? Have you reached your goal? Or are you close to reaching your goal?

Three of eight participants mentioned having a career goal. The remainder just really want a job. All want benefits.

One of the participants is employed – called back to the job from which he was laid off.

One customer had a higher paying job at layoff and is trying to get back close to this level but has not had any luck. Finds it awkward to apply for lower paying jobs when previous experience as outlined on resume obviously at a much higher level.

One customer highlighted that he has realized that his career goals are constantly changing… this is after being unemployed for several months

Several acknowledged that they need a mix of skills to be hired now "I need a portfolio of skills now"

Being hired by former employers occurred 2x's for focus group participants

One customer found a mentor outside of the career center – just by chance – 'it has changed my life"

In general, what do you think are the primary challenges that people need to get through in order to gain employment in the career they are interested in or in employment in general.

Biggest challenge is the physiological impact of being out of work. This causes you to feel beaten and depressed. Workshops to help you overcome this feeling would be very helpful. Maybe have former career center customers now working as speakers.

People in this situation really need someone to help guide them through the process. The Career Center should put a map or flow chart together to help people understand all the services of the Center and how best to navigate it.

Also list of job openings should be available. These listings could be emailed out along with other topics of interest in a newsletter format. Career Center should use email/texting/social media to communicate with customers.

Age is also an issue – One person had attended the "using age to your advantage" workshop and found some parts of it very helpful.

Requirement to apply to three jobs per week seems unrealistic – sometimes hard to find three jobs that match experience/interest, particularly given the complicated job descriptions.

Job descriptions are so complicated these days, particularly on-line job descriptions. And companies NEVER respond to resumes sent to them. How can we solve these issues?

Being out of work is so hard – one customer said she spent months looking on line for a job.

Several customers said that 'AGE' played a large factor in them not getting jobs. One sited they even tried to make their resume look like it was coming from a younger person just so they could get an interview.

Gmail by Google

Ed O'Sullivan <ed@northshorewib.com>

Announcement: WIOA 4 Year Plan Open for Comment

1 message

MassHire North Shore Workforce Board <msarris@masshire-northshorewb.com> Tue, Dec 11, 2018 at 5:30 PM
Reply-To: info@masshire-northshorewb.com
To: ed@northshorewib.com

MASSHIRE NORTH SHORE WORKFORCE BOARD

WIOA 4 Year Plan Open for Public Comment

The MassHire North Shore Workforce Board is posting for public comment a draft WIOA 4 year plan. The draft 4 year plan will be available for public comment from December 11, 2018 to January 11, 2018. All comments must be submitted in writing. The draft plan will be finalized at the end of the comment period and after any comments have been resolved.

The WIOA 4 Year Plan can viewed here.

Please submit comments to:

Ed O'Sullivan
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Northeast Regional Planning
Blueprint Implementation – Year 1
December 11, 2018
10:00 to 12:00PM

Greater Lowell Technical High School
Artisan Restaurant

Agenda Item	Time	Lead
Welcoming Remarks - Frame purpose of meeting - Brief summary of blueprint development	10:00 – 10:10	Peter Farkas
Introductions - All participants state name and affiliation	10:10 – 10:20	All
Status of Year 1 Blueprint Implementation - Review of blueprint goals & strategies - Mid-year report - State funding to implement goals	10:20 – 10:40	Peter Farkas
Year 1 Goals and Strategies - Development of a shared measurement system - Development of an inventory of resources – job seeker and business - Marketing Plan – social media, newsletter	10:40 – 11:30	Abel Vargas Mary Sarris Peter Farkas
Sharing of Ongoing & Future Activities Related to Blueprint Industries & Occupations	11:30 – 11:55	All
Next Steps, - Future meetings & Topics	11:55 – 12:00	Abel, Peter, Mary

Future Meeting Dates:

February 7th: 10:00 – 12:00pm; location in Merrimack Valley TBD
April 10th: 10:00 – 12:00pm, location in North Shore TBD

Attachment B

Northeast Region - Workforce Development Blueprint				
	Goal	Timeframe	Strategies	Lead
Foundational - All Industries	1. Increase understanding of the region's economic development, workforce development, and education services resources through completion of first annual resource inventory focused on priority industries	2018	a. Using workforce development, economic development, and educational partners – create an inventory of existing resources for employers and job seekers. Compare inventory needs of priority and critical industries and occupations.	Joint
			b. Identify any areas of duplication, gaps, or needs for adjustments to better meet needs.	Joint
			c. Review annually to make changes.	Joint
	2. Additional awareness of the Northeast Regional Planning Team's efforts by increasing the distribution list by 50%.	2020	a. Issue 1 press release announcing the new name of the Northeast Regional Planning Team and connect with media 10 other times including state of the art communication techniques.	Joint
			b. Distribute 6 e-newsletters per year with articles from all partners.	Joint
			c. Host 1 regional Economic Summit in the region to help strengthen the bond between the three core partners and establish culture of collaboration.	Joint
			d. Prepare 1 annual report highlighting success and coordinated efforts.	Joint
	3. Prepare annual evaluation dashboard.	2020	a. Advise the State in establishing and providing data for a dashboard. Identify key data points and sources and establish regular data reporting times from all partners.	Joint
			b. Publish and promote the complete dashboard through distribution list, press, and social media.	Joint
Industry Specific	4. Increase participation in the NAMC cross-region sector initiative by 100 students and 10 industry participants.	2018	a. Host semi-annual open house to invite students, teachers, parents, and others to better understand program.	EDU
			b. Conduct outreach to manufacturing sector employers to gauge interest in participating.	ED
			c. Promote manufacturing as a career opportunity through press release and a targeted media campaign.	WD
	5. Increase number of completions in priority occupations by 1% or 100 persons per year	2020	a. Conduct review of training capacity and faculty at all levels to ensure needs of students and needs of teachers are being met.	EDU
			b. Outline career pathway(s) for each of the priority occupations.	WD
			c. Identify any gap in training and establish programs to fill for targeted occupations. Increase work-based learning by 10%	WD
			d. Apply for 2 new funding sources for programs and initiatives that target priority industries and occupations.	WD
	6. Establish a second industry sector initiative and targeted training to serve the industry sector.	2020	e. Create 1 new training program geared towards the priority occupations.	WD
			f. Create streamlined pathways into priority occupations that allow high school students (through Early College) and adult learners to earn credit towards Associates degree that can then be applied towards certificate programs and Bachelor's degree.	WD
			g. Obtain funding of at least one training activity through organizations and companies to support completions in priority occupations.	ED
	7. Positive movement in the total job numbers for priority industries.	2022	a. Establish evaluation criteria and reporting schedule for all programs and sector initiatives	WD
			b. Focus attraction and retention efforts on priority industries	ED
			c. Work with high schools and community colleges to bring work readiness training into the curriculum including resume writing, career exploration, good work habits, communication, and problem solving skills.	EDU
	8. Continue increasing number of completions in priority occupations by 1% or 100 persons per year.	2022	d. Establish a task force charged with assessing and tracking emerging industry and occupation trends that may dramatically impact the "future of work" in the Northeast region. Consider impact on the priority industries as part of annual planning process. (Begin meeting in 2018 with regular updates to the larger group)	ED

Performance Management Systems
For Discussion – December 11th

GOAL: Develop a shared Measurement System that will gather detailed information to support a shared understanding of how well the Partnership is meeting goals (page 16 and Appendix B of Blueprint) and how much progress is being made toward the shared vision (page 15 Blueprint). This information will include but not be limited to:

a. Number of jobs in the priority industries
b. Number of participants attending training through Workforce Board/Career Center training in priority and critical industries
c. Number of people on distribution list for regional planning related material and attendance at meetings

Number of jobs in the priority industries

Industrial employment is released by the Executive Office of Labor and Workforce Development (EOLWD) who release labor market information on Northeast priority industries on a Monthly, Quarterly, and Annual basis. Monthly industrial comes from Current Employment Statistics (CES-790). Quarterly and Annual industrial data comes from the Quarterly Census of Employment and Wages (QCEW). Industrial projections are available and are updated biennially.

Table XX: Priority Industry Employment & Projections[1][2]

Advanced Manufacturing, Health Care and Social Assistance, and Professional, Scientific and Technical Services are the top priority industries in the Northeast. Manufacturing is very important to the region's economic success due to its employment size, concentration (location quotient of 1.45), and replacement demand. Professional, Scientific, and Technical Services was chosen for its high wages (over $105,000/yr average) and impact on other industries. Health Care and Social Assistance is the largest industry in the Northeast with a high replacement demand and high growth rate.

Industry Employment & Projections	Massachusetts			Northeast			
	Avg Monthly Employ 2017	2016 - 2026 Projections Year to Year Change		Avg Monthly Employ 2017	% of MA	2016 - 2026 Projections Year to Year Change	
		#	%			#	%
Total All Industries	3,544,095	27,467	0.7%	451,359	12.7%	3,386	0.7%
Manufacturing	244,655	-10,308	-0.4%	57,510	23.5%	-147	-0.3%
Professional, Scientific, and Technical Services	318,908	4,213	1.4%	30,810	9.7%	183	0.6%
Health Care and Social Assistance	648,313	8,158	1.3%	86,822	13.4%	1,276	1.5%

[1] Massachusetts Executive Office of Labor and Workforce Development, Quarterly Census of Employment and Wages, Massachusetts, North Shore, Merrimack Valley, Greater Lowell, Annual 2017, Mass.gov/lmi
[2] Massachusetts Executive Office of Labor and Workforce Development, Long-term Industrial Projections 2016-2026, Massachusetts, North Shore, Merrimack Valley, Greater Lowell, Annual 2017, Mass.gov/lmi

Table XX: Annual Replacement Openings for Priority Occupational Groups within Priority Industries[3]

Priority occupational Groupings have been identified within the priority industries. These occupational groupings are based on the Standard Occupational Classification (SOC code) have been chosen based on a combination of career ladder/pathway opportunities, constricted "supply" of workers, and importance to the priority industry. Please note that occupational replacement data are for the total occupational grouping and is not limited to a single industry. Priority Occupational groupings are listed under priority industry due to its importance to the priority industry.

Annual Replacement Openings	North Shore	Merrimack Valley	Greater Lowell	Northeast
Total, All Occupations	**22,961**	**17,961**	**15,183**	**56,105**
Health Care and Social Assistance	**1,788**	**1,552**	**1,046**	**4,386**
Health Care Practitioners and Technical	685	563	391	1,639
Direct Care and Support	1,001	929	621	2,551
Health Care Administration	102	60	34	196
Professional, Scientific, and Technical	**292**	**559**	**909**	**1,760**
Computer Related and IT Support	179	323	538	1,040
Engineering	103	187	281	571
Engineering Support	10	49	90	149
Manufacturing	**831**	**1,078**	**525**	**2,434**
Supervisor	56	79	61	196
Assemblers/Production Workers/ Machinists	731	907	415	2,053
Inspectors/Testers/Quality Control	44	92	49	185

Table XX: Computer and Related and IT Support Online Job openings by Industry[4]

Computer Related and IT Support Occupations work in a diversified range of industries. A review of Online Job postings for the past 12 months shows that IT professionals are in need beyond Professional, Scientific, and Technical Services.

Computer Related and IT Support Occupations by Industry	Online Job Postings	
	#	%
Agriculture, Forestry, Fishing and Hunting	3	0%
Mining, Quarrying, and Oil and Gas Extraction	6	0%
Construction	11	0%
Manufacturing	828	28%
Utilities	1	0%

[3] Massachusetts Executive Office of Labor and Workforce Development, Long Term Occupational Employment Statistics (OES), North Shore, Merrimack Valley, Greater Lowell, 2016-2026.

[4] Burning Glass Technologies, Labor Insight, Regional Analysis for North Shore, Merrimack Valley, Greater Lowell WDA Regions, https://laborinsight.burning-glass.com, 12/3/18

Wholesale Trade	19	1%
Retail Trade	47	2%
Transportation and Warehousing	8	0%
Information	340	12%
Finance and Insurance	109	4%
Real Estate and Rental and Leasing	2	0%
Professional and Technical Services	888	30%
Management of Companies and Enterprises	7	0%
Administrative and Waste Services	327	11%
Educational Services	85	3%
Health Care and Social Assistance	184	6%
Arts, Entertainment, and Recreation	4	0%
Accommodation and Food Services	8	0%
Other Services, Except Public Administration	13	0%
Public Administration	22	1%
Known Industry Job Postings		2,912
Unclassified Job Postings		2,508
Total, All Job Postings		5,420

Recommendation for Enhancement:

A limitation to this data is the current lack of Northeast specific reports. Northeast LMI is difficult to produce as data from each of the Workforce Board regions need to be totaled in order to produce Northeast data. This is an unreliable method for gathering data due to instances of data suppression at the Workforce Board level.

The Partnership should request the EOLWD for Northeast regional reports. Reports for the Northeast would allow for better understanding of labor market and economic conditions in the region.

Number of participants attending training through Workforce Board/Career Center training in priority and critical industries

Insert training vendor data for priority and critical industries. – Waiting for Vendor Report

Insert training certifications for priority and critical industries. –Waiting for reports from WB Directors

Insert sector initiatives priority and critical industries data – Waiting for reports from WB Directors

Number of people on distribution list for regional planning related material and attendance at meetings

Table XX: Electronic Distribution

Regional planning materials are distributed electronically and through attendance at regularly scheduled meetings. Announcements of regional planning materials are made electronically and distribution occurs via several outlets: Twitter notifications, newsletters, and Facebook. Planning materials will also be hosted on Workforce Board websites. Physical copies of planning materials are made available at workforce board of directors meetings, committee meetings, and workforce development summits.

Distribution Lists		Twitter - 11/18			Newsletter		Facebook
		Tweets	Followers	Following	Contacts	Platform	Follows
Workforce Boards	North Shore	284	359	537	2,431	Constant Contact	-
	Merrimack Valley	-	-	-			-
	Greater Lowell	948	524	751			22
	Total Northeast	**1,232**	**883**	**1,288**			**22**
Career Centers	North Shore	925	393	446		Constant Contact	263
	Merrimack Valley	6	14	2			19
	Greater Lowell	2,300	805	710			1185
	Total Northeast	**3,231**	**1,212**	**1,158**			**1,467**

Table XX: Regional Planning Meeting Attendance 2018-2019

Insert Meeting Attendance Table

Table XX: Workforce Board Member Representation

Workforce Board Directors from the North Shore, Merrimack Valley, and Greater Lowell regions represent a diversified mix of industries.

Board Member Industry Representation								
Industry	North Shore		Merrimack Valley		Greater Lowell		Northeast	
Agriculture, Forestry, Fishing and Hunting	0	0%	0	0%	0	0%	0	0%
Mining, Quarrying, and Oil and Gas Extraction	0	0%	0	0%	0	0%	0	0%
Construction	1	4%	0	0%	1	3%	2	2%
Manufacturing	5	18%	4	15%	5	16%	14	16%
Utilities	0	0%	0	0%	0	0%	0	0%
Wholesale Trade	0	0%	0	0%	0	0%	0	0%

Retail Trade	1	4%	0	0%	1	3%	2	2%
Transportation and Warehousing	0	0%	1	4%	1	3%	2	2%
Information	1	4%	1	4%	1	3%	3	3%
Finance and Insurance	3	11%	0	0%	5	16%	8	9%
Real Estate and Rental and Leasing	0	0%	1	4%	0	0%	1	1%
Professional and Technical Services	2	7%	2	7%	0	0%	4	5%
Management of Companies and Enterprises	0	0%	0	0%	0	0%	0	0%
Administrative and Waste Services	0	0%	0	0%	1	3%	1	1%
Educational Services	3	11%	5	19%	4	13%	12	14%
Health Care and Social Assistance	5	18%	4	15%	5	16%	14	16%
Arts, Entertainment, and Recreation	0	0%	0	0%	0	0%	0	0%
Accommodation and Food Services	0	0%	0	0%	2	6%	2	2%
Other Services, Except Public Administration	3	11%	4	15%	3	10%	10	12%
Public Administration	4	14%	5	19%	2	6%	11	13%
Board Member Total	**28**	**100%**	**27**	**100%**	**31**	**100%**	**86**	**100%**

Priority Industry Representation:

- Health Care and Social Assistance: 16%
- Manufacturing: 16%
- Professional, Scientific, and Technical Services: 6%

Economic Development Performance Measures

The North Shore Alliance for Economic Development (the "Alliance"): a regional convener and catalyst on the North Shore that supports economic development initiatives through collaboration, advocacy and regional communication. The Alliance brings regional leaders from 30 communities together to explore and take action on economic development issues that can help grow the region, including those that advance the Commonwealth as a whole. The Alliance fosters growth of the region's economy, supports established companies and encourages new and growing businesses to locate to the North Shore.

The North Shore Priority Development Site Map has been created with information gathered as a result of the Alliance's convening of the region's Economic Development Directors, City and Town Planners and Community Directors. Each Community provided their top three commercial Priority Development Sites and a point(s) of contact. Collectively this information provides an overview that will assist businesses that are interested in expanding in or locating to the region.

https://northshorealliance.org/ns-priority-development-site/

Metropolitan Area Planning Council (MAPC)

Adopted in 2008, MetroFuture is Greater Boston's long term regional plan. The foundation of the plan is a well-defined vision for the region. Thirteen implementation strategies were included to support progress towards the vision. MetroFuture's tenth strategy, *Investing in a Skilled Workforce*, addressed the shortfall of skilled workers projected through 2030 and the lack of equity regarding who has access

to the region's economic opportunities. To bridge these gaps, this strategy recommended an aggressive expansion of training and the removal of barriers to economic opportunity for underserved members of the region.http://www.mapc.org/wp-content/uploads/2018/10/S10.pdf

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PLEASE NOTE - Education performance measures & contacts in development