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Date: March 2, 2018  
TO: Board of Directors  
FROM: Mary Sarris  
RE: **March 8, 2018** Board meeting

The North Shore Workforce Investment Board is pleased to announce that our March 8 board meeting will be centered around a discussion with Massachusetts Secretary of Education James Peyser on building the talent pipeline in STEM fields, and specifically, engaging employers to host high school interns. The meeting will be a dialogue which should touch on the opportunities and challenges of hosting high school interns.

We will begin the meeting promptly at 8:00 and have approximately 10-15 minutes for regular business, after which we will turn the meeting over to Secretary and begin this discussion.

**1. Chair's Report**

- Update on NSWIB strategic plan
- Update on the Northeast Regional Labor Market Blueprint

**2. Roundtable discussion on STEM Pipeline and STEM Internships**

- Introductions  
Nancy Stager/Kim Driscoll
- Building a Talent Pipeline  
Secretary James Peyser
- Internship Opportunities and Challenges for High Schools Students  
Moderated by Mary Sarris
- Wrap up and next steps  
Nancy Stager

**3. Upcoming Meeting Schedule for FY 2018 – 8:00AM**

- **May 10**

As always your input and leadership is needed – looking forward to seeing you all on March 8.

**Mission: We put the North Shore to work**

**Through collaborative leadership, the North Shore WIB ensures that programming across multiple organizations and educational institutions meets evidence-based business and worker needs for highly valued skills in our very competitive labor market.**

c.c.: Dave McDonald, Edward O'Sullivan, Mike Medler, Maquisha Alleyne, Mark Whitmore, Will Sinatra, Kate O'Malley, Katie Crowder



**BOARD REPORT**

**March 8, 2018**

Prepared on  
February 27, 2017

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**North Shore Workforce Investment Board  
Meeting Minutes**

**January 11, 2018**

**Those in attendance:** Jenae Miklowcic, Mary Zwiercan, Tracey Cahalane, Tim Doggett, Steve Falvey, John Flinn, Pat Gentile, Laurie Giaradella, Dan Johnson (for David Gravel), Linda Abbott (for Marcia Griesdorf), Bonnie Carr, David Manning, Paul Mahoney, Mike McCarthy, Sandy Nolfi, Diane Smith, Nancy Stager, Bill Tinit, and Stan Usovicz.

**Those not in attendance:** Bob Bradford, Brian Cranney, Tony Dunn, Peggy Hegarty-Steck, John Keenan, Paula Reynolds, Laurie Roberto, Steve Shea, Jocelyn Tiberii, Edward Tirrell, and Thelma Williams.

**Staff:** Katie Crowder, Maribeth Forbes, Ed O’Sullivan, Maquisha Alleyne, David McDonald, Mark Whitmore, Kate O’Malley, and Mary Sarris.

**Special Guests:** Rick Jakious of Congressman Moulton’s office, Mickey Long, a guest of Steve Falvey, Mari Cooney of the Division of Apprenticeship Standards, Dulce Gonzalez of Representative Crighton’s office, and Dianne Palter Gill of North Shore Community College.

The meeting begins at 8:10am.

A quorum is present.

**Chair’s Report**



**Branding - MassHire**

A new logo for the State re-branding initiative has been released and will be voted on by the State board in March. Training for how to use the branding will take place in March and April. The hope is to create a brand that is recognized statewide and will eliminate the confusion that many companies and individuals have. Hopefully there will be state money for signage, etc.

**New Grant**

The WIB has found funding from a private family foundation interested in retention in folks in the first two years after they have gone through training. There are many reasons that some folks aren’t able to continue work such as childcare and transportation. This is an opportunity to move from the statutory responsibility of WIOA to follow up for a year. Instead of the often seen as nuisance calls made monthly just to gain employment information, staff can reach out and provide something to these customers. This money is a way to reinvent how the center staff follows up.

B. Tinti - What does the customer get?

M. Whitmore - We are creating a website called “My Success Network” which provides an online forum to discuss issues and provide skill building learning opportunities.

We applied for a grant to provide focused IT skills that we planned on running with NSCC and would focus on 17-21 year olds. That grant was not funded. We found some funding and will move forward with the program in a smaller capacity.

### GE Foundation

The discussion on the proposed funding continues. Rick Jakious is spearheading for the Congressman's office. There have been meetings with GE Foundation folks. We are gathering data and working with Lynn Tech, Essex Tech, North Shore Community College, and the Communiversity partnership to increase training slots now through which companies can fill current vacancies and to create sustainable pipelines and programs for manufacturing. There is expected to be large amounts of retirements in the near future and addressing the skills gap that will be created is priority.

### Regional Planning Review

The Regional Plan is almost done and a draft will be available online to review by Jan. 31st. We hope to have ours online closer to Jan. 19th.

All seven regions gave one hour presentations to the three Secretaries (Jay Ashe, Rosalin Acosta, and Jim Peyser) on December 11th. We were told that our presentation went well.

We were asked to determine criteria for industries that we think are priority in the area. From those industries we had to identify priority occupations. We were then asked to come up with a strategy for the next four year that Economic Development, Workforce Development, and Education agencies statewide and locally could work to support these industries.

The State wanted to see high employer demand, high demand and high wages, talent gap, and career pathways. We finessed that to show employer demand based on replacements as well as growth, employers engaged and willing to invest in entry level employees and incumbent workers, location quotient (a number that reflects how large an industry is in our area vs. across the state), and career pathways using a star rating (based primarily on wages). The below slide was reviewed and discussed.

Statewide criteria	Regional-specific criteria	Priority industries	Priority occupations
<ul style="list-style-type: none"> <li>High employer demand</li> <li>High demand and high wages (star rating)</li> <li>Talent gap</li> <li>Career Pathways</li> </ul>	<ul style="list-style-type: none"> <li>Employer demand based on replacements as well as growth</li> <li>Employers engaged and willing to invest in entry-level employees and incumbent workers.</li> <li>Location Quotient</li> <li>Career Pathways, including lower wage (three star) positions that lead to 4-5 star occupations</li> </ul>	<ul style="list-style-type: none"> <li><b>Healthcare and Social Assistance</b> <ul style="list-style-type: none"> <li>High number of jobs</li> <li>Fast job growth</li> <li>High location quotient – 1.45</li> <li>Career Pathways</li> </ul> </li> <li><b>Professional, Scientific, and Technical</b> <ul style="list-style-type: none"> <li>High earnings</li> <li>Service many industries</li> <li>Career Pathways</li> </ul> </li> <li><b>Advanced Manufacturing</b> <ul style="list-style-type: none"> <li>High number of jobs</li> <li>Significant replacement demand</li> <li>High location quotient – 1.48</li> <li>High earnings</li> <li>Career Pathways</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Healthcare and Social Assistance</b> <ul style="list-style-type: none"> <li>Practitioners and technical</li> <li>Direct Care/Support</li> <li>Healthcare administrative (LQ: 1.19-1.75; growth rate 7%-24%; focus group input)</li> </ul> </li> <li><b>Professional, Scientific, and Technical</b> <ul style="list-style-type: none"> <li>Computer Related and IT Support</li> <li>Engineering</li> <li>Engineering Technicians (LQ: 1.13 – 2.73; wage \$29.73- \$68.69; focus group input)</li> </ul> </li> <li><b>Advanced Manufacturing</b> <ul style="list-style-type: none"> <li>Supervisors</li> <li>Assembler/Production workers/Machinists</li> <li>Inspectors/Testers/QC (LQ: 1.07-2.05; Wage: \$15.97-\$60.48, focus group input)</li> </ul> </li> </ul>

The group felt that there were more industries that needed to be brought to the state’s attention so we added industries and occupations that are critical but not prioritized. The below slide was reviewed and discussed.

### Industries and Occupations – Critical but not Prioritized

Industry	Occupation/Occupational Group
<ul style="list-style-type: none"> <li><b>Construction</b> <ul style="list-style-type: none"> <li>Significant demand pressure on local systems to fill jobs</li> <li>Solid Career Pathways</li> <li>High Wages</li> </ul> </li> <li><b>Education</b> <ul style="list-style-type: none"> <li>Significant demand, including state university</li> <li>Solid Career Pathways</li> <li>High Wages</li> </ul> </li> <li><b>Life Sciences</b> <ul style="list-style-type: none"> <li>Significant subset of priority industries</li> <li>High Wages</li> </ul> </li> <li><b>Financial Services</b> <ul style="list-style-type: none"> <li>Changing industry with multi-level IT needs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>HVAC mechanics, installers</li> <li>Architectural and Civil Drafters</li> <li>Construction Laborers and Other Trades</li> <li>Heavy Equipment Operators, Truck Drivers</li> <li>Environmental Remediation</li> <li>Preschool Teachers</li> <li>Teacher Assistants</li> <li>Elementary Teachers</li> <li>Lab Technicians</li> <li>Lab Technologists</li> <li>Biological Technicians</li> <li>IT Occupations at all levels</li> </ul>

If you would like to view the entire PowerPoint presentation given to the secretaries, please contact the WIB.

### Goals and Themes:

- Increase NAMC (collaboration with our regional partners and Metro North WIB) participation and establish second such initiative in Healthcare or IT.
- Conduct review of training capacity across the three regions and alignment to priority industries now and in the future

- Increase number of completions in ‘priority occupations’ and setting up a tracking mechanism
- Positive movement in the total job numbers for priority industries
- Work with State to improve data access for performance dashboard

#### P. Gentile

Spoke about the Healthcare industry and a number of negative trends associated with it. One is a lack of clinical opportunities for healthcare professional on all levels. These placements are required for professionals to gain the credentials needed to enter the workforce. Some companies are asking to be paid for each clinical placement which adds a financial burden on students. There is also a push to end the entry level opportunities for ADNs (associate level nurses) and only allow bachelor level nurses. AACN is proposing that only bachelor level nurses should be allowed to care for patients at the State and Federal levels. If this proposal were to pass it would be a threat to the workforce in our area.

Other policy issues came up during the regional planning process.

The group went on to discuss NAMC and apprenticeship training opportunities on the North Shore.

#### **North Shore Strategic Planning**

The committees met throughout December and have begun to develop proposed activities for moving ahead. The Executive Committee will meet on these in February, but we wanted to share some examples of proposed activities for each sub-committee.

#### Workforce Systems Committee - Jenae Miklowcic

Examples of Proposed Activities:

- Monitor and oversee the One-Stop contract
- Research and pilot the use of an on-line tool – to assess “the ability and willingness to learn” and other FOW skills
- Learn about the training capacity and culture within companies that we serve
- Develop framework for ‘Career Coaching’ model for individuals that can be shared amongst partner agency’s

#### Partnership Committee - Sandy Nolfi

- Develop and use a more efficient Board Report format (one committee reporting for a longer time each meeting)
- Hire a marketing intern part time (Prohibition on use of Federal funds for marketing)
- Train current staff on effective use of social media
- Focus on four (out of many) major partnerships:
  - WIOA Partners
  - Career Technical Education Partnership
  - Local Elected Officials Partnerships
  - Regional Planning Partnership

### Youth Pipeline Committee - Steve Falvey

- Create & share one-page information sheets on industry sectors for youth
- Share Labor Market Information in 10 workshops, reaching 100 youth
- Arrange Career speakers, Job fairs, and company tours for students (minimum 6 events)
- Create 4 profiles of current and/or new models of internships, share with employers

### Skills Committee - Tracey Cahalane

- Research to understand why people are currently unemployed and underemployed – skill issues as well as ancillary issues
- Develop responses to both skill-related and ancillary issues that result in successful job/career placement
- Focus on Transportation as a recognized concern (in Future of Work survey), examine and publicize successful models

### Minutes

S. Falvey moved to approve the minutes of the November 9, 2017 meeting. T. Cahalane seconded the motion. All members in attendance voted to approve the minutes. No members in attendance opposed.

### Adjournment

S. Usovicz moved to adjourn the meeting at 9:11 am. T. Cahalane seconded the motion. All members in attendance voted to adjourn the meeting. No member opposed.

The meeting concluded at 9:11 am.

The next meeting will be Thursday, March 8, 2018 at 8:00am.

The upcoming meetings for FY18 are:  
March 8, 2018, and  
May 10, 2018.

Respectfully submitted by Maquisha Alleyne.



**CENTERS DIVISION**

**CAREER Customer Count**

*New Customers*

	Jan, 18		Actual YTD		Jan, 17 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/18	Actual
<b>Youth Career Center</b>	149	45	241	543	132
<b>Salem – The Hub</b>	256	336	2,220	4,027	3,222
<b>Gloucester -AP</b>	57	38	415	452	353
<b>NSCC – AP</b>	100	60	841	718	451
<b>Family Success Center-AP</b>	0	16	6	193	111
<b>Peabody Institute -AP</b>	9	9	54	106	64
<b>Total*</b>	689	503	3,632	6,039	3,810

*\*Total is an unduplicated count of customers and does not include customers who attended one or more Career Center. Youth Career Center count is unduplicated.*

*Total Customers Served*

	Jan, 18		Actual YTD		Jan, 17 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/18	Actual
<b>Youth Career Center</b>	233	102	1,216	1,220	132
<b>Salem – The Hub</b>	839	459	3,720	5,512	5,310
<b>Gloucester -AP</b>	115	53	598	637	566
<b>NSCC – AP</b>	189	71	1,056	852	549
<b>Family Success Center-AP</b>	21	15	38	178	119
<b>Peabody Institute -AP</b>	12	8	56	100	66
<b>Total*</b>	1,384	708	5,357	8,500	5,820

*\*Total is an unduplicated count of customers and does not include customers who attended one or more Career Center.*

**Customer Placements (#/% of total customers served)**

	Jan, 18		Actual YTD		Jan, 17 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/18	Actual
<b>Youth Career Center</b>	6	24	335	291	5
<b>Salem–The Hub</b>	56	48	502	581	899

<b>Gloucester-AP</b>	9	7	64	78	80
<b>NSCC –AP</b>	15	9	125	111	77
<b>Family Success Center-AP</b>	1	3	13	32	15
<b>Peabody Institute-AP</b>	0	1	10	11	11
<b>Total*</b>	77/5.6%	92/13%	933/17.5%	1,105/13%	715/12%

*\*Total is an unduplicated count of customers and does not include customers who attended one or more Career Center. Youth Career Center count is unduplicated.*

### Customer Satisfaction – Results for December 2017 to January 2018

#### Job Seeker\*

System-Wide (n = 120)	Excellent	Good	Fair	Poor	No Response
<b>Were you satisfied with the results of your visit?</b>	<b>78 (65%)</b>	<b>35 (29%)</b>	<b>2 (2%)</b>	<b>5 (4%)</b>	<b>0 (0%)</b>
<b>Gloucester (n=13)</b>	10 (77%)	3 (23%)	0 (0%)	0 (0%)	0 (0%)
<b>Salem (n=96)</b>	60 (63%)	29 (30%)	2 (2%)	5 (5%)	0 (0%)
<b>Access Points (n=11)</b>	8 (73%)	3 (27%)	0 (0%)	0 (0%)	0 (0%)

#### Employer

System-Wide(n = 3)	Excellent	Good	Fair	Poor
<b>Overall satisfaction with Career Center services.</b>	0 (0%)	3 (100%)	0 (0%)	0 (0%)

#### Employer Services

	Jan, 18		Actual YTD		Jan, 17 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/18	Actual
<b>New Employer Accounts</b>	76	75	707	900	440
<b>Total Employers Served</b>	125	158	1,008	1,900	752
<b>Number of Employers Listing Job Orders</b>	61	54	314	650	363

### TRAINING DIVISION / WORKFORCE INNOVATION AND OPPORTUNITY ACT

#### Overall WIA Activity

	YTD Actual	Planned Thru End of Grant	Jan, 17 YTD
<b>Adult</b>	43	109	85
<b>Dislocated Worker</b>	144	174	136

#### Overall WIA Placement

	YTD Actual	Planned Thru End of Grant	Jan, 17 YTD
<b>Adult</b>	7	53	27
<b>Dislocated Worker</b>	24	86	23

**Preferred Vendor Performance (top 6 vendors in terms of enrollments)**

Vendor	Number Served	Placement Rate	Average Wage	Number Served in FY 17
North Shore CC	26	100%	28.23	48
William George	10	100%	36.17	10
New Horizons – Boston	7	100%	48.08	6
Salem State University	4	100%	25.00	15
American Red Cross	3	100%	16.25	6
New England Tractor Trailer	3	NA	NA	12

**YOUTH DIVISION**

**Workforce Investment Act Programs**

Vendor	Number Served	Number Exited	Number placed/Average Wage	Number Served in FY 17
Action, Inc.	12	3	1/11.00	24
Catholic Charities	35	7	3/12.17	40
Girls, Inc.	12	7	2/11.00	17
North Shore CDC	5	1	1/11.00	6

	Goal	Actual
<b>Student Work and Learning Experiences</b>	375	339

**WBLP and Career Development Activities:** Youth Career Center (YCC) staff continued work with students at Beverly High School and Salem High School -which includes New Liberty Charter School and Salem Prep-two alternative schools in the district. As follow-up to earlier planning sessions with school liaisons, YCC staff began working with students at Essex Technical High School, Higgins Middle School-Peabody, Peabody Community High School and Peabody Learning Academy during December and January. Planning meetings were held with Lynn Vocational Technical Institute and Marblehead High School resulting is scheduling workshops in February at these two schools.

YCC Staff facilitated Career Awareness and Career Exploration workshops to assist students with year-round work readiness development and job search activities. Approximately a dozen workshops were held on location at schools. In addition, office hours were held weekly at Beverly High, Peabody High, and Salem High during December and January.

Our second Connecting Activities staff member was hired at the end of January which will allow for additional coverage for the North Shore. During December and January, staff has been strategizing and established plans to focus on internships for high school students, particularly in STEM fields. We have been

seeking additional resources to help fund these efforts and have been awarded the *EOE Grant to Increase STEM Internships for High School Students*. Additionally, youth staff have been in discussions with schools and employers to determine how and where to develop new internships. We have been pleased with the response from our partner schools as well as Danvers High School, Beverly High School and Essex Technical High School.

**Professional Development/Community Activities:**

- YCC Staff participated in BIZWORKS Training provided by the state, on-site at the Salem Career Center.
- Youth Business Services Representative (BSU) attended a Business Services Certification course with the BSU staff at the Salem Career Center.
- STEM coordinator attended three day Massachusetts One Stop Employment System (MOSES) 101 training in Boston.
- Participation at community meetings for Lynn Continuum of Care-Youth Subcommittee, Shannon Committee, Safe & Successful Youth Initiative (SSYI) and Salem Public Schools Partnership Collaborative.
- DESE Focus Group for CDE updates, the WIB was joined by two of our CTE Directors, from Salem and Peabody High Schools.
- Met with Plummer Youth Promise staff in Salem to discuss students in attendances and their career interests in jobs and training. Reviewed Career Center services available at both the Lynn and Salem locations.
- Participated as steering committee member at the Salem High School CTE redesign meetings.

**Employer Outreach:**

YCC Staff met with businesses at the Square One Mall in Saugus and Liberty Tree Mall in Danvers to update jobs lists created and used by YCC to assist youth looking for seasonal work opportunities. Additional business outreach include

Lynn: American Furniture, Kelly Honda, YMCA, and General Electric Aviation. Informational Sessions at the Salem Career Center; Salem: Home Depot; Met with Salem 5 Bank and Microline Surgical to discuss High School internships.

YCC staff collaborated with Partners Health Care to create a year-round jobs program. The team created an application which included an essay as to why students want to work in healthcare, a letter of recommendation and current report card. YCC staff recruited high school students who interviewed with Partners Healthcare in December and four youth were selected to work at North Shore Medical Center-Salem as part of a new internship initiative. Youth will begin working in February in the following departments: nursing, environmental services, housekeeping and dietary. This has been developed through our long-standing relationship with Partners and several years of a successful summer jobs program.

Plans are in place for February outreach to approximately 180 organizations to recruit for the Lynn Vocational High School Career Fair scheduled for April.

**Budget-Actual Summary by Expense Category**  
**As of January 31, 2018**

	Budget	Actual	Obligations	\$ Remaining	%Rem.
<b><u>REVENUE</u></b>					
Current Year Grants	\$3,415,266	\$1,271,485	-	\$2,143,781	62.8%
Current Year Income	134,250	134,250	-	0	0.0%
Prior Year Carry-in	2,583,826	1,683,323	-	900,503	34.9%
<b>Total Revenue</b>	<b>\$ 6,133,342</b>	<b>\$3,089,058</b>	<b>-</b>	<b>\$3,044,284</b>	<b>49.6%</b>
<b><u>EXPENSES + OBLIGATIONS</u></b>					
<i>Admin Expenses</i>					
Personnel	\$267,153	\$135,924	-	\$131,229	49.1%
Expenses	90,664	29,911	-	60,754	67.0%
<b>Total Admin Expenses</b>	<b>\$ 357,817</b>	<b>\$165,835</b>	<b>-</b>	<b>\$191,982</b>	<b>53.7%</b>
<i>Program Expenses</i>					
Personnel	1,709,503	\$844,643	2,720	862,141	50.4%
Individual Training Accounts	668,200	239,618	170,167	258,415	38.7%
Supportive Services	197,941	68,996	69,725	59,220	29.9%
Youth Jobs	388,157	385,275	0	2,882	.7%
Other Training	871,432	271,082	426,929	173,421	19.9%
Other Program Costs	388,486	190,511	30,625	167,350	43.1%
Business Services Costs	102,504	36,625	-	65,879	64.3%
<b>Total Program Expenses</b>	<b>\$4,326,223</b>	<b>\$2,036,750</b>	<b>\$700,166</b>	<b>\$1,589,308</b>	<b>36.7%</b>
<b>Total Expenses &amp; Obligations</b>	<b>\$4,684,040</b>	<b>\$2,202,584</b>	<b>\$700,166</b>	<b>\$1,781,290</b>	<b>38.0%</b>
<b>Planned Carry-Out</b>	<b>\$1,449,302</b>				

**Budget-Actual Summary by Program**  
**As of January 31, 2018**

<b>Program Name</b>	<b>FY Budget</b>	<b>FYTD Spent + Obligated</b>	<b>Amount Remaining</b>	<b>Percent Remaining</b>
<b><u>Federal Funds</u></b>				
Emergency Unemployment Comp. - REA: FY13	10,107	10,107	0	0.0%
NAMC Apprenticeship Grant –	322,917	114,108	208,809	64.6%
NAMC Apprenticeship Expansion	324,000	218,417	105,583	32.5%
Rapid Response – State Staff, FY18	13,991	10,656	3,335	23.8%
Re-employment Eligibility Assessments, FY18	55,426	55,426	0	0.0%
Regional Planning – FY 18	45,000	44,968	32	0.1%
Talent Connect – FY 17	13,242	8,500	4,742	35.8%
Trade Adjustment Assistance Case Management, FY17	50,717	19,216	31,501	62.1%
Trade Adjustment Assistance Case Management, FY18	21,951	0	21,951	100.0%
UI Walk-in, FY18	10,000	10,000	0	0.0%
Vets: Disabled Veterans Outreach Program, FY18	28,712	0	28,712	100.0%
Wagner Peyser ES 90%, FY17	20,491	8,521	11,970	58.4%
Wagner Peyser ES 90%, FY18	14,902	0	14,902	100.0%
Wagner Peyser ES, 10% FY18	45,711	15,092	30,619	66.9%
WIOA Formula Funds: Adults	795,165	413,401	381,764	48.0%
WIOA Formula Funds: Dislocated Workers	684,951	383,171	301,780	44.1%
WIOA Formula Funds: Youth	578,571	441,072	137,499	23.8%
WIA/WIOA Formula Funds: Administration	167,145	84,094	83,051	49.7%
<b><i>Total Federal Funds</i></b>	<b><i>\$3,202,999</i></b>	<b><i>\$1,836,749</i></b>	<b><i>\$1,366,250</i></b>	<b><i>42.7%</i></b>

**Budget-Actual Summary by Program**  
**As of January 31, 2018**

<b>Program Name</b>	<b>FY Budget</b>	<b>FYTD Spent + Obligated</b>	<b>Amount Remaining</b>	<b>Percent Remaining</b>
<b><i>State &amp; Local Funds</i></b>				
Amp it up	6,666	6,666	0	0.0%
DCS – Jobs for Veterans State Grant	8,500	8,500	0	0.0%
DESE: Adult Career Pathways, Program 541, FY18	146,494	139,223	7,271	5.0%
DESE: Connecting Activities, FY18	112,057	32,542	79,515	71.0%
DTA FY18 Competitive Integrated Employment Services	155,801	63,018	92,783	59.6%
DTA FY 18 – Training	51,583	33,689	17,894	34.7%
Retention Grant FY 17	16,400	16,370	30	.2%
Retention Grant FY18	40,000	24	39,976	99.9%
ROCA – FY 18	14,400	7,337	7,063	49.1%
State One-Stop Career Centers, FY18	232,196	162,043	70,153	30.2%
STEM Focused Internships FY 18	40,000	5,272	34,728	86.8%
Tech Hire FY 17	66,263	62,209	4,053	6.1%
Workforce Training Fund: WIB Support, FY18	95,000	52,755	42,245	44.5%
YouthWorks – Summer 2017	495,682	476,353	19,329	3.9%
<b><i>Total State Funds</i></b>	<b><i>\$1,481,042</i></b>	<b><i>\$1,066,001</i></b>	<b><i>\$415,040</i></b>	<b><i>28.0%</i></b>
<b>TOTAL FUNDS</b>	<b>\$4,684,040</b>	<b>\$2,902,750</b>	<b>\$1,781,290</b>	<b>38.0%</b>

**DRAFT - WORKFORCE SYSTEMS COMMITTEE GOALS AND OBJECTIVES 2018 - 2020**

**GOAL 1:** THE NORTH SHORE WIB WILL IMPROVE AND ENHANCE THE WORKFORCE SYSTEM (INCLUDING THE NORTH SHORE CAREER CENTER AS WELL AS WIOA AND OTHER PARTNERS) TO RESPOND TO CURRENT AND FUTURE DEMAND AND SUPPLY CHALLENGES ON THE NORTH SHORE AND WITHIN THE NORTHEAST REGION.

MAJOR THEMES FOR FY2018

- One Stop Contract and Performance of the North Shore Career Center
- Translating ‘Future of Work’ and Labor Market Information for all stakeholders
- New and Targeted Funding
- Helping Priority Populations
- WIOA Partners and Memorandum of Understanding
- Advocating/Addressing Economic Development
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**Objective #1:** The North Shore WIB will build upon the capacity of the North Shore Workforce System as led by the North Shore Career Center to respond to labor market needs by implementing and fulfilling the requirements of the Career Center contract, including the WIOA Partner MOU.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Monitor and oversee the One-Stop Contract and Certification Process	2018-2020	<p>Quarterly review of WIOA and local standards and goals set in Career Center Contract, including: Cost Effectiveness, Integrated Services, Federal and Local Performance, Demand Driven, Access for Job Seekers and Business, Leadership and Management. Meeting a minimum score of 3 or higher in all of these categories.</p> <p>Document services and cost sharing among WIOA Partners and evaluate its impact in relation to the ability to serve, train and place shared customers into quality jobs with career potential, as indicated in the WIOA Partner MOU</p>



**Objective #2:** Increase coordination and collaboration with educational, human service and government organizations (including WIOA mandated partners) to increase understanding and expertise in relation to serving the business customer and on placing all job seekers into critical vacancies in the region.

Develop/expand recruitment efforts in partnership with companies, e.g., company tours for career center and partner staff	2018-2020	6 company tours for Career Center and WIOA partner staff. Develop company tour opportunities for Career Center customers, including shared customers.
Incorporate and market Apprenticeships and other related business services in collaboration with WIOA Partners in region	2018-2019 2018 2018-2019	Documented Apprenticeships and related services within the region. Document results of pilot business project (as outlined in Career Center Contract) and share learnings with WIOA Partners. Provide training for Career Center and WIOA Partner Staff on the Future of Work results and how to use this in with job seeker and company customers.
Develop framework for ‘Career Coaching’ model for individuals that can be shared amongst partner agency’s	2019	Model is in place and being utilized with Career Center staff/WIOA Partners.

## Other research efforts

In coordination with WIOA Partners, research how best to determine and develop Learning Skills and Technology Fluency in job seeker customers
Learn about the training capacity and culture within companies that we serve, e.g., companies that have training staff, use consultants, etc. so we can understand where and how workers are continually learning on the North Shore
Develop tools to communicate details of the FOW study to Career Center staff, job seeker and business customers, etc. in an efficient and effective manner
Study how companies are hiring staff in this tight economy
Develop method for companies to refer unsuccessful candidates to the career center
Shared customer data is documented and validated on a regular basis with all WIOA partners

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## **YOUTH PIPELINE COMMITTEE GOALS AND OBJECTIVES 2018 - 2020**

**GOAL 2:** The North Shore WIB will enhance the career exploration and career pathway development on the North Shore by integrating and aligning education, training and employment programs, with increased input from local employers

### **MAJOR THEMES FOR FY2018**

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

**Objective #1:** Expand connections between secondary schools, vocational education, WIOA training vendors, workforce development and employer partners.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Work with Connecting Activities network, WIOA youth training providers and employer partners to include employers in meetings/discussions with youth	2018-2020	Arrange Career speakers, Job fairs, and company tours for students (minimum 6 events) Continue to expand Amp It Up teacher externships within our region. Support Early College efforts with local school districts that promote Career Pathways.

**Objective #2:** Increase number of work-based connections for students and teachers of in school youth and young adults (including out of school youth) that strengthen understanding for career and college requirements.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Enhance work experience opportunities for out of school WIOA youth (in particular in the areas beyond summer employment that include: internships, apprenticeships, OJT's etc.)	2018-2020	<ol style="list-style-type: none"> <li>1. WIOA Goals exceeded for out of school Youth Work Experience</li> <li>2. Develop and pilot an IT training program for out of school youth</li> <li>3. Outreach to a minimum of 15 employers in STEM to determine interest/capacity to hire high school interns – increase high school STEM internships to 50 in FY18 and 65 in FY 19</li> <li>4. Create and share sample job descriptions for all internships with the general public, with youth service organizations, and with employers</li> <li>5. Continue to support YouthBuild with YPC serving as Steering Committee</li> </ol>

**Other efforts**

Continue to provide easy-to-understand Labor Market Information and career pathway information to young adults
Share information between school partners and employers
Share success stories of past events in WIB newsletter
Research and develop innovative ways to serve more youth with limited resources.

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### 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	2018-2019	Report documented for WIOA partners and state officials. Recommendations in place for training options and skill development for unemployed and underemployed.

challenges behind finding success in today's economy		
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**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.

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**PARTNERSHIP COMMITTEE GOALS AND OBJECTIVES 2018 - 2020**

**GOAL 4:** 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

**Objective #1:** To educate and increase the knowledge and awareness of NSWIB members so that they can understand and disseminate the work of the NSWIB

Activity:	Timeframe:	Benchmarks/Indicators of Success
Develop and use a better Board Report format that puts data in context with services provided	2018	Sample format put into place and board feedback is gathered during March and May 2018 meetings. New Format is put into place for September 2018 meeting.



**Objective #2:** To increase and systematically use quality social media outlets to inform staff, board members, as well as multiple workforce system stakeholders.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Hire a marketing intern part time	2018  2018  2019	Draft Job Description complete (recruited from local area colleges/universities)  Intern Hired  Evaluate Intern effectiveness and added value for future
Focus on four major partnerships, keeping the Partnership Committee informed of, and overseeing activities within these Partnerships, including	2018-2020	
<p>1. WIOA Partners, focusing on populations under-represented in the labor market</p> <p>i. Goal – meet shared customer goals set for 2018 and beyond</p> <p>ii. Goal – in 2018 report on 10 shared customers placed in jobs as example of how the partnership is working</p>	2018-2020	<p>-Schedule routine meetings and communications</p> <p>-Collect data on Partners quarterly</p> <p>-Evaluate connections fostered by Partnerships</p> <p>-Report to Board quarterly on status of Partnership</p>

<p>2. Career Technical Education Partnership, ensuring full labor market communications with these organizations and directing educational resources in the direction or priority and critical industries and occupations</p> <p>i. Goal – provide committee with new programs requested and how they fit or do not fit with priority and critical industries/occupations</p> <p>ii. Goal – increase the number of young people interested in these industries and occupations (in partnership with Youth Pipeline Committee)</p>		<ul style="list-style-type: none"> <li>-Schedule routine meetings and communications</li> <li>-Collect data on Partners quarterly</li> <li>-Evaluate connections fostered by Partnerships</li> <li>-Periodically Report to the Youth Pipeline Committee</li> <li>-Report to Board quarterly on status of Partnership</li> </ul>
<p>3. Local Elected Officials Partnerships, ensuring that they are informed on a periodic basis of NSWIB activity in general and in their specific locality</p> <p>i. Goal – communicate bi-monthly via newsletter with information on WIB activity with region-wide and localized data relevant to local leaders</p>		<ul style="list-style-type: none"> <li>-Schedule routine meetings and communications</li> <li>-Attend at least one North of Boston Mayor/Town Manager Meeting – MAPC annually</li> <li>-Evaluate connections fostered by Partnerships</li> <li>-Report to Board quarterly on status of Partnership</li> </ul>

<p>ii. Goal – Provide data (annually) to cities and towns on customers in their areas.</p>		
<p>Regional Planning Partnership, ensuring that the goals and strategies of this work continues (and adds value to local area strategic plan) over the course of the next four years</p> <p>i. Goal – market the regional plan across multiple stakeholders</p> <p>ii. Goal – update committee on progress toward making plan goals for both regional work as well as local strategic plan.</p> <p>iii. Advocate for financial support from the State and other sources to support the activities outlined in this Plan</p>		<p>-Schedule routine meetings and communications</p> <p>-Collect data on Partners quarterly</p> <p>-Evaluate connections fostered by Partnerships</p> <p>-Report to Board quarterly on status of Partnership</p>

Other research efforts

Consistently train current staff on effective use of social media

Schedule and format for Board Meeting is adjusted to allow for report out at board meetings. At minimum each sub-committee would report out annually.

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