

## Critical Issues Survey 2008-2011 Results Comparison

As part of the WIB's Strategic Plan, a survey addressing critical issues on the North Shore was sent to Community and Business leaders on the North Shore. First completed in 2008, a total of 397 surveys were sent out via Zoomerang (an online survey development tool), with 113 responses for a responses rate of 28%. A second follow up survey was taken in 2011 to follow up on the results of the 2008 survey. A total of 482 surveys were sent out via Constant Contact (an online survey development tool) with 90 responses for a responses rate of 19%.

1. What are the primary challenges facing the North Shore companies in relation to their labor force?	2008		2011	
	#	%	#	%
There are no issues	0	0%	2	2%
Unable to find workers with specific occupational skills	70	62%	53	60%
Unable to find workers with basic core competencies and/or generic skills, e.g., reading, speaking, doing basic math, etc	51	46%	40	45%
Cost of hiring/employing individuals, i.e., health care, other benefits, state assessments like Unemployment Compensation, etc	50	45%	47	53%
Unable to keep skilled workers who leave to work for competitors	18	16%	16	18%
Unable to keep skilled workers who move out of the area	13	12%	7	8%
Don't know	4	4%	4	4%
Other	14	12%	13	15%
<b>2008 Comments</b>	<b>2011 Comments</b>			
Immigration issues	Cost of living discourages some to relocate to the area			
unable to offer competitive salaries and benefits	Convincing skilled workers to move to the North Shore			
It is a combination of several issues listed above	salary expectations			
Cost of living on the North Shore.	training support			
80-100k jobs in MA CANNOT be filled because/skill	cost of living here			
health care chaos and costs	Increased regulatory burden; other states have more aggressive economic developm			
lack of awareness of career options in long term c	Pt's, pta's ot's and cota's			
Affordable housing for all skill levels.	pay			
There are too few financial resources to assist em	aging workforce retiring & not retiring			
Nursing Shortage	lean staffing			
vocational Training for low skill workers	larger pool of high end talent is closer to metro Boston			
Science, math, engineering skills	difficult commute, especially into Salem			
Reliable attendance	For non-profits, the lack of skilled workers is compounded by funding challenges			
Difficult to find workers w/ specific sales skills				

2. What are the primary issues facing North Shore residents in relation to finding, getting, and keeping quality employment?	2008		2011	
	#	%	#	%
There are no issues	0	0%	0	0%
Continually being laid off by companies	10	9%	23	26%
Lack of knowledge on how to find a job	16	14%	21	24%
Lack of specific skills required by companies in your field	77	68%	59	67%
Lack of knowledge on how to gain these skills	35	31%	35	40%
Lack of time to return to school to gain these skills	49	43%	33	38%
Don't know	7	6%	10	11%

Other	22	19%	20	23%
<b>2008 Comments</b>	<b>2011 Comments</b>			
some don't or can't read	Lost in online resume submittal? no \$ for education?			
Few industry training programs outside of college.	Attracting employers to our region			
Lack of new companies that offer competitive jobs	Competition from other unemployed and recent college graduates			
Finding work that pays enough for housing	more people in need than jobs available			
Cultural, societal, and language issues.	Employers who are still unsure about hiring			
Cost of education and training	lack of funds to pursue training opportunities			
Housing, cost of living, grants for job training	lack of funding to obtain training to gain skills			
Demoralization of those without skills	Fewer large employers in region			
ESL skills, transportation, child care	lack of transportation, lack of job opps., access to training			
Economically impossible to return to school.	Trade job postings			
Lack of money to afford training	Unaddressed age discrimination in hiring older worker job seekers.			
Lack of a broad base of skills	Not enough quality jobs are available			
cost to live in the area	lack of quality jobs			
Lack of financial resources for retraining	Not enough good paying jobs available.			
cost of housing	Also perhaps, lack of jobs and lack of money to pay for educational training			
limited full-time positions that pay a living wage	Lack of understanding of what is needed to get and keep a job			
Also critical is the high cost of living including	balancing family budgets			
Limited opportunities	slow and sporadic public transport especially towards metro Boston			
Age discrimination	lack of experience and opportunities for it for recent grads			
Lack of funding to attain skills, e.g. language	I would add high cost of living (housing especially) and low pay scales.			
age - older applicants have a very hard time				
Low skill workers needing a career track				

<b>3. What are the primary issues facing North Shore educational providers as they attempt to address these challenges and issues?</b>	<b>2008</b>		<b>2011</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
Lack of information on local labor force needs	22	19%	20	23%
Lack of funding and/or other support on expanding education/training programs	86	76%	65	75%
Other educational priorities	23	20%	23	26%
Don't know	9	8%	10	11%
Other	28	25%	16	18%
<b>2008 Comments</b>	<b>2011 Comments</b>			
Too much competition among providers.	lack of job opportunities			
education and language	Lack of collaborations with local businesses			
Need more intensive abe/esol programs	Learning takes more time than people have to gain employment			
Too time intensive to involve employers	a combination of things			

Public institutions are inadequately funded.	smoother continuum, clearer pathways from adult ed. to post-secondary E&T
Lack of schools offering programs	Finding people that want to work
Cultural, societal, and language issues	Lack of expectation and accountability of Academic Deans.
ESL & GED issues - lack of affordable programs	lack of interested students
Lack of LEADERSHIP. It is NOT \$; it's how we spend	lack of jobs, industries living the State or the US.
Minimal correlation between courses and job skills	We need a quality engineering program on the North Shore.
WIB provides above type of info well	help people overcome entrance requirements
Enhancement of facilities to match program needs	Machining programs being dropped
lack of nursing and allied healthcare faculty	We have the programs, but students cannot pay, or don't have the time
lack of nursing instructors?	Higher Education moves slowly in regard to curriculum change. Faculty are often
Ed providers should cooperate more	\$\$\$\$ biggest problem
I don't know if labor force needs are known	lack of state support or plan
no qualified faculty ...nursing	
lack of flexibility in changing curricula to	
need funding for more intensive programming	
Providers need to build awareness within the business	
Lack of Nursing Instructors	
employers outsourcing	
Lack of career path partnerships	
Students not interested in manufacturing technology	
Poor early preparation in STEM subjects	
Lack of coordination with business, CBO, education	
More diversified funding sources	
People are coming out of school EXTREMELY low skill	

4. What are the primary issues facing North Shore economic development and community organizations in relation to the North Shore labor market?	2008		2011	
	#	%	#	%
There are no issues	0	0%	0	0%
Lack of information on local labor force needs	19	17%	25	29%
Lack of coordination/collaboration mechanisms	75	66%	57	67%
Don't know	25	22%	15	18%
Other	13	12%	19	22%
<b>2008 Comments</b>	<b>2011 Comments</b>			
Permitting process is too long.	lack of funding			
Need centralized repository for municipal info	Competition from other states			
Too much on all organizations agendas to focus	their clients often lack necessary skill set			
Focus on certain fields and not others.	need more jobs			
Same as above	entrenched bureaucracy with shrinking budgets			
Muni/Banks/Non-Profits sharing goals, vision	that is the key issue!!!!			
See above	Insufficient staff resources to educate community on available labor market info			

housing, more ed. funding.	Lack of jobs.
focus on community colleges as training providers	We need the equivalent of a placement agency for the jobless.
Resources \$\$\$	funding, money
Affordable housing	Improved coordination/collaboration
Keeping businesses on the North Shore	need to get construction moving such as development of Lynn waterfront/ downtown
Tiny firms need support-health care & otr. options	Issues are know but I see difficulty collaborating them - been going on years.
	local needs info beyone what is provided by WIB
	lack of knowledge of sources of prepared workers
	Difficulty in finding funding
	no regional governmental support
	starting early enough in K-12 for targeted skill sets
	There could be better resource sharing. Funding for WD is shrinking and less acc

5. For survey participants involved (e.g. as a board member, staff, recipient of services, etc.) in the non-profit community, what do you see as the primary challenges in working with the North Shore labor market?	2008		2011	
	#	%	#	%
Lack of knowledge about the North Shore economy	19	18%	11	14%
Lack of relationships with North Shore businesses	43	41%	31	40%
Lack of funding	63	60%	46	59%
Don't Know	7	7%	9	12%
Other	18	17%	10	13%
2008 Comments	2011 Comments			
Challenges cross over regions.	cost of living and doing business			
location, travel time and competition	Economic challenges to employers			
Lack of good collaboration. Lack of info on industry	from an empler standpoint the market is good			
Too many non-profits competing for contributions	facilities challenges			
Lack of coordination mechanisms	I am not working for a non-profit.			
Same as above	Coordination of funding sources with educational providers			
Silo effect...again, leadership. No COOD of goals.	economy must improve for non profits to flourish			
unique needs from community to community	Working collaboratively - too many other priorities			
Need for coordinated activities among providers	Public & business ignorance about size and diversity of nonprofit sector			
in for profit setting	garnering resources to match needs			
Lack of economies of scale in Non-profit world.				
Lack of communication to clients about grants				
nursing, competing with Boston salaries				
Multiple agencies can sometimes dilute the message				
poor public image of manufacturing				
funding for programs dealing with career paths				
Numerous tiny firms; few larger ones				
High cost of living				

**6. What impact has the recession had on hiring/expanding or other workforce development issue with your company or organization? PLEASE NOTE THAT THIS QUESTION WAS NOT ASKED IN 2008.**

65 Response(s)

lack of funding
we have been able to keep the workforce but they have lost most of the overtime which is what a machinist has lived on. customers have felt the recession and everything flows down to us. We received a large contract from England and this is allowing us to expand. we are now seeing a positive growth and we need employees that are skill machinist.
not hiring as much; lack of cost benefit, costs continue to rise
The recession had a large impact on manufacturing technicians within our company. Significant reductions were made due to the fact that we were not manufacturing much product. Reductions were also made to the technical staff (scientists, engineers, designers), but to a lesser extent. (continued below)
In public education, funding or lack thereof, for mandated programs has diluted monies to maintain and grow professional staff.
1. As competitors have struggled we have had the luxury of hiring a number of highly skilled individuals who have willingly accepted a lower wage to join our growing company.
2. Turnover rates have plummeted during this recession leading to a stable workforce
3. Performance at all levels has improved as people are concerned about being replaced
None. We continue to hire and to expand.
We have not added to staff for 3 years
people in the community are not seeking out health care if they do not have health care benefits. For those that are employed and with health benefits, elective surgeries are delayed if they think time away from their employer is at risk.
We are able to get better qualified help and retain them because of the limited opportunities elsewhere
Positions have gone unfilled or part-time employees have been brought on. Budget for professional development is reduced.
The recession is having a tremendous impact on our workforce development. Because of the budget crisis we are unable to hire new employees except for Public Safety.
NA
None at this time because of the infusion of ARRA dollars. However, the FY12 budget will be reduced and ARRA dollars are no longer available. The next 2 years will be very difficult.
The shrinking money allotted to training has negatively impacted the number of people we can serve and created an unstable working environment for employees. Also the time needed to bridge the skills gap is longer than people expect and have to learn the skills needed to be self-sufficient.
greater competition for lesser funds, shrinking infrastructure, lack of commitment by bureaucratic elements.
Many companies have been accustomed to having a smaller work force - fewer people doing more work. Less hiring also translates to savings in salaries, health insurance, other benefits, etc. Although some market segments are showing some growth, many companies are still cautious about hiring extra people - not knowing what the future will hold.
We had to let a part time employee go
High unemployment rate has made it very difficult to place unskilled or low-skilled workers in entry-level jobs.
Our non-profit works with youth among other issues. Few job opportunities for youth other than retail to which there is poor transportation. During recession older adults are taking jobs youth used to have. This will cripple their chances to find full employment in the future. Also little funding from employers to fund youth jobs.
Healthcare funding is largely dependent upon state and federal funds. Whenever the government is facing a deficit these funds are in jeopardy. Healthcare costs continue to rise at a very high rate while reimbursement rates stay the same or in many cases decrease. In our business 65-70% of our costs are labor. As a result labor suffers.
increase demand for job training education and services decrease in resources to provide such job training and services
Difficulty in expanding number of jobs (especially adding full-time with benefits) due to funding gaps
As an educational institution we have had a significant increase in enrollment, some of which is, as a result of inability to find employment, attending classes until opportunities increase.
very leary of hiring full time folks
we've hired 9 employees since the beginning of 2011, so no real issues.
Access to higher risk debt capital dried up during the recession. This has forced the sale of more shares in my company, which has been dilutive to the founders. Many companies found it difficult to raise capital at all.
Reduced funding from the state for a state institution has resulted in the need to reduce the workforce, although the work is expanding; therefore, those remaining take on extra work, more stress.

More qualified candidates available for work
Increasing gap between individual's skills and employer's requirements.
As the economy begins to move slowly forward one of the challenges has been for Companies to feel comfortable enough to make investments in hiring new employees as they see an increase in their business.
It resulted in three rounds of layoff, but continued hiring for certain skilled areas in software development. Back on the upswing, but cautiously.
Somes candidates are not as committed to working.
Pool of candidates are unskilled, unmotivated and did not take advantage of opportunities to improve skills while on unemployment.
Companies are being more selective on hires.
Not be able to read our economy and what actions the governemnt might take makes me tentative about expanding or hiring.
Due the economy we had to cut our work force, and freeze salary increases.
Those two actions have led a lot of our skilled worker to leave for other jobs.
As th economy progress in the right direction trying to replace those skilled worker is very hard.
While we are a University, and are seeing some increase in UG and Grad enrollments, the non-credit certificate programs are not being adequately filled. We are told, repeatedly at conferences, that this is the growing field. However, funding ia a big issue for students, and these are expensive programs to develop/run.
In the City of Lynn construction has been nearly at a standstill with the exception of the new VNA building. Development of the waterfront, continued development of the downtown , the expansion of NSCC, the maximization of GE properties by either GE and/or other tenants.
Huge increase in clients who are chronically unemployed with few job opportunities available
We are experiencing a reduction in turnover due to the economy therefore we are not hiring to replace positions. We are not adding new positions due to budget constraints and we are not expanding our business due to economic conditions.
Catholic Charities has been required to only hire/fill positions that have solid funding to support the position long term. It has hampered expansion into areas of community need, because sustainability is a serious concern in this economic environment.
We are not seeing employees who we would assume would be retiring, retiring, ie Nurses beyond the age of 65 not retiring, thus we have employees who have finished nursing school, passed the boards but unable to be hired. Thus employees are not retiring and therefore limiting opportunities for qualified applicants
companies that I work with contracted over the past 2 yrs and are just now starting to feel comfortable enough with an expanding book of business for the months ahead. They would not hire until their existing employees were back to full schedule and until they received contracts for enough work to feel the need to hire.
The economy has impacted our organization in two ways. First, we have less income to use to hire and pay employees. Second, when the economy is down, there is a greater need for our services.
People staying in current roles, not eager to leave for a new opportunity.
Limited hiring opportunities.
Our hiring was frozen coming out of the economic recession - we are now hiring again.
funding and confidence are lowered
My organization is publicly funded, so political change has reduced our funding to put people into subsidized employment. Concurrently, the recession has created a greater need for the service and more people who need the subsidy.
Very little impact
community colleges pushed to expand workforce development without resources or framework to work within
As to the company I work for, hiring has slowed down due to the slowdown in the economy which has impacted the bank's business. As to the non-profit for which I am a Board member, government funding cuts has resulted in no new hiring and reduced staff as a result of attrition.
freeze on wages and hiring
NO MONEY , NOT ABLE TO EXPAND AND HIRE NEW EMPLOYEES
We have been fortunate that we have continued hiring during this time.

Our workforce has not increased or decreased in size. We are cautiously evaluating each position vacancy and request for an add-to-staff. Employee development and cross-training are ongoing, primarily in-house.
A rise in enrollment at North Shore Community college.
I can honestly say that we have not been impacted by the current recession. We have been able to continue to grow.
Lack of or diminished funding for hiring needed staff and additional resources
Contraction of the workforce
NA
lack of work has lead to a smaller work force
cutbacks in funding sources have impacted ability to hire or expand workforce.and programs. The need for services is up and the revenue is down.
Confidence in hiring. The uncertain future has caused us to hedge longer on hiring than in the past.
taking on more responsibilities for same job & pay
NSCAP received ARRA funding-allowed us to expand WD and job readiness services and create 8 new positions.Last December we had to lay everyone off except for the energy auditor. These positions when filled had a "multiplier" effect. Less staff means more unemployment and less available services.

7. In your opinion, what other critical issues does the North Shore face?	
2008 Comments	2011 Comments
lack of commitment of individuals, There seems to be a flowing force that is always on the move. Some there is a lack of responsibility to the employer. Someone will hire me.	Retaining employees after training. The new program at North Shore Community will help but I think we need to still have a better way at a younger age to recruit these people. I think the state and government if they really mean keep Manufacturing in US Make it a little easier for the employers to able to stay here and do business in Massachusetts.
Lack of transportation to vibrant job markets and lack of affordable child care	cost structure makes North Shore and Massachusetts more expensive; legislative and regulatory mandates
Much has been done on the labor market and insight with agencies like the MAPC, WIB, and others need to listen to them.	(continued from above) With the more recent improvements in our market, the company has increased it's staffing to levels comparable to pre-recession levels. This required extensive efforts in recruiting, hiring and training.
Cost of living.	Employers faced with the recent recession have made fiscal and tactical adjustments to achieving their mission with less people.They have learned to work more efficiently and thus more profitably. The end result being the unlikelyhood of rebuilding the pre-recession employee base.
Balancing need with available resources	From an empirical perspective I personally believe that North Shore residents aren't necessarily aware of job prospects or they may believe that better opportunities are only available with companies located in Boston or the immediate suburbs of Boston or along the 128 corridor.
Affordable housing, appropriate, affordable after school programs, transportation, affordable, round-the-clock child care,	as a Salem based employer, commuting is an issue. Access to major highways is difficult and limits the pool of applicants.
Finding funding for support to assist people in returning to school for training (e.g. transportation, daycare, etc.)	More quality jobs
Cut backs in education - police - fire	Limited public transportation limits people's ability to find job opportunities. Also, employers need more training/education about why its important for them to employ teens and why this should not be a burden to them but an opportunity to shape future employees.
manufacturing moving out of state	Other critical issues we are facing: Education,Health Care,Housing,Drugs addiction, gangs, crimes and more...

high cost of living - oil - insurance	It is my understanding that the largest segment of the NS economy is service based (including health and education). I think we need to develop more strength in segments that are linked to the future-IT (software and hardware), science-based, green/energy efficiency, etc.
Lynn specifically faces a perception problem. Skilled workers who have choices of where to work may have a perception of the city that is not favorable.	Lack of affordable housing
tough economic times..... high energy and health care cost	shrinking tax base due to unemployment, spiraling inflation and skilled people and jobs moving out of the area due to lack of support by politicians.
lack of programs to prepare youth for the work force; lack of after-school and especially summer opportunities to develop basic work skills, identify interest, try out job fields.	The North Shore has two different groups of job seekers - one group is educated, professional job seekers and the other group is unskilled, and sometimes untrained workers whose first language is not English. The challenge is how to use limited funds to assist both groups to find employment when their backgrounds are so different.
Loss of some of the traditional economic base - manufacturing, fishing; not all of this base has been replaced with new areas such as tourism.	<ol style="list-style-type: none"> <li>1. getting people to live and work here - cost of living very high</li> <li>2. There are very specific skills that are needed and are not being addressed</li> <li>3. Needs to be greater coordination and collaboration between organizations. Think there is overlap in some areas and some areas not being addressed at all.</li> </ol>
Businesses are not aware of the resources that can help them identify and train potential workers, such as WIB. These resources lack sufficient funds to market themselves as resources.	The shortage of affordable fast-track relevant job training programs results in the lack of a trained workforce to meet employer needs on the North Shore.
Recruitment of professionals from other parts of the country and cost of living demands.	The job training opportunities that do exist, like the ETeam Machinist Training Program, can't find funding.
Lack of education/training for nursing.	One area that could be helpful in matching up job seekers and employers could be promoting <a href="http://www.simplyhired.com">www.simplyhired.com</a> . This site is a search engine for all types of job postings. If you post a job opening on your company website this site will find it. This could save employers money while giving job seekers a location to easily find their next job.
Prospective workers need to learn English.	<p>lack of jobs, esp. with good career ladders, and esp. in northern most area of NS</p> <p>not enough low or no cost training opps.</p> <p>Cape Ann is out of the loop in terms on access to resources to provide local, accessible, affordable trainings</p> <p>transportation is major barrier to accessing trainings and job opps.</p>
lack of capacity at the local training agencies	Coordination of economic development activities



Due to the lack of available skilled labor, many companies are offering workers from competing companies higher wages. This is a self defeating strategy because all companies reciprocate in kind. Ultimately, we will render the region non-competitive due to the high wages. It has been happening for several years already. Companies end up moving to low cost regions in order to remain competitive. If we fail to act decisively, we will lose our manufacturing base in this region. My comments and concerns are specifically with regards to North Shore manufacturers.	Holding onto current employers and attracting new firms with good paying jobs.
I cannot respond to this question because the survey is not anonymous.	Competant hard/working employee's that want to work & waive entitlements
Widening gap between unskilled and highly skilled demographics, sometimes in neighboring communities	Public Transportation
The cost of living on the North Shore is so high that it is difficult to find people to work here for the wage being offered.	cost of housing has been and will continue to be an issue
Businesses should engage in/introduce Diversity Training.	New jobs, increasing energy industry.
The economy continues to flounder putting more pressure on Non Profits to provide services with less.	Entrepreneurs and growth companies need access to capital, especially debt capital, under reasonable terms. We need more qualified engineers and research technicians. We need more collaboration between educational and training institutions and local companies. We need better internship training programs.
By the time the colleges know about a severe shortage, it takes too long to expand capacity to respond appropriately.	Inadequate public transportation. Inadequate ESL services for immigrant adults. Insufficient jobs for new immigrants. High housing costs. Reduced funding for higher education; increasingly limited ways for poor/working class/unemployed populations to improve their education and skills.
retraining or training the workforce to help with development essential skills for today's job market	Having an employment identity e.g. Silicon Valley
Lack of qualified enthusiastic secondary school teachers in math and science	Increased training opportunities.
High housing costs make it difficult to attract and retain workers.	There appears to be a shift developing with State and Federal stimulus funds as private industry is beginning to move forward again. Successfully assessing these shifts will help develop programs and training that alien with the job markets
Decaying infrastructure	Funding for early stage companies and for growth.
High housing costs	smaller employers, not having the same resources as larger employers, competing for skilled workers; lack of interest of students going into machining/manufacturing fields; vocational schools dropping altogether or merging machine technology programs with other disciplines; Unacceptable work habits (ie. behaviors, attendance, etc.) from workers
High taxation	Healthcare cost

Congested travel	There is a lack of quality jobs that pay a living wage with health benefits for the average person
Communication among all approp. constituencies	<p>The North Shore had been a manufacturing mecca, and the lack of advertising for these kind of jobs had cost us dearly.</p> <p>We don't have a line of skilled workers or even an entry level workers standing outside any manufacturing company.</p> <p>We need to invest and advertise in education. The kind of education that will produce a skilled worker.</p>
Affordable education and training is critical	Business closing, not enough jobs to go around, funding decreases.
Companies not able to keep up with salary requirements needed for employee to live comfortably in the North Shore	<p>Education of our youth/training of our adult workforce. The new immigrant population is taxing the educational system as well as our workforce development resources.</p> <p>Mastering of english will improve both the quality of education of our youth and the training of our workforce.</p>
*Role of State/Municipal LEADERSHIP in better defining their respective roles in creating economic sustainability and opportunity in today's 21C economy.	Secondary education is not demanding that students become proficient in reading, writing, math and critical thinking. Thus, they do poorly when they attend college and when they try to find entry-level positions.
Issues: Housing/Zoning/Redevelopment/Adult Literacy/Livability/Tomorrows Entrepreneurs	<p>Lack of day care and transportation to get to jobs</p> <p>Lacked of skilled workforce</p>
	In my opinion, the North Shore faces a critical issue in preparing single, head of household women for jobs with pay levels that lead to economic self-sufficiency. I see a lot of training programs that lead to jobs that place these female-headed families in the income gap where they lose benefits but still do not make a truly livable wage.
*Serious consolidation of local non-profit service delivery. Who is making it; who is not? Who does what, for how much? Who are constituents, how many are effectively served? What are we doing that is more than triage and what is truly ambitious and effecting in fighting the wars against literacy, poverty, and inequality.	Potential continued consolidation in the financial services area will create increased unemployment. Lack of skilled individuals to fill job vacancies in expanding fields.
	Probably the biggest problem facing the NorthShore economy is matching the skill set of the workforce to available jobs and the jobs in emerging industries.
*Consolidation of EXPENSIVE CH74 programs on NS & construction of ONE state-of-the-art VOC/MED/TECH High School from 7-3PM and *POST HIGH* Retraining Academy from 4-10PM that redefines education as personally and civically profitable.	there is still general uncertainty about the economy
The high cost of living in eastern Massachusetts keeps entry level and young employees from setting roots and growing.	NSWIB, educational and non-profit agencies work tirelessly together. Myself not directly involved, I believe the North Shore does well in informing its residents of resource availability for job training, career centers, educational facilities.
raising wages in semi-and unskilled work; increasing education and access to education for low-wage workers including immigrants	Impact of high housing costs on individuals. Many people living on the edge and these individuals often are working so hard to get by that they don't have time to update their skills until they are forced by the layoffs

	or the threat of job loss.
Cost of Housing, Transportation	A shrinking economy, increased health insurance costs and increased fuel costs create a difficult business environment. These variables make it difficult to adjust
competing with Boston salaries and benefits to attract and retain specialized work force such as specialty RN's, Radiology and Lab allied health care professional staff.	Increasing the skill levels of the current applicant pool to meet the needs of jobs available.
Basic human interaction/interpersonal skills for first-time frontline supervisory positions; not critical, but a void and opportunity that would make workers more attractive and promotable	Cost of housing and limited public transportation.
There needs to be a system of aligning the colleges/universities with companies as corporate partners. The companies need to be involved in helping the ed. providers provide the appropriate and relevant courses and training programs, from the non-credit level (training) to the Masters Degree (academic) level.	Total cost is often non-competitive with other states.
The biggest issue I see is not training our young people manual labor and letting the youth of state that being a machinist is not something to be ashamed. in a matter of time we will not be able to replace our aging workforce.	Leadership. Regional collaboration. Vision.
Shrinking labor force as baby boomers age	Housing and transportation issues.  Available housing options for mid and low income residents are insufficient.  Getting around on the North Shore without a car is challenging, but that is no different than any other suburban area.
Consistently higher costs with salaries not keeping pace.	Finding jobs for new workers, recent HS graduates and recent college graduates. Helping unskilled workers to find ways to develop their skills.  Matching available workers with employers
Local businesses are small. There are fewer and fewer large companies who can afford training programs, internships, etc which are primarily found only in the larger companies with resources.	Being able to retrain workers
	Long term - matching labor force skills with employer requirements in fast changing economy.  Short and long term - building an inclusive workforce in which majority of new entries will be from minority and new immigrant demographics
Perhaps the WIB could fund internship positions for certain clients who meet the (educational and experience) guidelines.	Difficulty in permitting residential, commercial, and industrial development, which inhibits growth in our area and encourages potential employees to leave the area.
healthcare recruitment is very challenging due to workforce shortages	Fast transit link to downtown.
Movement of many businesses to areas of state where land is available and highway access is convenient.	lack of regional government
What are the areas of need 5, 10 and 15 years out, so that everyone can focus on these areas and get the resources necessary.	LACK OF SOLID INTER CITY/TOWN TRANSPORTATION SYSTEM, THAT IS AFFORDABLE FOR RIDERS. EX. LIVE IN LYNN EMPLOYMENT IN ROWLEY ON RT 1; LIVE IN DANVERS EMPLOYMENT IN CENTENIAL PARK,

	ECT
lack of a voice to push for needed funding and priorities	Overall uncertainty about the economy; lack of bi-partisan accomplishment at both the state and federal levels. Heavy new regulatory burdens.
Aging baby boomers are going to create two tensions: 1) many will leave the workforce with all their years of experience and	My observation is that employers need workers with higher levels of communication proficiency and mathematical knowledge than in years past. Funding to provide this knowledge is not abundant.
expertise and 2)many must continue to work to live but do not have the skill matches for today's jobs.	Unemployment is still high. There are many individuals who have run out of unemployment benefits and still do not have jobs. I think the unemployment rate is much higher than reported because these people are no longer being counted in the total.  The majority of business owners are still being prudent about hiring.
Not enough skilled labor	The No Shore is an expensive place to live. Because of the recession and its effects, there is more financial need and less resources for individuals and families
job creation, Housing Market, high cost of living	Public school funding
Talk of impending recession, low wages, lack of medical benefits and the rising cost of healthcare.	Vocational and technical education of recent high school graduates.
Business development	technical training in the specific trades
Training young work force on basic skills, responsibilities, dedication, dependability	We need to improve public transportation.  In Lynn, we need to address education issues and work toward making all schools great, exciting, and a place that students will want to go to and will learn.  Lynn needs a stronger business community and a reason for people to come to Lynn.
The cost of housing and other living expenses, makes it difficult to attract and retain employees and those employees hired expect very large salaries	Major businesses leaving the area. All the small manufacturing businesses depend on the larger manufacturers for work. When 1 large company leaves, potentially 4-5 small business can be hurt badly.
I feel that businesses need to invest more in their employees by encouraging and supporting them to become more skilled workers. This often involves educational commitments that sometimes conflict with work hours. If employers could be more flexible and creative in scheduling and educational entities be expected to do the same, employees may be more able to gain the skills necessary to progress in their fields. Then employers would be able to hire their own skilled workforce. Lots more... but that's a start!	Shortage of engineers and scientists
Businesses leaving the area to locate out of State or in another community within the State. The need for more service jobs in the service sector for the aging population.	The cost of living is quite high across the N.S.while wages and salaries are lower generally than those in the greater Boston area. More and more jobs require at least 2 yrs. of post-secondary ed. The need for ESOL and college transition services grows with less funding available to accomplish this work.
Disconnect between entry level salaries and cost of living, inadequate training and education funding, housing costs, lack of public transportation.	
The school systems don't have the time or money to invest in basic skills that make students more employable.	
High cost of housing	
Getting the next generation into the manufacturing area.	
Lack of public transportation to get people from where they live	

to where the jobs are	
Housing is a critical issue when you try to hire from outside the N.S. People can not afford to move here.	
Low skilled workers who accept part time and/or minimum wage jobs who never grow from these positions.	
Housing costs	
employers outsourcing	
Cost of living	
Energy problems	
Cost of education	
Providing adequate paying jobs with educational training facilities for people to advance towards better paying opportunities	
Establishing priorities for economic development	
Commuter trains in disrepair and service infrequent and highways jammed; incentives for businesses to locate here are low; need a good university here;	
attracting good paying jobs - more high tech, finance, etc.	
dwindling job opportunities, public transportation in certain areas, certain area- housing costs,	
High cost of living on the North Shore;	
Waiting Lists for GED prep;	
Long waiting lists at CBOs for non-native speakers who need assistance in learning English;	
Very few transition programs and lack of publicity for existing transition programs that assist low-skilled workers to obtain post-secondary education and training.	
Increased immigrant population and the need for them to access training	
for those with low skills.	
Lots of folks competing for jobs who just don't have the skills to keep them.	
lack of good, affordable public transportation; lack of identity as a region	
Geographic access to this area. Cos. are leaving as customers can't get here, i.e., Swampscott - Trader Joe's, possibly Whole Foods.	
High cost of living	
Cost of living. Infrastructure breakdown (ie. roads, schools, facilities), traffic, lack of available housing for middle income families, loss of manufacturing jobs.	

8. Organization/Partner type (check all that apply)	2008		2011	
	#	%	#	%
Company	36	32%	34	38%
Non-profit	40	35%	32	35%
Elected official	4	4%	2	2%
State agency	7	6%	3	3%
Local community-based partner	15	13%	9	10%
Skills training provider	16	14%	10	11%
State or local education provider	26	23%	28	31%
Other	16	14%	6	7%

2008 Comments	2011 Comments
One stop career center	City of Lynn
industry affiliate	Municipality
Advocate for teen placement. Retired CEO	trade/business association
community foundation	Educational
community college	Retired; Board member
Educational Grant Program	community college
Municipal	
Union leader	
hospitals and out-patient ambulatory care	
Higher Education	
Health care provider to frail elders	
Employer and WIB Member	
Individual consultant; NSTC	
Volunteer	
Local High School	
State/fed - Small Business Development Center	