



**NORTH SHORE  
WORKFORCE BOARD**

MassHire – North Shore Workforce Board  
4 Year WIOA Local Plan  
2018 - 2021

Final Submission:

February 4, 2019

Please use this document as a template, providing a comprehensive response to each of the questions listed. If information is contained in an attachment, please label and reference it clearly. (a) Strategic Planning elements, including:

**(1) A regional (local) analysis of: (i) Economic conditions including existing and emerging in-demand industry sectors and occupations; and (ii) Employment needs of businesses in existing and emerging in-demand industry sectors and occupations. (iii) As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of paragraphs (a)(1)(i) and (ii) of this section; Regional plan information may be used as applicable to the local area. However, local analysis that yields information that is not in the regional plan should be included in this response. (Please see 21 d).**

The Northeast Regional Labor Market Blueprint identified priority industries and critical industries within the Northeast region. The industries identified are prevalent on the North Shore and are important contributors to our area's economy. The priority industries are Advanced Manufacturing (NAICS 31-33); Professional, Technical, and Scientific Services (NAICS 54); and Health Care and Social Services (NAICS 62). Critical Industries on the North Shore are Construction (NAICS 23); Education (NAICS 61); Life Sciences (NAICS 3254, 3345, 3391, 5417, 6215); and Financial Services (NAICS 52).

The following provides analysis of the priority and critical industry sectors and occupations on the North Shore.

**Advanced Manufacturing:** is prioritized due to its size, concentration, and importance within the overall economy.

Table 1: Advanced Manufacturing for MA, NE, NS 2017<sup>1</sup>

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	6,793	244,655	\$1,695
Northeast	1,279	57,510	\$1,914
North Shore	440	15,020	\$1,674

- North Shore has 26.1% of all Northeast Advanced Manufacturing employment with 34.4% of all establishments.
- North Shore average weekly wage is closer to the Massachusetts average weekly wage.

Priority Occupations in Advanced Manufacturing:<sup>2</sup>

1. Supervisor occupations were selected based on information gained from the employer focus groups around needs and difficulty finding qualified applicants. These occupations also provide high earnings potential (average of over \$60 an hour in earnings) and stability.

<sup>1</sup> EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/Imi

<sup>2</sup> Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

2. Assemblers/Production Workers/Machinists occupations were identified during the focus groups and Workforce Development Board surveys as a priority due to challenges related to finding qualified workers to fill these jobs and high replacement demand. These positions present career ladder opportunities.
3. Inspectors/Testers/Quality Control occupations are a priority due to high replacement demand and supply gap.

**Professional, Technical, and Scientific Services:** is important to the North Shore region's economic success due to its role in serving other industries within the regional economy and high earnings potential.

Table 2: Professional, Technical, and Scientific Services for MA, NE, NS 2017<sup>3</sup>

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	33,211	318,908	\$2,465
Northeast	3,512	30,810	\$2,266
North Shore	1,499	8,508	\$1,815

- North Shore has 27.6% of all Northeast Professional, Technical, and Scientific employment with 42.7% of all establishments.
- North Shore average weekly wage is lower than the Northeast and Massachusetts average weekly wage.

Priority Occupations in Professional, Technical, and Scientific:<sup>4</sup>

1. Computer Related and IT Support occupations were selected due to the demand for IT fluency across all sectors. These jobs have high hourly wages (average of around \$47.30) and high replacement demand.
2. Engineering occupations were selected as a priority based on feedback from the focus groups supply gap, and earnings potential (average hourly earnings of around \$49.20)
3. Engineering Technician occupations were selected due to career ladder opportunities (Associate's degree is typical entry level education) and high replacement demand.

**Health Care and Social Assistance:** The North Shore is prioritizing Health Care and Social Assistance due to its size, growth projections, and high location quotient.

Table 3: Health Care and Social Assistance for MA, NE, NS 2017<sup>5</sup>

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	59,241	648,313	\$1,072
Northeast	9,802	86,822	\$912
North Shore	3,039	37,742	\$952

<sup>3</sup> EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/Imi

<sup>4</sup> Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

<sup>5</sup> EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/Imi

- North Shore has 43.5% of all Northeast Health Care and Social Assistance employment with 31.0% of all establishments.
- North Shore average weekly wage is slightly higher than the Northeast average weekly wage.

Priority Occupations in Health Care and Social Assistance:<sup>6</sup>

1. Health Care Practitioners and Technical occupations were selected as a priority for the region due to the industry/occupation growth, career ladder opportunities, and high earnings potential.
2. Direct Care and Support occupations were identified as a priority due to the career ladder opportunities (many jobs have entry level positions without requiring more than high school diploma or GED) and high demand (projected industry and occupation growth).
3. Health Care Administration occupations were selected as they provide non-clinical opportunities with career ladder potential and are in high demand according to employer input.

**Construction:** has been identified as a critical industry for the North Shore region due to the significant demand pressure that is put on local systems to fill jobs when there are major projects. The industry also offers solid career pathways and opportunities for high wages.

Table 4: Construction for MA, NE, NS 2017<sup>7</sup>

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	21,532	163,445	\$1,443
Northeast	3,260	22,858	\$1,352
North Shore	1,329	7,539	\$1,323

- North Shore has 32.3% of all Northeast Construction with 40.8% of all establishments.
- North Shore average weekly wage is nearly equal to the Northeast average weekly wage.

Within the Construction industry, the following are critical occupations:<sup>8</sup>

- HVAC mechanics, installers
- Architectural and Civil Drafters
- Construction Laborers and Other Trades
- Heavy Equipment Operators, Truck Drivers
- Environmental Remediation

**Education:** is critical to the North Shore due to the solid career pathways that exist and the ongoing demand for educational service providers. The change in training requirements has put a strain on the industry's ability to attract and retain experienced teachers and that is impacting all areas of the economy as parents struggle with child care.

<sup>6</sup> Priority Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released/>

<sup>7</sup> EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/Imi

<sup>8</sup> Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

Table 5: Education for MA, NE, NS 2017<sup>9</sup>

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	4,704	354,770	\$1,188
Northeast	517	41,447	\$1,058
North Shore	214	16,228	\$1,033

- North Shore has 39.2% of all Northeast Education with 41.4% of all establishments.
- North Shore average weekly wage is nearly equal to the Northeast average weekly wage.

Within the Education industry, the following are critical occupations: <sup>10</sup>

- Preschool Teachers
- Teacher Assistants
- Elementary Teachers

**Life Sciences:** Sectors involved in Life Sciences industry are critical to the Northeast Region due to the role that it plays as a subset of the priority industries and the high wages that are possible within the category.

Table 6: Life Sciences for MA, NE, NS 2017<sup>11</sup>

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	3,246	116,855	\$2,722
Northeast	360	18,657	\$2,547
North Shore	116	3,961	\$2,445

- North Shore has 21.2% of all Northeast Life Science with 32.2% of all establishments.
- North Shore average weekly wage is slightly lower than the Northeast average weekly wage.

Within the Life Sciences industries, the following are critical occupations: <sup>12</sup>

- Lab Technicians
- Lab Technologists
- Biological Technicians

**Financial Services:** this sector continues to be critical to the North Shore economy due to the changing nature of the industry and the increased demand for those with information technology skills throughout.

<sup>9</sup> EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/Imi

<sup>10</sup> Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

<sup>11</sup> EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/Imi

<sup>12</sup> Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

Table 7: Financial Services for MA, NE, NS 2017<sup>13</sup>

Region	Establishments	Employment	Avg Weekly Wage
Massachusetts	10,345	170,892	\$2,924
Northeast	1,137	11,322	\$1,770
North Shore	541	5,292	\$1,951

- North Shore has 46.7% of all Northeast Financial Services with 47.6% of all establishments.
- North Shore average weekly wage is slightly higher than the Northeast average weekly wage.

Within the Financial Services industry, the following are critical occupations: <sup>14</sup>

- IT Occupations at all levels

***(2) Describe the knowledge and skills needed to meet the employment needs of the businesses in your region, including employment needs in in-demand industry sectors and occupations.***

The knowledge and skills needed to meet the employment needs of businesses on the North Shore can be found through the usage of Labor Insight Reports from Burning Glass Technologies. These reports provide summaries of online job postings and the skills requested from employers. Reports were run on 10/28/18 for the past 12 months for the North Shore WDA for all industries, critical, and priority industries. The top 10 requested skills for each are reviewed below.

Table 8: General North Shore Requested Skills<sup>15</sup>

All Industries	Postings	
	Number	Percent
Communication Skills	9,244	28%
Teamwork / Collaboration	5,008	15%
Organizational Skills	4,241	13%
Computer Literacy	3,407	10%
Physical Abilities	3,160	9%
Detail-Oriented	2,995	9%
Problem Solving	2,941	9%
Microsoft Excel	2,789	8%
Planning	2,748	8%
Writing	2,631	8%

- There were 33,342 online job postings found over the past 12 months

<sup>13</sup> EOLWD, Employment and Wage Survey (ES-202), Annual 2017, Mass.gov/lmi

<sup>14</sup> Critical Occupations come from the Northeast Regional Labor Market Blueprint 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

<sup>15</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.

- Soft Skills (Communication Skills, Teamwork / Collaboration, etc.) are in demand on the North Shore.
- Basic IT skills (Computer Literacy & Microsoft Excel) are in demand from companies.

Table 9: Advanced Manufacturing Requested Skills.<sup>16</sup>

Advanced Manufacturing	Postings	
	Number	Percent
Quality Assurance and Control	287	14%
Project Management	236	11%
Scheduling	236	11%
Repair	191	9%
Customer Service	184	9%
Quality Management	182	9%
Sales	182	9%
Machinery	170	8%
Lifting Ability	162	8%
Manufacturing Processes	158	8%

- There were 2,095 online job postings found over the past 12 months
- 8 of the 10 requested skills are production related processes in quality assurance, assemble, and machinery.
- Based on conversations with employers, many production related occupations on the North Shore do not get posted online. This is particularly true with smaller manufacturing companies.<sup>17</sup> As such, demand for production related skills may be understated in Burning Glass data sets.

Table 10: Professional, Technical, and Scientific Services Requested Skills.<sup>18</sup>

Professional, Technical, and Scientific Services	Postings	
	Number	Percent
Communication Skills	449	31%
Teamwork / Collaboration	348	24%
Problem Solving	241	17%
Writing	201	14%
Computer Literacy	197	14%
Microsoft Excel	197	14%
Organizational Skills	190	13%
Detail-Oriented	188	13%
Planning	166	11%

<sup>16</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.

<sup>17</sup> Add reference for North Shore focus groups

<sup>18</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.

Research	160	11%
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- There were 1,445 online job postings found over the past 12 months
- Soft Skills (Communication, Teamwork / Collaboration, etc.) are in demand in Professional, Technical, and Scientific Services.
- IT skills (Computer Literacy, Microsoft Excel) are in demand in Professional, Technical, and Scientific Services.

Table 11: Health Care and Social Assistance Requested Skills. <sup>19</sup>

Health Care and Social Assistance	Postings	
	Number	Percent
Patient Care	2,201	23%
Advanced Cardiac Life Support (ACLS)	1,208	12%
Cardiopulmonary Resuscitation (CPR)	1,066	11%
Scheduling	971	10%
Treatment Planning	889	9%
Staff Management	697	7%
Quality Assurance and Control	677	7%
Mental Health	664	7%
Customer Service	663	7%
Hospital Experience	627	6%

- There were 9,722 online job postings found over the past 12 months
- The skills required for nursing and direct care positions are the most in demand skills in Health Care.
- A high percentage of postings requesting Staff Management demonstrates the need for administrators.

Table 12: Construction Requested Skills. <sup>20</sup>

Construction	Postings	
	Number	Percent
Repair	95	37%
Plumbing	63	24%
HVAC	39	15%
Carpentry	38	15%
Electrical Work	28	11%
Budgeting	21	8%
Scheduling	21	8%

<sup>19</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.

<sup>20</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.



Project Management	19	7%
Hand Tools	18	7%
Occupational Health and Safety	18	7%

- There were 258 online job postings found over the past 12 months
  - It should be noted that Union positions do not appear online. Unions keep job postings internal at their Union halls.
- Strong demand for those with trade skills (Plumbing, HVAC, Carpentry, and Electric).

Table 13: Education Requested Skills. <sup>21</sup>

Education	Postings	
	Number	Percent
Teaching	1,577	59%
Special Education	600	22%
Scheduling	289	11%
Tutoring	280	10%
Budgeting	170	6%
Autism Diagnosis / Treatment / Care	138	5%
Staff Management	122	5%
Cardiopulmonary Resuscitation (CPR)	113	4%
Lesson Planning	111	4%
Progress Reports	104	4%

- There were 2,680 online job postings found over the past 12 months.
- Teaching and related skills are the most in demand skill within education.
- Demand for those with Special Education training/education.

Table 14: Life Science Requested Skills. <sup>22</sup>

Life Science	Postings	
	Number	Percent
Quality Assurance and Control	154	23%
Scheduling	128	19%
Project Management	126	19%
Biotechnology	121	18%
Good Manufacturing Practices (GMP)	89	13%
Six Sigma	85	13%
Chemistry	81	12%
Biology	79	12%

<sup>21</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.

<sup>22</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.

SAP	78	11%
Budgeting	75	11%

- There were 679 online job postings found over the past 12 months.
- Requested skills demonstrates the research and production functions of life science companies.
  - 4 of the top 10 skills are production oriented.
  - 4 of the top 10 skills are research oriented.

Table 15: Finance Services Requested Skills.<sup>23</sup>

Financial Services	Postings	
	Number	Percent
Microsoft Excel	232	18%
Microsoft Office	142	11%
Microsoft Word	89	7%
Microsoft Powerpoint	58	5%
Microsoft Windows	22	2%
Enterprise Resource Planning (ERP)	19	1%
Microsoft Outlook	17	1%
Word Processing	17	1%
Customer Relationship Management (CRM)	14	1%
Microsoft Access	13	1%

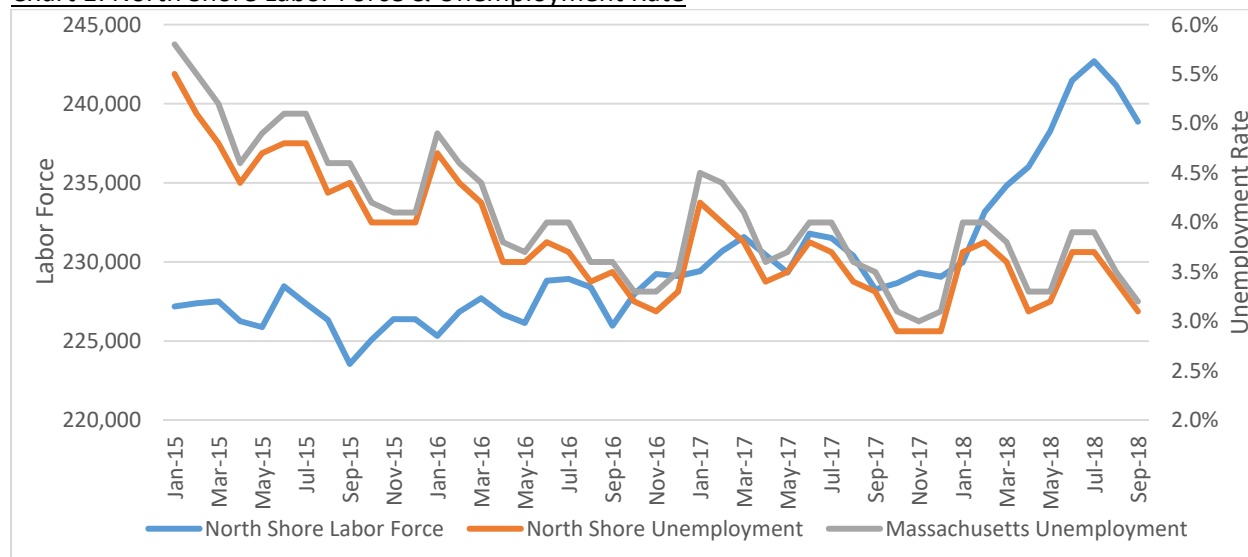
- There were 1,274 online job postings found over the past 12 months.
- Report focused on software and programming skill demand due to findings from Northeast Regional Labor Market Blueprint<sup>24</sup>.
- Microsoft Office and related applications are in demand.
  - High level of demand for Excel.

<sup>23</sup> Burning Glass Technologies, Labor Insight/Jobs Region Scan, North Shore WDA, Past 12 Months, 10/28/18, <https://laborinsight.burning-glass.com>.

<sup>24</sup> Northeast Regional Labor Market Blueprint, 2018. Available Online: <https://masshire-northshorewb.com/northeast-regional-labor-market-blueprint-released>

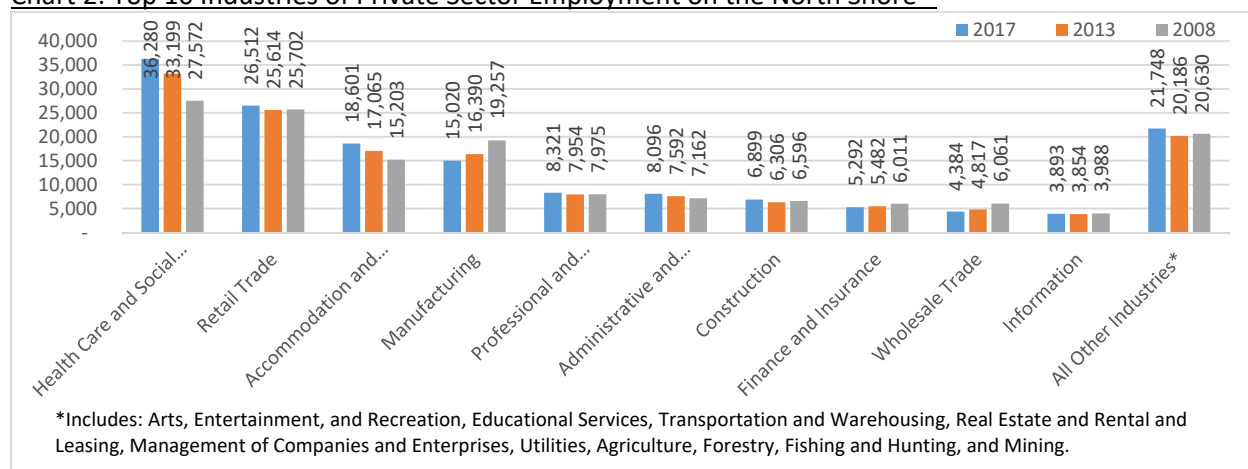
**(3) Please provide an analysis of your regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.**

**Chart 1: North Shore Labor Force & Unemployment Rate**



- North Shore labor force is 238,863.
  - Labor Force has increased 3.9% since 1/18 and 5.1% since 1/15.
- North Shore seasonally unadjusted unemployment rate is 3.1%.
  - North Shore unemployment follows Massachusetts unemployment trends.
  - Unemployment has decreased 2.4% since 1/18.

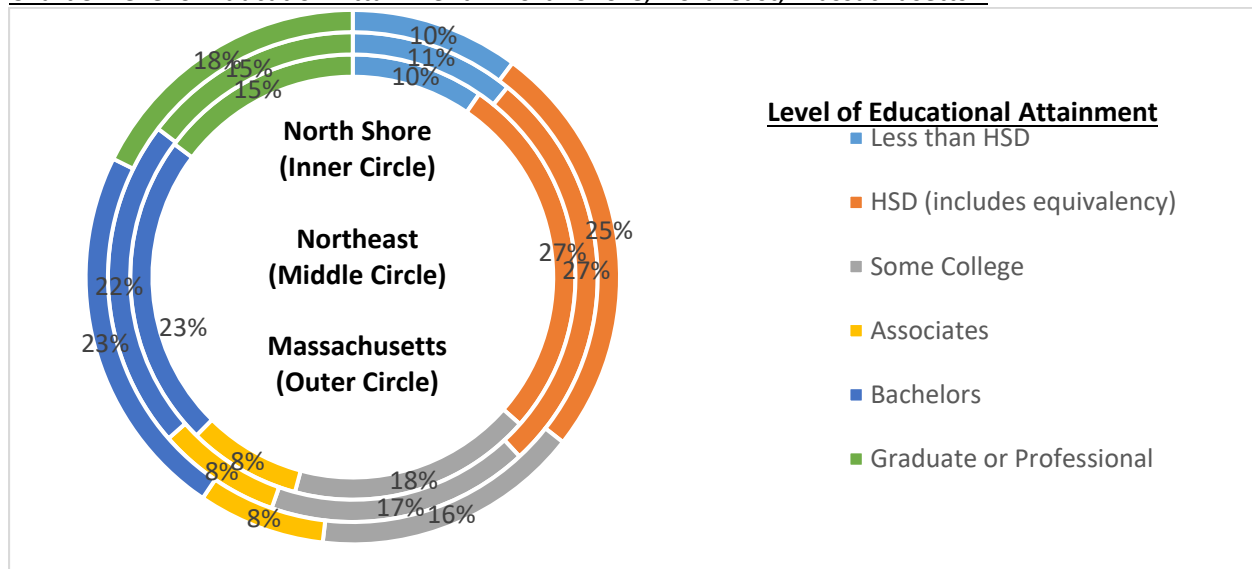
**Chart 2: Top 10 Industries of Private Sector Employment on the North Shore<sup>25</sup>**



<sup>25</sup> Massachusetts Executive Office of Labor and Workforce Development, Employment and Wage Survey (ES-202), North Shore WDA, Annual 2017, Annual 2013, Annual 2008, Mass.gov/Imi

- Over the past 10 years, North Shore private sector employment grew 6.1% from 146,157 in 2008 to 155,046 in 2017. Private sector employment grew 4.4% over the past 5 years.
- Health Care and Social Assistance is the fast growing industry over the past 5 (9.8%) & 10 (31.6%) years.
- Manufacturing declined 22.0% over the past 10 years and 8.4% over the past 5 years.

Chart 3: Level of Education Attainment – North Shore, Northeast, Massachusetts<sup>26</sup>



- Population over 25:
  - North Shore: 292,511
  - Northeast: 717,357
  - Massachusetts: 4,610,510
- Percent of population with a HSD/Equivalency or Above:
  - North Shore: 90%
  - Northeast: 89%
  - Massachusetts: 90%
- Percent of population with a Bachelor's Degree or above:
  - North Shore: 38%
  - Northeast: 36%
  - Massachusetts: 41%

Table 16: North Shore Projected Openings by North Shore Graduates<sup>27</sup>

The following table provides an analysis of the number of annual job openings by level of educational attainment and the number graduates from North Shore institutions of higher education for the 2016-2017 school year. A limitation to this analysis is that the North Shore workforce is not a closed environment. Workers from outside the region will travel to the North Shore for work opportunities and

<sup>26</sup> US Census Bureau, Level of Educational Attainment – Population 25yrs and over, American Factfinder, ACS 2011-2015 5yr estimates, <https://factfinder.census.gov>

<sup>27</sup> Analysis by MassHire North Shore WB based on Long Term Occupational Projections, 2016-2026, North Shore, Mass.gov/Imi & U.S. Department of Education, National Center of Education Statistics, 2016-2017, [nces.ed.gov/](https://nces.ed.gov/).

graduates will leave the region. However, this analysis can provide insight into potential skills gaps within labor force by showing where there is a lack of skilled workers to fill job openings.

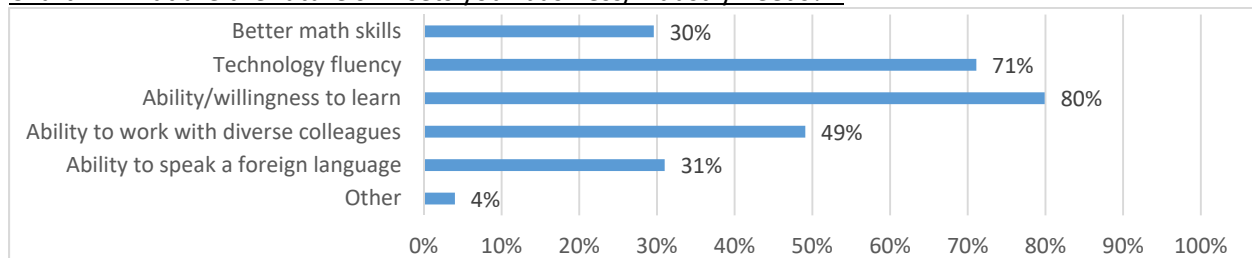
Educational Attainment of Occupation	North Shore		
	2016-2017 Graduates	2016-2026 Annual Openings	Graduates Per Opening
Postsecondary non-degree award	290	1,197	0.2
Associate's degree	870	283	3.1
Bachelor's degree	2,663	3,090	0.9
Master's degree	1,388	405	3.4
Doctoral or professional degree	70	131	0.5
<b>Total</b>	<b>5,281</b>	<b>5,106</b>	<b>1.0</b>

- There is a need for increased postsecondary non-degree awards. This category has the potential skills gap vacancy for the North Shore.
- Associate's Degree & Master's Degree have a high number of graduates compared to the number of available jobs.
- There is nearly an equal rate of Bachelor's Degree graduates for jobs requiring a Bachelor's degree.

#### Selected Information from the Future of Work on the North Shore Report

The MassHire North Shore Workforce Board and the North Shore Alliance for Economic Development (Alliance) joined forces in the early winter of 2016 to lead the North Shore community on an 18 month research and planning initiative called "The Future of Work on the North Shore". The following charts are taken from The Future of Work on the North Shore.

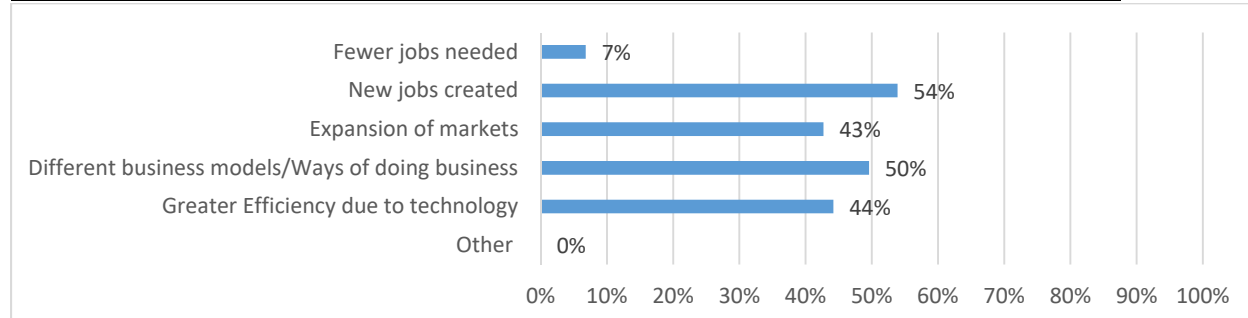
Chart 4: What are the future skill sets your business/industry needs?<sup>28</sup>



- 504 North Shore Businesses surveyed.
- The top two future skill sets needed, and very closely aligned, are the Ability and Willingness to Learn and Technology Fluency. The ability to Work with Diverse Colleagues and customers is a close third. Comments (Other) made in this section indicate the need for written and oral English language skills along with the ability to speak multiple languages.

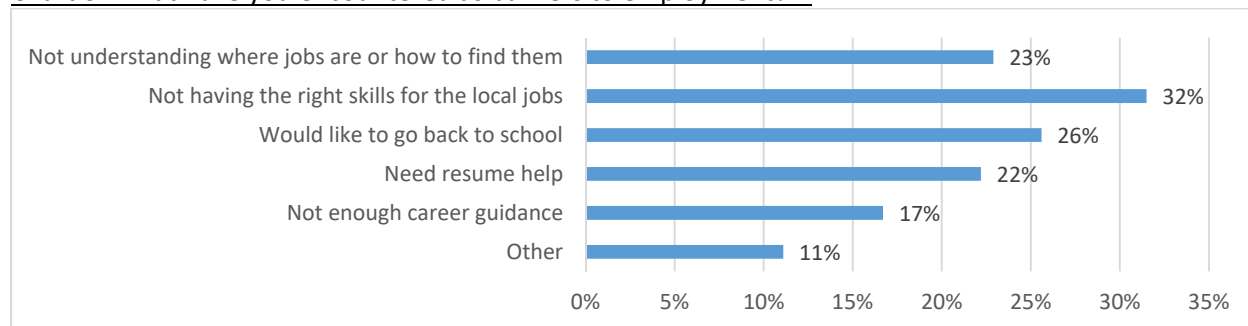
<sup>28</sup> MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

Chart 5: What changes does your company/industry anticipate over the next several years? <sup>29</sup>



- 504 North Shore Businesses surveyed.
- The top 4 categories: New jobs created, Expansion of markets, Different business models/Ways of doing business, and Greater efficiency due to technology are each very close.

Chart 6: What have you encountered as barriers to employment? <sup>30</sup>

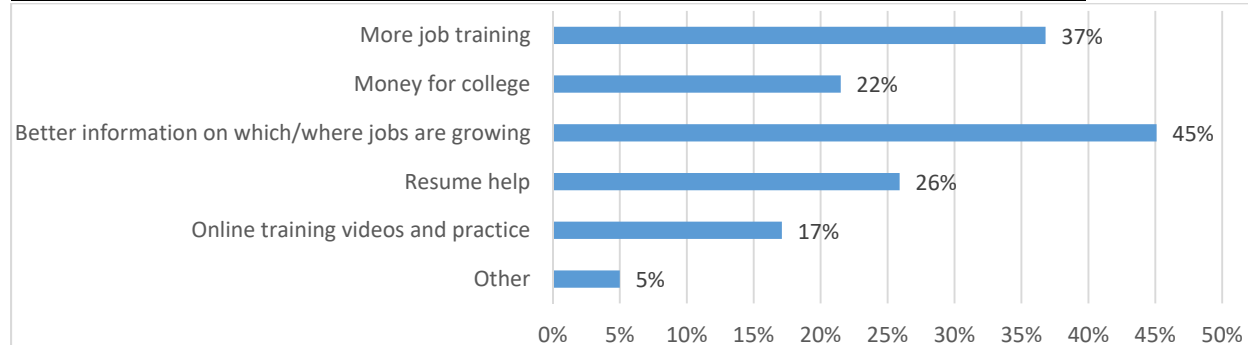


- 400 Job Seekers surveyed
- Virtually all adult job seekers express a desire for fulltime traditional employment into the future, and feeling a mismatch between their current skill sets and what is and/or will be asked of them by hiring companies. Job seekers appear ready to go back to school so long as employment will be the result, reflecting a willingness to continue learning. Some express a sense of being over-qualified for available work now and in the future. Career guidance is needed by many in the job seeking mode.

<sup>29</sup> MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

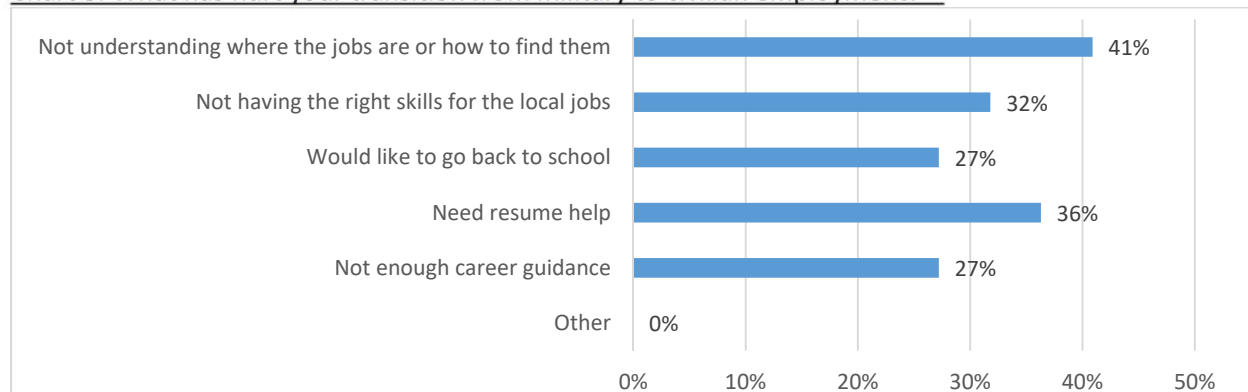
<sup>30</sup> MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

**Chart 7: What would help make this employment process more successful and efficient?**<sup>31</sup>



- 400 Job Seekers surveyed
- Job Seekers indicated the need for 'Better information' on which/where jobs are growing. This is followed by the desire for 'More job training', 'Resume help', and 'Money for college'.

**Chart 8: What has hurt your transition from military to civilian employment?**<sup>32</sup>

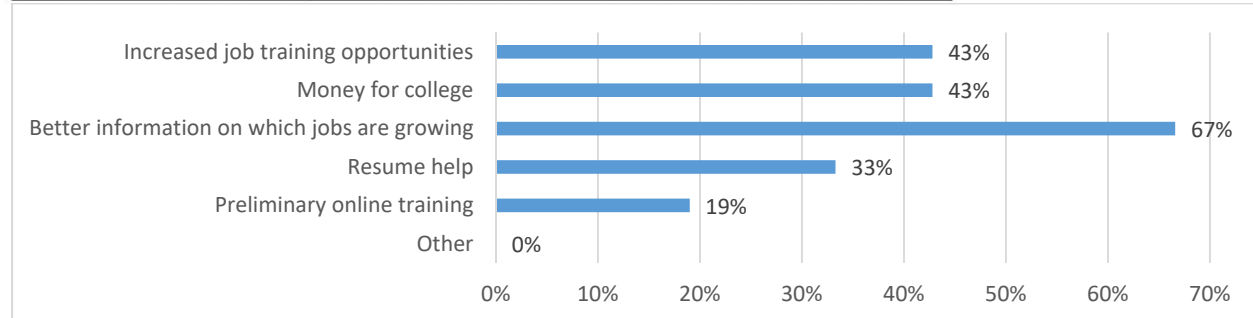


- 22 Veterans surveyed
- The largest barrier to employment indicated by surveyed veterans was 'Not understanding where the jobs are or how to find them'. This is followed closely by 'Need resume help' and 'Not having the right skills for the local jobs'.
- A little over a quarter of the veterans told us that they 'Would like to go back to school' or did 'Not receive enough career guidance'.

<sup>31</sup> MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

<sup>32</sup> MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>

Chart 9: What would help make this transition more successful and efficient?<sup>33</sup>



- 22 Veterans Surveyed
- Veterans overwhelmingly indicated that they need 'Better information on which jobs are growing' to help make a success transition to civilian life.
- Nearly half of veterans ask for 'Increased job training opportunities' and 'Money for college'.

(4) Please provide an analysis of workforce development activities, including education and training, in the local area. This analysis must:

a) Include strengths and weaknesses of workforce development activities

b) Address the capacity to provide the workforce development activities around:

- education and skill needs of the workforce;
- individuals with barriers to employment;
- employment needs of business.

The strengths of the workforce development activities on the North Shore include:

- Adoption of an industry sector-based approach in program design, implementation and execution;
- Regional approach to programming and planning (successful creation of the Northeast Regional Labor Market Blueprint in 2018);
- Pledge/Goal to spending over 35% of planned WIOA funding for occupational skills training;
- Utilization of other sources of funding to sustain budget and programming;
- Aggressive adoption of Apprenticeship Model – the North Shore WB became Sponsor in order to facilitate process and ease on employers; and
- Commitment to the WIOA partnership formed on the onset of WIOA and to the overarching concept of the 'shared customer' and utilization of the One-Stop Career Center as hub for services on the North Shore.

The Weaknesses of the workforce development activities on the North Shore include:

- Lack of occupational skills providers in the region, we have 2 to 3 primary vendors;

<sup>33</sup> MassHire North Shore WB, North Shore Alliance for Economic Development, MassHire North Shore Career Center, The Future of Work on the North Shore, 2018, <https://masshire-northshorewb.com/future-of-work-on-the-north-shore-final-report>



- Public Transportation to the main locations for employment (Danvers, Peabody and Beverly) are limited in scope – in particular during second and third shifts;
- Housing costs and availability;
- Older workers are experiencing a harder time re-engaging with the workforce once lay-offs have occurred; and
- Searching for more efficient ways to deliver MSO.

The North Shore WB has long taken an industry sector approach when designing and implementing programming for the regions. Currently, we have focused on three primary sectors based on our Northeast Regional Labor Market Blueprint. These include: (1) Health Care (2) Manufacturing, and (3) IT/Professional Technical Services. We are a member of one of the Northeast Advanced Manufacturing Consortium, (NAMC), one of the first and strongest partnership supporting this very important industry, led by the MetroNorth, Greater Lowell, Merrimack Valley, and North Shore WIBS and Career Centers, along with our Community Colleges, Technical Schools, and other. In addition to Manufacturing we have several projects addressing employer needs in IT and Health Care related occupations. These efforts rely heavily on efforts of our local community college as well as input from employers on curriculum design and the implementation of various forms of workplace education and experiences.

*(5) Please describe your Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1). The primary indicators of performance include:*

- a) The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;*
- b) The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;*
- c) Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;*
- d) The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program*

The North Shore WB has developed its strategic vision through three main vehicles: 1) continual review of labor market data as throughout this document, 2) on-going partnerships with business organizations, state agencies, youth serving and other non-profit organizations, adult, K-12, and post-secondary educational institutions, economic development agencies, and (3) on-going discussions with our job seeker and company customers. This vision has been consistently articulated in several previous and successful strategic plans. These coincide and support the recent MassHire Brand values of

Collaboration, Respect, Reliability, and Ingenuity, developed and implemented over the past year across Massachusetts.

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

Through collaborative leadership, the North Shore WB 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.

**Vision:** The North Shore Workforce Board is an integrative force, bringing together business, education, economic development and other public entities striving to ensure that our region has skilled workers to meet the demand of employers in the region.

- Companies (i.e. employers) and Workers together make the North Shore an economically viable place to live and prosper
- Companies come to and remain on the North Shore because the workers are here
- Companies can find and keep the employees they need
- Workers and Companies have options for training that are easily accessible and meet their specific needs based on their backgrounds, interests, and capabilities

This Vision is based on the North Shore WB's key values and strategic points of focus, which include:

- **Communication** – Relentless communication and collaboration with all of our stakeholders to tell our story and demonstrate our high value
- **Integration** – Building relationships, developing partners, and including all perspectives to enhance workforce development strategies
- **Innovation** – Promoting creativity and flexibility in all aspects of workforce development
- **Investment** – Investing in people for the future, building skills and increasing earnings and revenues
- **Regionalism** – Approaching workforce development with a variety of issues in mind that can impact the entire North Shore region
- **Alignment** - Horizontal and vertical with all partners, state, federal and local; Alignment of our resources with our strategic objectives
- **Excellence** – Establishing and attaining outcomes for services, programs, and customer service that can be tracked for continuous improvement
- **Economic Development** – Recognizing the inherent connection between economic and workforce development, working to establish a coherent relationship that leads to the vibrant North Shore business environment
- **Customer Services** – Meeting businesses and workers where they are and responding according to their individual circumstances and requirements
- **Diversity** – Embracing the unique assets of immigrants, youth, mature workers, and others on the north shore, so that all workers can be economically self-sufficient by combining education and training with the right career pathways.

The foundation of our plans are built upon the work of the three sub-committees of the Board. An overview of the committee goals include:

#### **WORKFORCE SYSTEMS COMMITTEE GOALS 2018 - 2020**

The North Shore WB 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**

- One-Stop Contract and Performance of the North Shore Career Center, including the attainment of all WIOA goals including employment and earnings at 2<sup>nd</sup> and 4<sup>th</sup> quarter after exit and attainment of industry-recognized post-secondary credentials.
- 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

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

The North Shore WB 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**

- 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

#### **SKILLS COMMITTEE GOALS 2018 - 2020**

The North Shore WB 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

- 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

#### **PARTNERSHIP COMMITTEE GOALS 2018 – 2020 (PARTNERSHIP GOALS ARE BEING INTEGRATED INTO THE OTHER 3 SUB-COMMITTEES)**

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

#### MAJOR THEMES

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

*(6) Taking into account analyses described in 1 through 4 above, what is your regions strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described in paragraph (a)(5) of this section.*

The North Shore WB has taken very seriously the important role of the WIOA partners in carrying out the core programming under WIOA. Early on in the implementation of WIOA the WB and our local area partners met on a regular basis and began a process of learning and sharing our current workforce development services and documenting these on our website. You can find these presentations here: <https://masshire-northshorewb.com/resources/>

***(b) Under WIOA, the plan must include a description of the following requirements (WIOA secs. 108(b)(2)-(21)):***

*(1) Identify the following elements of the workforce development system in your local area:*

- (i) Programs that are included in your local workforce system (please list programs)*

Programs that have signed our current WIOA Partner MOU include:

- Massachusetts Rehabilitation Commission
- Massachusetts Commission for the Blind
- Department of Unemployment Assistance
- MassHire Division of Career Services
- North Shore Community Action Programs
- North Shore Community College
- Pathways Inc.
- Operation A.B.L.E.
- Department of Transitional Assistance
- MassHire North Shore Career Center
- MassHire North Shore Workforce Board

- (ii) *How your Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment;*

The North Shore WB supports the work of our core partners (WIOA Partners) through the implementation and execution of our MOU with the partners. The MOU clearly indicates eight (8) assurances that the WB and our partners agree to conduct:

1. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
2. Serve the “shared” customer as defined by the Partners with a focus on providing high quality, result orientated programming and outcomes. (Please see Section V. #3.) (Please see Attachment 1.)
3. Implement the One-Stop Career Center customer flow and service practices across Partner agencies, including ensuring the accessibility and availability of services to “shared” customers. (Please see Attachment 2 and 3)
4. Continue to research and utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
5. Track and evaluate the outcomes for individuals who face barriers to employment.
6. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of one-stop

centers, through methods agreed upon by the local board, chief elected official, and Partners.

7. Provide representation on the local workforce boards (as defined by NSWB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.

8. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the one-stop partner infrastructure cost contributions.

The North Shore WB with regards to support efforts under the Carl D. Perkins Career and Technical Education Act plays an active role in providing 'Letters of Support' for program development, in particular for priority and critical industry sectors. In addition, our multi staff from our area Career and Technical High Schools sit on the several of the North Shore WB sub committees as well as on our NAMC partnership. The Lynn Public School district (the largest school district in our region) has a seat on our Board and represents Lynn Vocational Technical High School.

*(2) Please describe how your Board will work with entities carrying out core programs to:*

- (i) Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;*

Please see the Assurance #2 listed above and as documented in our Local Area WIOA MOU. Attachment 1.

- (ii) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and*

The WIOA Partners have been working very closely over the past several months to design and implement a 'referral portal' to provide an on-line mechanism that supports the referral of WIOA shared customers, e.g., customers who would benefit from services from more than one WIOA Partner agency, in an efficient and effective manner.

- (iii) Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);*

The North Shore Workforce Board has been emphasizing since the inception of WIOA and before the importance and requirement of industry recognized credentials. Through our many manufacturing efforts with our regional partnership Northeast Manufacturing Consortium (NAMC) we have found that these credentials vary among employers but are critical in the placement of job seekers. Four main credentials have become the hallmark

of the NAMC program: American Society for Quality (ASQ), MACWIC I and II, Electronics Technician Association AC and DC, and the IPC J Standard in soldering. In FY 2017/18 the Department of Transitional Assistance embraced the idea of partnering with the WB and partners to enroll current DTA customers in a prototype course for TANF clients to enroll in a certification course at Lynn Voc. Tech and receive an industry recognized Certification – MACWIC I and II – 3 of the class graduates were placed in manufacturing jobs earning \$25 per hour. Through these efforts in manufacturing and other critical industries in our region we have also begun to work with our local area Adult Basic Education providers who have begun to adopt the inclusion of occupational skills training into their core ESOL and ABE programming. Example of these include programming in EKG and Phlebotomy as well as Certified Nurse Assistant training.

*(3) Please describe the strategies and services that will be used in your local area:*

- (i) To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in in-demand industry sectors and occupations;*

The North Shore WB utilizes the recently completed Northeast Labor Market Blueprint (March 2018) to build and facilitate strategies within our in-demand industries and occupations in our area. These include: Health Care and Social Assistance, Advanced Manufacturing and Professional and Technical Services. In addition this document includes other critical industries such as construction, life sciences, and financial services which provide solid careers for local residents. The WB, in close collaboration with our One-Stop Career Center and their Business Services Unit, utilizes this sector approach when working with employers to continue to provide them opportunities to enhance their hiring, training, and retraining practices to promote economic and workforce growth.

- (ii) To serve agricultural businesses and how you intend to improve those services;*

Agriculture is not a critical/priority industry in our area.

- (iii) To support local workforce development system that meets the needs of businesses in your area;*

Please see above.

- (iv) To better coordinate workforce development programs and economic development;*

The WB is very active and participates on a regular basis with the North Shore Alliance for Economic Development. The NSWB Executive Director is currently on the Board of Directors of the Alliance. Most recently, the two organizations conducted a joint project called “The Future of Work on the North Shore” and sought out the opinions, ideas, and priorities of various North Shore industries sector, leaders, and stakeholders as they look forward. This information is currently being used to carry out an Action Plan through which workforce and economic resources are used efficiently and expediently.



Please see the report here: <https://masshire-northshorewb.com/wp-content/uploads/NSWB-Report-8.5x11-updated-final-5-16-18.pdf>

- (v) *To Strengthen linkages between the Career Center delivery system and unemployment insurance programs;*

Unemployment Insurance staff is located in the North Shore Career Center. Making available all services of the One-Stop to UI customers in particular during the critical period of enrollment. In addition, UI is an active member of our WIOA partnership – participating in bi-monthly meetings and sharing information.

- a. *What methods used by the Board to identify and recruit business intermediaries* - The NSWB and North Shore Career Center are active members of all Chambers of Commerce in our area. In addition, we participate in several industry based associations including: Mass MEP, Associated Industries of Massachusetts, the North Shore Technology Council and North Shore Innoventures.
- b. *Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses* - The North Shore Career Center periodically hosts Mass Biz Works within the One-Stop to meet with groups of companies and provide forms for information distribution. On a continuous basis the One-Stop and BSU staff provide detailed information to companies on the following: (1) Free Job posting, (2) recruitment and hiring support, (3) Registered Apprenticeship opportunities, (4) Training grants, (5) Safety grants, (6) On-the-Job Training, (7) Tax Credit for hiring, and (8) Tax Incentive program.

- (vi) *That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional businesses. These initiatives must support the strategy described in paragraph (b)(3) of this section;*

NSWB and the North Shore Career Center BSU staff support any and all of these activities.

- (4) *Please provide an examination of how your Board will:*

- *Coordinate local workforce investment activities with regional economic development activities that are carried out in the local area* - Please see (3) iv.
- *Promote entrepreneurial skills training and microenterprise services*; - In the past when we have had non-WIOA that supported entrepreneurial skills training and microenterprise services we have worked collaboratively with the Enterprise Center at Salem State University to have customers take Entrepreneurial focused training courses. This is not possible under WIOA given performance standards. We no longer put job seekers into this type of training. However, the NSWB and North Shore Career Center continue to participate in the Enterprise Centers activities



including: participating in its annual Business Plan competition (as judges), providing workshops for the Centers participants, etc.

(5) *Please describe the Career Center system in your area, including:*

- (i) *How your Board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local businesses, workers and job seekers;*

The NSWD continuously is examining the eligible training providers available in our area and their applicability to the needs of employers. Through our sector-based approach to working with employers we have found that gather data and letting the employers speak directly to educators about curriculum and relevant materials needed for ‘todays – current’ employment needs is best. One example of this is when we recently piloted an IT Help Desk Course for young adults in the Lynn area. We had an Employers Champions group review and discuss curriculum and advise North Shore Community College (the education provider) as to the certifications and emphasis of course work needed.

- (ii) *How your Board will facilitate access to services provided through the Career Center system, including in remote areas, through the use of technology and other means;*

The North Shore is a relatively small area geographically – most customers can access eligible training providers easily. We do support some training that can be completed on-line. The Career Center staff take special steps to ensure that remote training is done when it is in the best interest of the job seeker.

- (iii) *How entities within the Career Center system, including Career Center operators and partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities;*

The North Shore Career Center is active and visible in the disability service community and has a long successful record of assisting job seekers with disabilities. All of the facilities of the Center are in compliance with ADA regulations including access and a resource room equipped with JAWS, video magnifier with text to speech screen reading equipment, pocket talker & FM loop devices for workshop participants and other accommodations upon request.

- (iv) *The roles and resource contributions of your partners – how are these relationships sustained and kept productive;*

The roles and resource contributions are all listed in the WIOA Partner MOU and the signed each year. All infrastructure funding decisions are made at the state level, however the

NSWB overseas the budget to ensure that all allocations are incorporated into the local integrated budget. These budget amounts are shared at the local level with our partners to foster discussion and receive feedback on creative programming that can take place to benefit the customer and positive outcomes. Bi-monthly meetings also help to facilitate productive communication and pro-active planning and programming. Recently, we have also instituted a rotating 'Chair' of these meetings to set the agenda and select topics to be discussed. We have found that this provides an equal forum for all partners to contribute and have an added value to the partnership.

*(6) Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in your local area.*

The North Shore Career Center is the hub of workforce training activities for adult and dislocated workers on the North Shore. There are three service categories: (1) Basic Career Services, (2) Individualized Career Service, and (3) Training Services. A breakdown of services include:

Job Seeker Services		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT) and Apprentice
Access to employment opportunity and labor market information	Group Counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector

Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules

**Assessment Instruments:** A job driven system requires an evidence based match between the skills, aptitudes, interests and workplace preparation of the workforce and the talent and skill requirements of business. These factors have to be as closely aligned as possible before a job referral can be made. Assessment is the key to determining if the match will be effective and lead to a successful job placement or if there are barriers that need to be remediated by training or some other intervention. There have been, and continue to be significant improvements in the field of assessment. NSCC regularly reviews new products as they become available.

- ACT Career Ready 101 (CR 101) With the job driven model foremost, and as previously noted, NSCC adopted this tool **before** it became officially recommended and supported by the state. Particularly impressive among its components is WorkKeys ability to measure foundational skills found by employers to be critical to employment success – applied math, reading for information and locating information – and then provide learning modules that offer remediation for gaps in these skills. Successful completion of these WorkKeys assessments can help an individual earn the National Career Readiness Certificate™ (NCRC®), a portable credential that certifies these skills. Business can use NCRC results to find, hire, and develop quality talent.

In addition to CR 101 assessment for work readiness, NSCC evaluates academic and job search skills in order to most effectively serve business and job seeker customers.

#### Language, Literacy & Other Academic Skills-

- TABE (Test of Adult Basic Education) Reading & Math, North Shore Community Action (NSCAP) Literacy Assessment consists of writing samples & interviews and is used to assess customers who want to improve English language, reading and math skills, or want to obtain a high school equivalency certificate. Upon completion of the TABE, the customer is referred to an Adult Basic Education (ABE) center in the area. NSCAP staff conducts assessments at the full-service NSCC location and the Access Point at North Shore Community College, records the services provided and follows-up with the ABE centers on a quarterly basis to determine the status of each referral. WIOA Youth customers are tested for Literacy/Numeracy levels. Out of School Youth who pre-test below the 9.0 level for reading and/or math are post-tested within a year of enrollment. They have to increase one educational Functioning Level (EFL) towards achieving a positive outcome until the Low Adult Secondary Educational level is reached. Enrollment in the WIOA Youth program continues and the participant receives services based on their individual service strategy.

#### Job Search-

- Transferable Occupational Relationship Quotient (TORQ) is a staff administered tool that analyzes the transferability of skills among different occupations and provides salary information, skills gap analysis, and job search suggestions. A profile is given to the customer for review and planning.
- Interview Stream is a mock-video interview platform that records customers and provides analysis of interview strengths, weaknesses and opportunity to improve skills. Interview questions can be adjusted by industry.
- Career Center Workshops:
  - MBTI-Myers-Briggs Type Indicator (MBTI) analyzes interface or “fit” between personality traits and specific careers/job titles.
  - Occupational Interests Workshop-Knowdell™ Career Assessments includes; Career Values, Motivated Skills and Occupational Interests. Uses a card sort process to assist customers to identify common themes related to their skills and interests. A guided exploration of these themes helps focus the job seeker
  - Occupational Skills – IMB Kenexa Prove It testing program allows job seekers to demonstrate skills attainment for clerical, software, industrial, healthcare, financial and technical job classifications.

**Follow-up Services:** Follow-up services must be provided for up to 12 months after the first day of employment, as appropriate, for participants enrolled in WIOA adult or dislocated worker workforce activities who are placed in unsubsidized employment. Follow-up services could include, but are not limited to, additional career planning and counseling, and direct intervention with the participant's employer.

**Employer Services:** WIOA emphasizes Employer Services as an integral part of a demand driven system. As such, the North Shore WB identifies the provision of Employer Services as a core component of the OSCC service delivery system. The North Shore Career Centers' coordinated Business Service Unit team provides Employer Services to all employers, covering wide ranges of size, industry, location and requirements, and will have the ability to identify and meet the needs of all employers. An overview of these services include:

Business Services Unit		
Provide and follow established protocol with businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assis with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on job description development and industry trends	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

The North Shore WB and the North Shore Career Center follows a Framework in developing and implementing all strategic planning, process development, and allocation of staff and staff resources that pertain to the provision of Employer Services. The North Shore Career Center has developed a Business Services Flow Chart (see attached WIOA MOU, Attachment 2.) that describes the linear process to be implemented to deliver Business Services.

- (7) Describe how your Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.*

When the North Shore WB and the North Shore Career Center is formally or informally notified about a potential closing or layoff, contacts are made to the others parties to ensure all are informed. The NSWB will also notify the Chief Elected Officials of the layoff or plant closing. Rapid Response activities are initiated by the Rapid Response Team (one of which is on staff at the One-Stop) and coordinated with the NSWB and North Shore Career Center. RR will schedule a meeting with the employer and provide information regarding initial employer contact, date of layoff, assist affected dislocated workers, investigate possible layoff aversion strategies, determine labor union involvement, provide company with services and request the scheduling of on-site company meetings. Members of the Business Service Team are available to assist at information tables and will provide information about North Shore Career Center services for both business partners and job seekers. Contact is made with representatives of Rapid Response, as well as responding to requests for assistance from it. The Rapid Response staff and Career Center staff both attend the BizWorks meetings. Information and best practices are shared regarding regional layoffs, recruitments, and closings. Career Centers and RR staff have hosted Regional BizWorks meetings including other state agencies.

New MassHire marketing and training materials are being developed and will be disseminated. Once notified by Rapid Response of upcoming layoffs, a plan is put in place coordinated among the North Shore WB, the OSCCs and RR. The plan may include information/registration sessions at the career center, methods of outreach, listings of impacted persons to contact, and specifics on grant resources available (Formula, TRADE, NDWG) and time frames. In addition, the RR team informs the dislocated worker the process for UI claim, section 30, severance packages, job search workshops, educational or vocational training caps, and services available at the OSCC. The RR team and OSCC's coordinate the MOSES & TRADE data entry information obtained from dislocated workers at employee meetings and provides guidance to the employer and/or employees on how to file a TRADE Petition, if applicable. The North Shore WB will coordinate NDWG requests with the Regional Rapid Response Manager and other Division of Career Services staff located in Boston.

- (8) Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.*

- a. Please also provide a description of youth workforce investment activity coordination with the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind.*

All three of these agencies are considered partners to the NSWB and all provide youth referrals to our programs.

All of the North Shore WB youth programs are open to ALL Youth, regardless of disabilities. There are many youth in our WIOA youth vendor programs who present to the program for HiSET/GED after leaving school due to a disability. Very often, these disabilities are learning disabilities and/or mental health problems. The students are not able to complete high school due to the issues surrounding their disability- medical appointments/health factors that lead to absences, learning disabilities that leave them behind in class and lack of support in a large school setting. The smaller, more intensive programs for HiSET/GED are able to provide support and offer classes at a pace that is more adaptable than typical high schools.

- (9) Please explain how your Local Board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services and avoid duplication of services.*

Our emerging workforce is incredibly important to our current and future economy and community. At the same time the challenges faced by teens and young adults continue to become more complex and challenging. This reality led to the establishment of the North Shore Youth Career Center, through which all these programs operate. We strive to ensure that each youth receives the services they need to move successfully into the labor market, and to move forward with their education and work experience into solid and informed career choices. Our goal is to provide seamless services for all youth to better prepare them to enter the workforce and postsecondary education, regardless of funding source. Due to our staff's team approach to working with youth, there is little possibility for duplication of services as youth data is clearly tracked and efforts are recorded, so that youth are not receiving similar services from various staff members. Below is a summary of some of these efforts.

#### **Connecting Activities -**

The Connecting Activities grant through MA DESE provides funding for staff to work with schools on career readiness and job placement. Each year we serve approximately 400-500 students through workshops, interest assessments, career readiness assessment and training using Career Readiness 101, labor market discussion, job fairs, and job placement assistance and support.

#### **Amp It Up -**

Funded through Connecting Activities and other sources such as MassDevelopment, Amp It Up strives to bring schools and manufacturing companies together to help middle and high school students understand the career opportunities available in STEM and Manufacturing fields and to increase the number of students who choose careers in these areas. Through Amp It Up, middle or high school teachers spend one day in a manufacturing environment with manufacturing professionals learning what happens within the company and drawing a connection between what educators are teaching and how it is used in the manufacturing process. Teachers spend time before and after this experience working as a team with a consultant, reviewing their curriculum, exploring its possible use in manufacturing, and then, based on their experiences, building classroom activities and lesson plans that bring the curriculum alive for their students. To date we have set 46 teachers out on externships.



**Labor Market Data targeted to youth -**

The NSWIB has developed labor market data information that is targeted specifically to youth, recognizing the need to communicate effectively and efficiently the wonderful, yet complicated opportunities available to youth if they stay and do well in school and simultaneously have positive first and second work experiences. Examples of our LMI documents include a Youth Blueprint and a Youth Life Sciences brochure, as well as youth-friendly documents outlining LMI for STEM industries.

**YouthWorks -**

Also funded by the Commonwealth of Massachusetts, YouthWorks, now offered in the summer and during the school year, places low income teens in part time subsidized jobs in local public and non-profit organizations across the region. Youth also receive intensive training and other supports to remain successfully employed, and to prepare for unsubsidized employment in the private sector, the ultimate goal of the program. The program requires that 90% of students must reside in Lynn, Salem, or Peabody, which are our Gateway Cities with higher level of poverty. The remaining slots can be used in any of our communities, and we have made a commitment to using these slots for our two remaining cities, Gloucester and Beverly.

This grant serves 200-250 youth annually, and all enrolled students receive work experience of 10-20 hours per week at minimum wage, as well as 15 hours of workshops and training in topics such as OSHA/Workplace Safety, Financial Management, Interviewing Skills, Dress for Success, and Workplace Etiquette/Keeping a Job. .

**F1rstJobs -**

For several years, the North Shore WB has operated a summer jobs program called F1rstJobs. This initiative began in 2005, and was a response to the incredible demand for summer jobs on the part of students, their families, and educators. Through F1rstJobs, teens receive training on how to find, get, and keep a job. Companies are asked to hire teens – or to provide financial support for a teen to work in a non-profit organization. These jobs and funds are combined with other resources (such as YouthWorks) to provide a substantial pool to which teens who have gone through the workshops are referred for interview.

**STEM Internships -**

The NSWB is one of five regions awarded the DESE/EOE grant to Increase Stem Internships among high school students. Now in year 2 of the 2 year grant, our goal was to increase STEM internships from 30 in 2017 to 50 in 2018, which was completed, and now to 65 in 2019, which is in process. This grant provides funding to dedicate one staff to focus on the development of internships in STEM fields and priority industries.

**WIOA Youth -**

The US Department of Labor, through the Workforce Innovation and Opportunity Act, provides funding to support intensive workforce development activities for 75-100 teens living below the poverty level and facing additional barriers to employment, including teen parents, youthful offenders, teens below grade level, drop outs, and others. Teens in these program received access



to 14 youth service elements at our vendor sites- currently Action, Inc., Catholic Charities, and YouthBuild.

**Early College -**

The NSWB is a partner of Salem High School and Salem State University's newly developed program which is sponsored by the MA DESE and BHE. This program allows for 50 student in the high school to be dually enrolled in the college, with the opportunity to earn credit for up to 4 college courses before graduating from high school. This includes support services from the NSWB and NS Youth Career Center, surrounding career readiness and exploration efforts.

*(10) How will your Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please also describe how other programs and services in your local area are leveraged to compliant (compliment?) workforce investment activities.*

The North Shore WB Title I Support Services Policy and Procedures, and our Integrated Budget, as submitted and reviewed by MassHire DCS, provides for the provision of transportation and other required supportive services to Title I enrollees following a process to document the need for such support service. We also partner with several community-based organizations such as the North Shore Transportation Management Association (TMA), Department of Transitional Assistance (DTA), Lynn Shelter Association, Cape Ann Transportation Authority (CATA), and North Shore Community Action Program (NSCAP) that provide various support and wrap-around services and make referrals between our funded programs and those entities to leverage and complement our Title I resources. Career Center staff are able to provide our customers with information about various reduced fare transportation options such as the MBTA's Transportation Access Program (TAP), the North Shore Community College/Uber program of discounted rides to the Danvers Campus for enrolled students or ride share programs throughout the region. For youth in our area, we work with our WIOA vendors as well as multiple partners in the community to provide supports as needed to ensure a youth's success.

*(11) What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided through the Career Center delivery system?*

The Career Center is operated utilizing an integrated management team structure under the direction of the MassHire-North Shore Career Center Executive Director. This Integrated Management Team consists of both State and City management staff and is responsible for all aspects of Career Center operations from policy and issuance implementation, performance oversight, staff supervision and evaluation, partner integration, as well as day-to-day operations.

The work at the Career Center is organized around a labor market sector team structure. Using this design, each team consists of state-funded employment specialists/employment counselors and business services representatives as well as local funded (WIOA) career coach staff members all working collaboratively to meet the needs of job seekers and business customers within their labor

market sector. This collaborative structure ensures that all customers receive a reliable set of services delivered with respect for the customer's diverse needs while mobilizing the resources from the job search, training, business development, and partner services in a way that creatively and seamlessly meets the customized needs of those served at the Career Center.

*(12) How will career and training services, required under WIOA, be provided to Migrant Seasonal Farm Workers (MSFWs) through the Career Center(s)?*

MSFW signage is posted in English and Spanish on the front desk of the North Shore Career Center. Front area greeting includes an initial inquiry regarding "are you a seasonal farmworker?" Once identified, a MSFW would be given information specific to their specific needs, just as someone with a disability, or a veteran. All customers who acknowledge their "farmworker" status are provided a "warm handoff" to the dedicated MSFW Employment Counselor. The Career Center Services Orientation PowerPoint presentation details the MSFW process. All persons coming into the centers receive access to all of the same resources, referrals, and services under "Universal Access." Also, during the Orientation/CCS, customers learn about all the training programs and services available to them, and a slide also describes the definitions of Migrant Seasonal Farmworkers/Food Processors. In addition, the North Shore Career Center has a dedicated MSFW BSR who works closely with the Career Pathway Team that works with the bulk of our job seekers. All staff are trained in importance of MSFW service delivery annually.

*(13) How will the Board coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II? This description must include how the Board will carry out the review of local applications submitted under title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232:*

*Each eligible provider desiring a grant or contract for an eligible agency shall submit an application to the eligible agency containing such information and assurances as the eligible agency may require, including a description of –*

- i. How funds awarded under this title will be spent consistent with the requirements of this title;*
- ii. Any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;*
- iii. How the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;*

- iv. *How the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;*
- v. *How the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;*
- vi. *How the eligible provider will provide services in a manner that meets the needs of eligible individuals; and*
- vii. *Information that addresses the considerations described under section 231€ , as applicable.*

The North Shore WB and North Shore Career Center staff work with state funded adult education programs in the following areas:

- Review of adult education proposals for funding for consistency and compliance with i-vii above.
  - Participation in program quality reviews/monitoring and selected site visits.
  - Development of effective employer partnerships to place adult education graduates.
  - Provide training and information for adult education staff on current trends in the labor market and facilitate opportunities for additional occupational skills training.
  - Support and guidance to adult education programs related to the development of viable career pathways for adult learners on the North Shore.
  - Support and guidance to adult education programs related to the development of bridge classes and integrated education and training programs.
  - Support and guidance to adult education programs in serving shared customers.
  - Support and guidance to the adult education staff located at the Career Center.
- (14) *Provide copies of executed cooperative agreements, MOUs, ISAs, or other agreements between required partners which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in your local Career Center delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Board or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.Cs 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with businesses, and other efforts at cooperation, collaboration, and coordination.*

-Please see the attached relevant WIOA Partner MOU for the North Shore WB area.

*Describe how the Local Board/Career Center intends to build upon/increase collaboration with existing partners and in establishing new partnerships with local service providers (including any approximate timelines for establishing agreements or building upon existing agreements). (Note: There is a statewide collaborative agreement in place between DCS and the New England Farm Workers' Council (NEFWC), the WIOA Sec. 167 Grantee. A copy of the agreement will be included as part of the consolidated State Plan).*

In order to increase collaboration, the WIOA core partners have identified several areas including, (1) business services, (2) a customer referral form, and (3) to continue to research and utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools. Sub-committees have been formed for these priority area to focus collaborative work on the North Shore.

In addition to the WIOA core partners, the North Shore WB works in close partnership with our two neighboring Workforce Boards – the MassHire Greater Lowell WB and the MassHire Greater Lawrence WB. This regional partnership plays an important role beginning to foster new and enhanced partnerships with multiple One-Stops, Economic Development Agencies, Vocational Technical High School, Community Colleges and State Universities throughout the northeast portion of the Commonwealth. Recently, we published in March of 2018 The Northeast Labor Market Blueprint<sup>34</sup> which outlines in details our shared goals for 2018 – 2022. An overview of the goals include:

<b>By 2018, we will...</b>	<b>By 2020, we will...</b>	<b>By 2022, we will...</b>
Increase understanding of the region's economic development, workforce development, and education services resources through completion of first annual resource inventory focused on education and training opportunities for our priority industries. This will also include a review of existing ESOL programs, particularly those that are focused on our	Additional awareness of the Northeast Regional Planning Team's efforts by increasing the distribution list, use of social media, by 50%.  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.	Positive movement in the total job numbers for priority industries.  Increase number of completions in priority occupations by 1% or 100 completions per year.

<sup>34</sup> <https://masshire-northshorewb.com/wp-content/uploads/Northeast-Regional-Labor-Market-Blueprint-FINAL.pdf>

<p>urban areas to ascertain where additional resources should be focused.</p> <p>Increase participation in the Northeast Advanced Manufacturing Coalition (NAMC) cross-region sector initiative by 100 students and 10 industry participants.</p>	<p>Increase number of completions in priority occupations by 1% or 100 completions per year.</p> <p>Establish a second industry sector initiative from among the priority industries and targeted training to serve the industry sector</p>	
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(15) *Please provide the name and contact information of your Fiscal Agent.*

The City of Salem is the Fiscal Agent:

- Laurie Giardella - Finance Director, City of Salem - (978)619-5625 – [lgiardella@salem.gov](mailto:lgiardella@salem.gov)
- Maribeth Forbes – Director of Grants and Finance, North Shore WB – (978)741-3805 – [mforbes@masshire-northshorewb.com](mailto:mforbes@masshire-northshorewb.com)

(16) *Please detail the competitive process that will be used to award the sub grants and contracts for WIOA title I activities.*

The North Shore WB follows the guidelines and procedure of the City of Salem Procurement Office, utilizing approved Procurement & Contracting Policies and Procedures, pursuant to MA Issuance 100 DCS 01.102 for the competitive procurement to any sub-grants and contracts for WIOA Title I activities. We procure WIOA Youth Providers every two years, and One-Stop Career Center Operators, every four years. The Workforce Systems Committee of the North Shore WB is utilized for the One-Stop Operator procurement as review members (predominately private sector members) along with mandated WIOA partners. The Youth Pipeline Committee provides review members for all WIOA Youth Provider procurements.

(17) *Please provide local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the Career Center system in the local area.*

The Following was submitted to MassHire DCS for WIOA Goals (still awaiting approval):

Performance Measure	FY2019 Proposed Local Goal	FY 2020 Proposed Local Goal
<b>WIOA ADULT MEASURES</b>		
Employment Q2	86.00%	86.5%
Employment Q4	78%	78%
Median Earnings Q2	\$5,200	\$5,300
Credential Rate	71.0%	72.0
<b>WIOA DISLOCATED WORKER MEASURES</b>		
Employment Q2	86%	86.0%
Employment Q4	85.0%	85.0%
Median Earnings Q2	\$7,700	\$7,800
Credential Rate	60.0%	62.0%
<b>WIOA YOUTH MEASURES</b>		
Employment/Education Q2	80.5%	81.0%
Employment/Education Q4	73.0%	73.5%
Credential Rate	70.5%	70.5%

Also, the North Shore WB has set the following additional minimum standards for ITA providers:

- Positive Completion Rate for Program - 80%
- Entered Unsubsidized Employment Rate for Program (for all who are enrolled in the program and not just from those that graduate and/or successfully complete) - 70%
- Minimum Hourly Wage at Placement -- \$13.00

The North Shore WB also has the following numerical metrics for our Career Center:

Table 1: Proposed Performance Measures and Performance Objectives for FY 2019	
Jobseeker Performance Measure	North Shore Career Center
Total Jobseekers Served	8,500

Total Unemployed Jobseekers Served	7,500
Total Customers Securing Employment – FT/PT	65%
Employment Rate of Exited Customers Quarter 2	64%
Employment Rate of Exited Customers Quarter 4	62%
Job Seeker Median Earnings	\$5,500
<b>Business Engagement Performance measures</b>	
Total Businesses Served	1,650
New Business Served	650
Repeat Businesses	1000
Businesses Listing Job Orders	500
Businesses Hiring from Referrals	350

\*Additional performance matrix can be found in the North Shore Career Center contract (Attachment 2.) and these measures are overseen by the Workforce Systems Committee of the Board.

(18) *What are the actions and activities that support the local boards continued status as a high-performance workforce board?*

a) *What trainings are applicable to Board members?*

All Board members meet with the Executive Director individually upon joining the Board to learn about the roles and responsibilities of the North Shore WB and how individually they will contribute to success. In addition, each Board meeting is designed at least partially to train members about current workforce issues. For example, previous meeting topics have included topics such as Early College on the North Shore, Apprenticeships across priority industry sectors, STEM internships, Regional versus Local Planning/Blueprint development, and Transportation Challenges across the region. These discussions, which build WB membership skills in various critical areas, take place after North Shore WB business issues are discussed and acted upon. Finally, each board member sits on a Committee, which allows them to deepen their understanding of a particular workforce development area of



interest. Through these on-going activities, board members are fully updated and knowledgeable on workforce subjects over which they make policy and financial decisions that address and help build a strong workforce system.

*b) How do business Board members contribute to workforce development in your region?*

All North Shore WB business members fully take part in the above activities in partnership with non-business members, ensuring the demand driven nature of all WB activities.

*c) How does your Board support the business services in the career centers?*

The North Shore WB has been and continues to be pivotal in driving the demand side of Career Center activity. For example, throughout our history the North Shore WB has supported demand driven policies and techniques, including Voice of the Customer and Customer Centered Design activities. These strategies have led to the development of our Business Services Unit as well as the implementation of industry-focused Career Center teams where expertise in these specific sectors is nurtured and strengthened. North Shore WB members are continually available to provide training to Career Center staff in their respective industries, and test our BSU responses. For our job seekers, the Board has supported the development of Career Coaching structure rather than a traditional Case Management structure as a way to ensure that our job seekers are more properly reinforced during their job search and placement activities.

*d) To what extent does inter-/intra-Board collaboration result in positive outcomes for job-seekers and businesses?*

The North Shore WB's involvement on board and sub-committee level discussions and action plans are a pivotal part of our performance management system from both quality/technical assistance and compliance perspectives. As stated above the North Shore WB has supported Customer Centered Design activities that have had a tremendous impact on how we interact with business customers and job seekers with value add that customer see and feel on a daily basis. The larger impact is more of a 'cultural shift' for the workforce system in our area in that the Career Center and Workforce Board together have taken this 'customer center approach' to be a part of on-going program design, planning and implementation. Through the implementation of WIOA the North Shore WB and North Shore Career Center have also begun to share this planning tool with our WIOA partners – we are hopeful to continue this in the future with our partners.

- (19) *How will training services outlined in WIOA sec. 134 be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how your Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to provided.*

The North Shore WB is responsible for reviewing training programs for local approval under the ITA eligibility process outlined by the state. Once courses are approved, they are included on the "State Eligible Training Provider List" that is available to customers at the North Shore Career



Center. As WIOA participants work with their case manager at the career center, and have been determined eligible and appropriate candidates for training, they are required to research at least two providers from the list that offer training in their desired occupation. Once a provider has been selected, the case manager identifies if the funding is available with this Finance Department of the North Shore WB and then prepares an ITA request package that is submitted to the North Shore WB. The North Shore WB prepares “Umbrella Contracts” every three years with each provider that outlines the general provisions and requirements under the ITA system. An individual Face Sheet is prepared for each participant that identifies the Specific Course information and detailed costs for the ITA.

(20) *Please describe the local area strategy and service plans for utilization of the following work-based training models:*

*a. **On-the-Job Training**, including the use of the Commonwealth’s waiver to provide up to 90% employee wage reimbursement to businesses with fewer than 50 employees:*

The MassHire-North Shore Career Center devotes a limited percentage of its available WIOA formula training resources for the provision of On the Job Training as a training vehicle. Where OJT is utilized as the appropriate training vehicle to meet an individual's training needs, the Career Center staff provide consideration to utilize all resources available in the successful training placement including the utilization of the small company waiver providing expanded reimbursement options.

**b. Apprenticeship:**

The Career Center staff actively engage in working with both business and job seekers customers in an effort to maximize the use of apprenticeships as an effective training, placement and employee retention tool. Career Center staff meet on a monthly basis with NAMC Market Managers to identify companies that may be apprentice candidates and to refine effective strategies to engage businesses in the Advanced Manufacturing Apprentice initiative. In addition, the Career Center staff works closely with our regional contact from the Massachusetts Department of Apprenticeship Standards to identify local businesses in non-manufacturing sectors that may also be interested participants.

**c. Incumbent Worker Training:**

The North Shore reserves the right to work with local businesses in the development of targeted incumbent worker programming, but are not engaged with any companies on these initiatives at this time.

**d. Work Experiences (paid or unpaid):**

The MassHire-North Shore Youth Career Center provides work experience programming option for eligible youth participating in year-round WIOA youth programs in coordination with our approved youth vendors. Youth participating in summer employment activities through the Youth Works program also participate in work experience throughout the summer.

*e. **Transitional jobs** (§ 680.190 – one that provides a time-limited work experience, that is wage-paid and subsidized and is in the public, private, or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, as determined by the Local Board. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee employer relationship, and develop the skills that lead to unsubsidized employment).*

We do not, at this time, participate in transitional employment activities.

*f. **Online remediation tools** (such as WorkKeys Curriculum) for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies:*

The MassHire-North Shore Career Center extensively utilizes the KeyTrain and WorkKeys elements of the Career Ready-101 suite of ACT services. The region has utilized KeyTrain pre-test as its primary customer assessment tool in measuring customer readiness to enter various skills training program options. The critical value-add from utilizing this assessment tool is the ability to provide the potential training customer with a structured remediation pathway toward successful entry into training programming. Career Center staff provide the training candidate with learning/remediation modules based on the results of the assessment screen which they are able to pursue in a facilitated or an individualized manner to allow them to meet the entry standards for the training program of interest.

*i. Does the local area utilize the **National Career Readiness Curriculum (NCRC)** to measure job-seekers work ethic and discipline, basic skills abilities, and job-ready qualifications?*

The Career Center offers job seekers and area businesses the opportunity to earn a National Career Readiness Certificate through participation in pre-test assessments, work on remediation modules in three foundational skills concentrations, and the opportunity to sit for the NCRC assessment. We work with area WIOA partners to offer these services to shared customers to earn this credential.

(21) *Please describe the process used by your Board, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of your local plan, particularly for representatives of businesses, education, and labor organizations.*

*a) Make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local news media;*

The North Shore WB posted the draft 4-Year Plan on December 11, 2018 for a 30-day public comment period of December 11, 2018 – January 11, 2019. Notices of the posting were sent via newsletter/email to our Local Board, board sub-committee distribution list (members and regular attendees, including all our youth providers), Bidder's list, local Mayors and town managers, and WIOA MOU Core Partners. (The Notice of the posting was sent out via an E-Newsletter which has over 1500 subscribers.)

- b) *Allow members of the public to submit comments, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available;*

The 4 year Plan will be posted as noted for 30 days.

- c) *Include with the local plan submitted to the Governor any such comments that represent disagreement with the plan.*

Please see E. below for any comments below.

- (22) *Describe how your Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by system partners.*

The North Shore WB and the North Shore Career Center supports the state level work that has begun to establish and implement an integrated, technology based in-take and case management information system among the WIOA partners in the Commonwealth as well as our local area. As this is being formulated at the state level, the North Shore WB and North Shore Career Center have begun the conversation and proactive steps with our local WIOA partners to begin the process of developing a 'shared customer referral portal.' The purpose of the referral portal is to provide an on-line mechanism that supports the referral of WIOA shared customers, e.g., customers who would benefit from services from more than one WIOA Partner agency, in an efficient and effective manner. Agencies making these referrals believe that their customer needs more than they can provide, e.g., career coaching and training plus assistance with a disability; adult education plus access to income supports; etc. All of the partners agree that this is a crucial first step in sharing information for the benefit of the client/customer and their ultimate success in the labor market.

- (23) *What is the direction given by the Governor and your local Board to the career center operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134€(3)€ and § 680.600 –*

POS for Veterans: <https://www.mass.gov/service-details/priority-of-service-for-veterans>

State Plan: <https://www.mass.gov/files/documents/2018/02/09/ma-wioa-state-plan-final-4-7-16.pdf>

*Please describe the local board's policy and process related to Priority of Services for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (100 DCS 08-116).*

The North Shore WB and the North Shore Career Center follow the guidance set forth by the Commonwealth related to Priority of Service for adult career and training services for our nation's Veterans and recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The North Shore WB and North Shore Career Center staff determine eligibility for their respective programs and services following the state and local policy when identifying access and enrollment.

- (24) *Please describe the local policy and process that ensures priority for adult career training services given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134€(3)€, § 680.600 and 100 DCS 18.101.1 (Attachment C) in the absence of a priority of services policy.*

- *Veterans and eligible spouses*
- *Recipients of public assistance*
- *Other low-income individuals*
- *Individuals who are basic skills deficient*

*The Local Board may establish a process that also gives priority to other individuals eligible to receive such services outside the groups given priority under WIOA, provided that it is consistent with the priority of service for Veterans. Please note the local policy and process must be consistent with WIOA sec. 134€(3)€ and § 680.600 in the absence of a priority of service policy.*

As stated above, The North Shore WB and the North Shore Career Center follow the guidance set forth by the Commonwealth related to Priority of Service for adult career and training services for our nation's Veterans and recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The North Shore WB and North Shore Career Center staff determine eligibility for their respective programs and services following the state and local policy when identifying access and enrollment.

The North Shore WB provides (2) two priority considerations for enrollment into intensive and training services for low-income individuals, as defined by the Workforce Innovation and Opportunity Act. In addition, the WB has stipulated the individuals living below the MIT Living Wage Calculator/Standard also are eligible for intensive and training services. The policy defines in greater depth how these criteria are implemented for customers participating in Individual Training Accounts (ITA's).

These two priority stipulations include:

- **First priority** for enrollment through ITA is provided to those that meet federal low-income guidelines (greater of 100% Poverty Level or 70% Lower Living Standard Level).
- **Second priority** for ITA enrollment is given to those whose families are living below the Self-Sufficiency level for the North Shore area.

Both cases require the submission of income verification information by the customer to the Career Center. Income of all household members is required for final determination, in compliance with North Shore WB and MassHire-Division of Career Services policy.

***(c) Your local plan must include any additional information required by the Governor.***

No additional information has been requested at this time.

***(d) Your local plan must identify the portions that the Governor has designated as appropriate for common response in the regional plan where there is a shared regional responsibility, as permitted by § 679.540(b):***

*The Governor may issue regional planning guidance that allows Local Boards and chief elected officials in a planning region to address any local plan requirements through the regional plan where there is a shared regional responsibility. Incorporate anything from your Regional Plan content as appropriate.*

The Governor has placed particular emphasis on the shared regional planning and program execution, we have incorporated several items from our Regional Blue Print within our Plan above.

***(e) Comments submitted during the public comment period that represent disagreement with the plan are required to be included with your local plan.***

Such comments will be incorporated into the final Local WIOA Plan submission.

No public comments were received that represent disagreements – comments did include the following:

- Reaffirming that housing costs in relation to workers is a major barrier in our region
- Importance of continuous inter-agency training (WIOA partners) on services and programming
- Knowledge and trends if and when the economy is in decline

**WIOA Local Four-Year Plan Signatories**

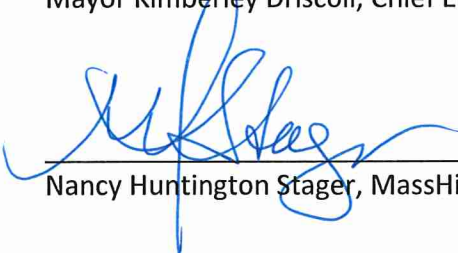
**Fiscal Years 2018 - 2021**

**MassHire –North Shore Workforce Board**

This Local Four-Year Plan shall be fully executed as of the date of signature below, and effective through June 30, 2021. The Plan may be amended or modified if agreed to by all parties.

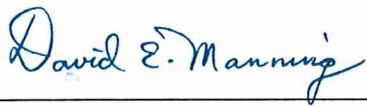
**Signature indicates acceptance of the Local Four-Year Plan.**

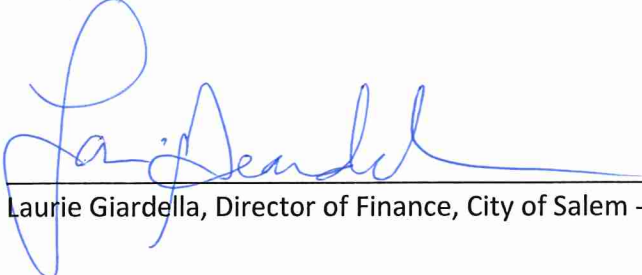
  
\_\_\_\_\_  
Mayor Kimberley Driscoll, Chief Elected Official  
1/30/19  
Date

  
\_\_\_\_\_  
Nancy Huntington Stager, MassHire Workforce Board Chair  
1/31/19  
Date

  
\_\_\_\_\_  
Mary Sarris, MassHire Workforce Board Director  
1/30/19  
Date

  
\_\_\_\_\_  
Mark Whitmore, MassHire Career Center Director  
1/30/19  
Date

  
\_\_\_\_\_  
David Manning, Director, Systems Management and Oversight  
DWD/Division of Career Services  
1/31/19  
Date

  
\_\_\_\_\_  
Laurie Giardella, Director of Finance, City of Salem - Title I Fiscal Agent  
1/30/19  
Date

## ATTACHMENTS:

# **Workforce Innovation and Opportunity Act (WIOA)**

## **North Shore Workforce Investment Board and WIOA Partners**

### **Memorandum of Understanding (MOU)**

**June 26, 2017**

*(Refreshed, June 30, 2018)*

#### **I. PURPOSE**

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **North Shore Workforce Investment Board**, with agreement of **Mayor Kimberley Driscoll, City Salem** and the North Shore Partners), relating to the operation of the one-stop delivery of service in the local workforce area.

The **North Shore Workforce Investment Board** will act as the convener of MOU negotiations and together with North Shore Partners will shape how local One-Stop Career Center Services are delivered.

This MOU defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

The MOU may include other provisions agreed to by all parties that are consistent with all partner programs, services and activities authorizing statutes and regulations.

#### **II. OSCC REQUIRED PARTNERS**

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the **North Shore Workforce Area**), the **North Shore Workforce Investment Board** and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory partners in the One-Stop Career Centers and include:

- 1. The Adult Program** (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
- 2. The Dislocated Worker Program** (Title I), as part of DCSEOLWD;
- 3. The Youth Program** (Title I), as part of DCSEOLWD;
- 4. The Adult Education and Family Literacy Act Program** (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE);
- 5. The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;



6. **The Vocational Rehabilitation Program** (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
8. **Trade Adjustment Assistance for Workers Programs** (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) and the **Supplemental Nutrition Assistance Program (SNAP)** as part of Department of Transitional Assistance (DTA), EOHHS;
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program**, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
12. **Senior Community Service Employment Program** (Programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

**Additional non-required Partners** in the local MOU may be added at any time during the term of this MOU, as agreed by the existing partners.

### III. DURATION OF THE MOU

This agreement shall commence on **June 26, 2017** and shall terminate on **June 30, 2020** unless otherwise terminated by agreement of all parties or superseded.

### IV. ASSURANCES

The **North Shore Workforce Investment Board** and the Partners of the North Shore Workforce Partnership identified above agree to conduct the following activities at a local level:

1. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
2. Serve the “shared” customer as defined by the Partners with a focus on providing high quality, result orientated programming and outcomes. (Please see Section V. #3.) (Please see Attachment 1.)
3. Implement the One-Stop Career Center customer flow and service practices across Partner agencies, including ensuring the accessibility and availability of services to “shared” customers. (Please see Attachment 2 and 3)

4. Continue to research and utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
5. Track and evaluate the outcomes for individuals who face barriers to employment.
6. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of one-stop centers, through methods agreed upon by the local board, chief elected official, and Partners.
7. Provide representation on the local workforce boards (as defined by NSWIB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.
8. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the one-stop partner infrastructure cost contributions.

## V. MEMORANDUM OF UNDERSTANDING CONTENT

1. At a minimum, North Shore Workforce Partnership will support, financially and in-kind, the following services consistent with and coordinated with the One-Stop Career Center.

Job Seeker Services		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT) and Apprentice
Access to employment opportunity and labor market information	Group Counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector

Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules

\* Continuous attention to career pathway models for populations will be the focus of case management and services provided to all customers – in particular those in training.

<p style="text-align: center;"><b>Business Services Team</b></p> <p>Beginning, September, 2018, the NS Career Center will convene the Business Services Team, Including at least one rep from each Partner that will meet monthly to discuss employer outreach and status of work with companies.</p>		
Provide and follow established protocol with businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assis with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on job description development and industry trends	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

2. Partners within the North Shore Workforce Partnership will serve, at a minimum the following populations:

- The long-term unemployed,
- UI Claimants,
- Veterans,
- Youth and Adults with Disabilities,
- Adult Basic Education/ESOL participants,
- Low-Income.(TANF, homeless across all WIOA programs),
- Reentry – offenders who are released from prisons and jails
- Older Workers, and
- Young adults with barriers to employment.

\*In addition, Partners will work together on strategies and programs for employers and solving their employment needs. (Please see attachment 2)

3. The “shared customer” has been defined by the North Shore Workforce Partnership as - a job seeker/student or a business who is formally enrolled in services by more than one core program (at the same time or sequential.)
4. The North Shore Workforce Partnership agrees on a continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. (Please see Attachment 4)
5. WIOA offers an opportunity to innovate and strengthen service to industries and business. The Partners commit to working with employers who have persistent and deep worker skills shortages, are in targeted industries, employ people in targeted occupations, and are committed to hiring people with disabilities. Partners will work together to identify employer needs in the current economy and share this labor market information. (Please see attachment 5)
5. The North Shore Workforce Partnership has developed a Referral Portal, through which Partners will share names, contact information, and general related information. This Portal represents the entry point for serving Shared Customers. Partners will ensure that customers entered into this Portal have agreed in writing to sharing their contact information and will keep a record of this agreement in their files. Shared customers will have access to all resources (including computers, fax machines, copiers, workshops etc. available at the career center. (Please see attachment 6 for a listing of the North Shore Career Center locations, hours of operations and contact information)
6. The North Shore Workforce Partnership agrees that increased sharing of data will benefit the quality of service delivery to both the job seeker and business customer. Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data

system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations. In addition, the Partners agree to meet on a bi-monthly basis throughout the period of the MOU. (Please see Attachment 7)

7. The North Shore Workforce Partnership has established a preliminary training plan for management and the staff of partners. (Please see attachment 8)
8. The NSWIB will provide for various levels of participation by Partners in the One Stop Review Team, ranging from Advisory to Voting Members. Decisions will be based primarily on the NSWIB's policies to 1) have a majority of the Review Team representative of the Critical Industries in our region, and 2) to have a reasonably sized Voting Review Team. Decisions will be discussed and openly communicated to Partners prior to review beginning. All Review Activity will respect Section 30B of MGL, the legal structure around which the NSWIB performs procurement, and various levels of participation (either on full review team if a NSWIB Board Member or on the advisory committee if not) of the OSCC Required Partners in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.
9. The North Shore Workforce Partnership agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

The North Shore Workforce Partnership agrees to utilize the current NSWIB cost allocation plan to determine infrastructure costs of the various WIOA Partners who outstation staff at the Career Center or one of the Career Center Access Points. Shared services and operating costs will be negotiated with each Partner based on the types of services required for the each Partner constituency. Where appropriate, the NSWIB cost allocation plan will be utilized to make these calculations. However, the cost related to shared services related to assessment, customized workshops, training, and other services will be individually determined for each Partner. In any case, infrastructure, shared services, and operating costs will be fully transparent and made available to the Partners throughout the year.

10. The North Shore Workforce Partnership agrees that a MOU review will occur not less than every three years.
11. The MOU acknowledges other provisions agreed to by all parties that are consistent with all partner programs' services and activities, authorizing statutes and regulations.

12. The North Shore Workforce Partnership agrees to jointly review and commit to WIOA mandated performance metrics that are include in the NSWIB annual business plan, and in any related grant documents associated with each member Partner. The North Shore Workforce Partnership commits to assist all Partners in reaching these goals. In addition, the North Shore Workforce Partnership agrees to mutually develop and commit to metrics associated with infrastructure/shared services, and to proceed with a full commitment to meet these goals.

## **VII. SIGNATORIES**

By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to One-Stop Career Center customers. The North Shore Workforce Partnership also agrees to reviewing and modifying the local MOU on an as needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA. By signatures affixed below, the parties specify their agreement:

**Nancy Stager, Chair**  
**North Shore Workforce Investment Board**



6/22/17

Signature:

Date:

**Kimberley Driscoll, Mayor**  
**City of Salem**

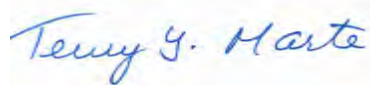


6/22/17

Signature:

Date:

**Teury Marte, Area Director**  
**Mass. Rehabilitation Commission**

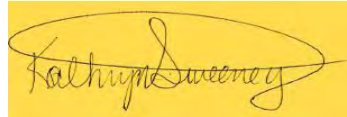


6/22/17

Signature:

Date:

**Kathryn Sweeney**  
**Mass Rehabilitation Commission**



6/29/18

Signature:

Date:

**Thelma Williams, Regional Director**  
**Mass. Commission for the Blind**



6/22/17

Signature:

Date:

**Eveliz Arroyo-Barrows**  
**Deputy Director of Field Operations**  
**Department of Unemployment Assistance**



6/22/17

Signature:

Date:

**Joan Cirillo, President and CEO**  
**Operation A.B.L.E.**




6/22/17

Signature:

Date:

**Paul Ventresca, Career Center Manager**  
**North Shore Career Center (DCS)**

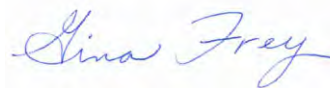


6/22/17

Signature:

Date:

**Gina Frey, Director of Adult Education  
North Shore Community Action Programs**



6/22/17

Signature:

Date:

**Patricia Gentile, President  
North Shore Community College**



6/22/17

Signature:

Date:

**Edward Tirrell, Executive Director  
Pathways Inc.**



6/22/17

Signature:

Date:

**Amanda Warnock, Site Manager  
Training Resources of America**

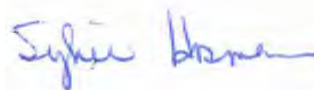


6/22/17

Signature:

Date:

**Sylvia Hosman  
Department of Transitional Assistance**



6/22/17

Signature:

Date:

**Mark Whitmore, Executive Director  
North Shore Career Center**



6/22/17

Signature:

Date:

**Mary Sarris, Executive Director  
North Shore Workforce Investment Board**



6/22/17

Signature:

Date:



North Shore Workforce Investment Board

Mayor of City of Salem

North Shore Career Center  
One Stop Operator/Service Provider

CONTRACT

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## I. MISSION AND VALUES

The mission of the North Shore Career Center System is:

To provide the highest quality, workforce development services to individuals and employers within the North Shore area, leading to economic self-sufficiency for individuals and strong human resource choices for employers.

Area Career Centers are positioned to meet the challenges of this mission based on the attraction and allocation of a robust set of organizational assets. These assets include a strong Workforce Investment Board/ Career Center working relationship, willing and constructive community participation, engaged program partners, state of the art technology available in all center locations, and well positioned facilities in Lynn, Salem and Gloucester. In addition, the Career Centers have resources aimed at the needs of the local customers and motivated staff coordinated with the focus of developing a culture of outstanding service to customers.

The values which guide the operation of this system, and which ensure fulfillment of our mission statement, are as follows:

### ***I. We know who our customers are and have an innate respect for them.***

1. Our customers are the individual job seekers and employers within the North Shore area.
2. Each customer comes to us with individual needs due to their unique circumstance.
3. Each customer is equally important, whether they need minimal services or require intensive assistance and intervention to meet their workforce needs and goals.
4. Each customer must be treated as the most important customer, with professional courtesy and efficiency.

### ***II. We believe in high quality customer service that meets customer needs.***

5. Staff must meet each customer with an open mind, not with a preconceived notion of what the customer may or may not need.
6. Staff must take the time to know the customer, listening carefully to his or her needs and concerns and approaching their situation from this perspective.
7. Such services often require creatively reviewing needs, researching options, and developing service plans that fit the individual circumstances, not the convenience of the Career Center staff or related parties.
8. Staff must help customers make the decisions and choose the services that are right for them, not dictate a particular path which they must follow.
9. Staff will adjust service offerings and styles based upon feedback from customers.

### ***III. We are responsible for seeking out, developing, and providing this service.***

10. Staff understands the need for continually upgrading their skills so that they can provide the best services available to our customers.
11. Technology is a tool to success, and that the most up-to-date technology must be available at all times for customer use.
12. Staff must seek out best practices that exist across the region, state, and nation, and be willing to replicate those that show promise for our area.

### ***IV. We are responsible to our funding sources and to our community.***

13. We are goal driven and accountable for performance.
14. We continually evaluate and adjust our activities based upon performance.
15. While creativity and flexibility is our goal, staff must also adhere to federal and state requirements for grant management, and must design services with these requirements in mind.
16. Customers in general do not need to understand these requirements, and should be served from a seamless perspective.

### ***V. We will serve the customer fully and completely.***

17. A fully-served customer is:
  - a. a job seeker employed in a satisfying career pathway that provides them with the capability to support themselves and their family, and
  - b. an employer whose human resource needs have been met, contributing to continued productivity and company growth.

Both types of customers should be willing to return to the Career Center for any future services needed.

## II. THE CONTRACT

### A. The Contract

The North Shore Workforce Investment Board (NSWIB), pursuant to the authority granted to it by the Executive Office of Labor and Workforce Development (EOLWD), contracts with the North Shore Career Center/City of Salem, providing service at 70 Washington

Street, Salem, and other service points across the region in collaboration with WIOA and other Partners. This contract and the roles and responsibilities of parties to the contract may be revised based on the requirements of any changes to the federal Workforce Innovation and Opportunity Act.

## **B. Parties to the Contract**

The parties to this contract are the North Shore Workforce Investment Board, the Mayor of Salem as Lead Elected Official for the North Shore Workforce Development Area, and the North Shore Career Center.

The North Shore Career Center is a department of the City of Salem, and enters into this agreement with a fully executed Memorandum of Understanding with the NSWIB, the Mayor of Salem, and mandated WIOA Partners under which workforce services to shared businesses and job seekers are provided in an integrated and high quality manner. This MOU is included as an attachment to this contract. It is assumed that additional non-mandated Partners may be added to this MOU, and that this MOU may be modified based on these additional Partners and other adjustments, enhancements, and changes that may arise.

## **C. Term of the Contract**

This contract is effective on July 1, 2017, and shall remain in effect through June 30, 2021 provided that all legislative, regulatory, fiduciary, and performance requirements are met.

It is understood by all parties that WIOA requires a re-bid of this responsibility and a formal award made to the winning bidder before June 30, 2021. This re-bid requirement is legislatively driven without consideration of performance, and will, barring change to this requirement, commence in the vicinity of July 1, 2020.

# **III. ROLES AND RESPONSIBILITIES**

This contract has been reviewed and approved by the NSWIB and by the Mayor of the City of Salem. Both parties are responsible under federal legislation and state policies for jointly approving the contract and allocating resources to the North Shore Career Center.

The NSWIB, the Mayor of the City of Salem, and the North Shore Career Center each have distinct roles in the development, operation and financing of Career Centers.

## **A. Workforce Investment Board**

The North Shore WIB is responsible for establishing policies and overseeing the implementation and continuous quality improvement of the North Shore Career Center as the One Stop Operator/Service Provider. The Workforce Systems Committee of the NSWIB is responsible for developing Career Center policies with the approval of the full NSWIB, and the NSWIB executive director is responsible for carrying them out.

### **1. Policy and Program Development**

Establish program, policy and performance standards and reports, consistent with, but not limited to state and federal requirements.

Establish and provide oversight for NSWIB and federal/state-mandated policy and standards for the North Shore Career Center and resolve policy issues with federal/state-level agencies on behalf of the North Shore Career Center.

Oversee allocation of resources to employer customers and job seeker customers. Include Career Center leadership in the development of program plans and budgets.

Consult with the Mayor of Salem on Career Center policy development and program design.

Authorize and review key components of the North Shore Career Center, including the service menus, number of centers, sites, budget, and fee schedule for fee-based services.

Approve changes in the Career Center system, including the integrated management structure and additional partners, service menus, number of centers, sites, budget, fee schedule, and grant applications.

Convene and support One Stop services and activities provided through the WIOA Partner MOU to shared customers, ensuring a consistent meeting schedule and monitoring attainment of MOU goals, updating/modifying the MOU as needed by consensus of WIOA partners.

## **2. Contracting and Monitoring**

Establish a local Career Center system: review and approve Career Center business plans and updates with the involvement of the Mayor of Salem and the North Shore Career Center as One Stop Operator/Provider, write and sign the Career Center contracts s), and renew the contract(s)) or conduct a competition for new operators.

Conduct performance monitoring and evaluation of the North Shore Career Center as part of on-going operations.

Ensure that data are collected and that reports required by the North Shore Career Center funding sources are produced and submitted in a timely manner.

With the state, monitor the North Shore Career Center's legal, contractual and financial compliance, and implement corrective action, as necessary. Align local monitoring with state and federal monitoring, as much as possible, to reduce unnecessary demands on the North Shore Career Center.

## **3. Capacity Building**

Lead an on-going internal review and analysis process, bringing NSWIB, North Shore Career Center, and Partner staff together to analyze specific issues of concern and recommends actions for improvement/change. Support and foster practices that solve challenges based upon Customer Centered Design or similar design practices.

Convene and broker the involvement of stakeholders, including WIOA Partners; business; job seekers; local elected officials and other policy makers; education, training, employment and support service agencies; and other interested parties.

Direct all appropriate and necessary locally-controlled financial and other resources to the support of services at and through the North Shore Career Center.

Provide ongoing oversight and evaluation of the North Shore Career Center performance. Develop an ongoing, independent, objective evaluation that extends beyond the review of outcomes to include organizational development, customer satisfaction, and continuous quality improvement. Methods may include peer team review, contracting with an outside evaluator, and mystery shopping.

Actively increase and allocate resources strategically to enhance the capability of the North Shore Career Center, including staff training, system-wide customer feedback, best practices, and national models.

Work to increase education and training options on the North Shore (with particular focus and ties with the critical and emerging industries identified within the local and regional WIOA Plans and Labor Market Blueprint.)

Provide Labor Market Information and related data to the North Shore Career Center and the North Shore community, allowing for more informed decision making and higher quality services and outcomes within the local workforce system.

In addition, other committees of the NSWIB will provide guidance, direction, and/or assistance to the North Shore Career Center as needed and consistent with their specific area of responsibility and expertise. The NSWIB will utilize its sub-committee structure to help attain goals and benchmarks and guide the local workforce system. These committees include the following:

1. Youth Pipeline Committee (Youth Council): oversee the development of a coordinated youth workforce development system in North Shore, including fully integrating the various NSWIB youth programs as well as a teacher professional development programs, improving the ability of the North Shore Career Center to serve youth, developing a better understanding other North Shore youth services, supporting them, and advocating for increased services where gaps occur.
2. Workforce System Committee: oversight to ensure high quality service to job seekers and businesses through the One Stop Delivery System. Establish policies that drive North Shore Career Center performance, develop specific goals for North Shore Career Center performance, including those outlined in this contract, , and evaluate performance of the Career Center and related program vendors.

3. Skills Committee: develop policies that ensure appropriate service to customers lacking skills necessary to become or remain successfully employed in the local labor market, including basic literacy and more advanced technical capabilities. Oversee services to customers affected by plant downsizings and closings, and to customers requiring basic skills instruction. Reach out to critical and emerging industries, as determined through research described below, to develop sectoral initiatives that attack structural problems within industries and implements solutions accordingly.
4. Partnership Committee: help disseminate the various messages surrounding workforce development to the region, including economic trends, business needs, and job seeker services; responsible for educating the public about workforce realities and requirements, and building support for appropriate public and private responses. In addition, help facilitate new NSWIB member recruitment and the development and oversight of a NSWIB marketing plan.
5. Executive Committee : oversee all financial activity of the NSWIB/City in regard to administration and program operations, ensuring appropriate spending and financial planning; Provide on-going leadership and oversight of the NSWIB committees; ensure that NSWIB work is well-coordinated internally and focused on continually improving the workforce system of the North Shore

## **B. Mayor of Salem**

The Mayor of Salem holds, as required and designated in federal legislation, the responsibilities of the lead elected official for the North Shore Career Center system. Responsibilities include:

1. accepting responsibility for all WIOA and related workforce funding as grant recipient;
2. providing fiscal oversight for these funds;
3. providing technical assistance to NSWIB staff in the proper expenditure of funding;
4. appointing members to the NSWIB in compliance with WIOA, ensuring that the NSWIB reflects North Shore critical and emerging industries and includes appropriate representation from other workforce partners;
5. considering and seeking out nominations from the other Cities and Towns in this region for NSWIB membership;
6. communicating consistently with all North Shore cities and towns on the activities of the NSWIB;
7. in partnership with the NSWIB, leading the strategic Regional Planning with all stakeholders to ensure that the workforce needs of the region is met;
8. as determined through this Plan, provide needed supports to the NSWIB, including employing staff, purchasing good and services, providing insurance as needed, and generally carrying out the responsibilities commensurate with the role of fiscal agent. All costs associated with these services will be provided through grants received on behalf of the NSWIB.

## **C. North Shore Career Center**

The North Shore Career Center, chosen through competitive procurement, is responsible for the operation of the One Stop Career Center and for the provision of services to North Shore businesses and job seekers. The North Shore Career Center provides services in collaboration with WIOA mandated Partners as well as other local and regional organizations within the North Shore Workforce Development Area,

The goals, services, activities, and methods of operation and all other information included and outlined in the North Shore Career Center's application (submitted on November 14, 2016) under the above-mentioned competitive procurement, are considered part of this contract.

### **1. Operations**

- During the course of this contract, submit business plans and modifications on at least a bi-annual basis that describe the organization's goals and methods to attain these goals during the two-year period.
- Develop and implement WIOA and related services to job seekers and businesses in compliance with all funder requirements, and in compliance with the NSWIB strategic plan and in compliance with Attachments A, B, and C

- Meet NSWIB, state, and federal legislative, regulatory, and program requirements and service goals.
- When necessary, select Career Center locations, subject to NSWIB and City review and approval, and lease, refurbish, and maintain Career Center facilities and equipment.
- Develop, organize, and improve North Shore Career Center service delivery systems to the highest possible quality level.
- Recruit, train, and supervise staff.
- Maintain customer data using the information system as required by the NSWIB, state, and federal Career Center policies. Participate in the development of more robust technology systems that provide better access and service to all stakeholders and customers of the North Shore workforce system.

## 2. **Quality and Continuous Improvement**

- Build a customer-driven, learning organization.
- Develop and implement a continuous quality improvement program, using Customer Centered Design or similar design protocols.
- Establish, operate, and improve effective information systems and provide staff training.
- Work with the NSWIB to determine the best available state-level resources and other system capacities developed by other Career Centers in Massachusetts or across the country.

## 3. **Market services to both businesses and job seekers.**

- Continually work to improve the knowledge and understanding of North Shore Career Center services across the region by businesses and job seekers.
- On an on-going basis increase the usage of the North Shore Career Center by businesses and job seekers.
- Increase the level of customer satisfaction at the North Shore Career Center by businesses and job seekers.

# **IV. IMPLEMENTATION**

## **A. Recognition of State and NSWIB Authorization**

The North Shore Career Center will use the name of North Shore Career Center for all North Shore Career Centers, and will include any NSWIB, state or federal branding tools in all formal materials. The NSWIB will include the North Shore Career Center logo in all appropriate marketing and reporting documents.

# **V. REPORTING**

## **A. Reporting**

The North Shore Career Center will implement systems and report at the October, February, and May NSWIB Workforce Systems Committee meetings on progress toward meeting goals outlined below as well as any other activity deemed important by the North Shore Career Center, the NS WIB, and/or the Mayor of the City of Salem. The North Shore Career Center is welcomed and encouraged to attend all Workforce Systems Committee meetings, barring those that may discuss procurement issues.

## **B. Reports:**

Reporting requirements and schedules established by the NSWIB are as follows: These reports include the following:

Monthly Performance Summaries for **all contracted programs**  
 Monthly Performance Summaries for **Wagner-Peyser, WIOA Title I Adult, Youth, and Dislocated Worker Programs**  
 Monthly Performance Summaries on **WIOA shared customers**  
 Monthly **WIOA Performance Reports** as follows:

- Title I Plan vs. Actual
- Title I Plan vs. Non-Low Income Report
- Title I Plan vs. Out-of-School Youth Report
- Title I Participant Characteristics Outcomes Report

**OSCCAR Report**

**Others as requested periodically**

**Mystery shopping reports**

**Customer satisfaction and usage reports**

The North Shore Career Center will maintain records as required by the NSWIB and state and federal agencies overseeing implementation of One Stop Career Center. The North Shore Career Center will provide access for the NSWIB and its agents, for EOLWD, and for other authorized government agencies to the information needed for monitoring and evaluation of performance and financial management.

The NSWIB and the North Shore Career Center recognize that full reporting of the required data elements is dependent, in part, on the capacity, quality and timeliness of the state's Career Center information systems. The NSWIB and the North Shore Career Center will substitute current or easily developed local data collection and data retrieval systems should the state information system not provide the needed information for whatever reason.

The NSWIB will monitor all programs on an on-going basis and at least once per year in greater detail. The North Shore Career Center will be provided with the results of these monitors, and will respond as needed to corrective action.

In addition, the NSWIB will hold periodic meetings and focus groups with customers to determine the status and quality of service. The North Shore Career Center will receive notification of the results of these activities on an on-going basis, and will use the results as part of the continuous improvement process.

## **C. Goals**

North Shore Career Center goals for FY 2018 and FY2019 please see Attachment A. The NSWIB will establish goals for FY2020 and FY2021 by July 1, 2019.

## **VI. REMEDIES, SANCTIONS AND APPEALS**

### **A. The Goal of Mutual Cooperation**

It is the intent of the parties that problems identified by customers be avoided, corrected, and resolved by mutual cooperation if that is feasible. Both the NSWIB and the North Shore Career Center are committed to the continuous quality improvement of services provided to employer and job seeker customers. Identifying and resolving performance problems and customer dissatisfaction is central to continuous quality improvement.

### **B. Performance Review**

Performance review will take many forms, as follows:

1. The NSWIB and the North Shore Career Center will meet at least monthly to review performance and activities.
2. The NSWIB Workforce Systems Committee will meet bi-monthly to discuss program performance and to develop appropriate action to reach goals.
3. Goals defined in the attached chart, will be monitored at each Workforce Systems Committee meeting. Lack of reasonable progress, as defined by the Committee, will place the North Shore Career Center under corrective action as defined in section C below.
4. On-site monitoring will take place at least once per year. The North Shore Career Center will be formally notified in writing of monitoring events.

### **C. Performance Problems and Corrective Action Plans**



The North Shore Career Center shall inform the NSWIB in writing as soon as possible whenever it appears that a problem or event may occur, or be occurring, that could undermine the successful implementation or operation of the North Shore Career Center or could lead to North Shore Career Center's default as set out in Section D under the terms of this contract. In addition, the NSWIB will notify the North Shore Career Center when performance issues are evident through routine monitoring or other NSWIB data collection procedures as outlined above.

In those instances when performance and customer problems are identified and remain unresolved, the NSWIB will consult with the North Shore Career Center. The North Shore Career Center will develop a corrective action plan within two weeks to resolve the problems, inform the NSWIB of its plans, and take the steps necessary to resolve the problems identified. If the NSWIB believes that problems have not been resolved within a reasonable period of time defined by the NSWIB for the problem(s) requiring corrective action, the NSWIB shall provide a written notice identifying the problems and requesting resolution within a specified period of time, as described below. If the North Shore Career Center is not responsive to this request, t Section D is enforced. .

#### **D. Default**

The term "default" as used in this contract shall mean failing to carry out roles and responsibilities outlined above in Section III and in attachments, within a reasonable period of time as indicted above and within the constraints and resources provided by other parties to this contract and by state and federal sources.

Each of the following events, unless cured within a 30-day grace period set forth below or resolved through the appeal process, shall constitute a default:

1. Generally, a default by the North Shore Career Center will occur when there is a breach or failure in the performance of any material term, provision, obligation, or condition of this contract, and when such default, breach, or failure continues in effect, or remains uncorrected beyond grace period provided for in this contract.
2. Breach of Representation or Warranty. A default shall occur if any material representation or warranty made by the North Shore Career Center herein or in the North Shore Career Center's business plan or in any other instrument or document relating to the North Shore Career Centers shall at any time be materially false or misleading.
3. Fraud. A default shall occur if the North Shore Career Center is misusing Career Center funds, deliberately or knowingly charging customers for services without prior approval by the NSWIB, or otherwise defrauding the NSWIB or the Mayor/City of Salem. There is no grace period for default involving breach of representation or warranty or fraud.

#### **E. Grace Period**

A grace period is the period of time following a default during which the contract remains in full force and effect, notwithstanding the default. During the grace period, the North Shore Career Center has the opportunity to correct the default. There shall be a thirty (30) day grace period for any other default following written notice to the North Shore Career Center from the NSWIB. If any such default remains uncorrected upon the expiration of the thirty (30) day grace period, the NSWIB shall be entitled to exercise any or all of its remedies as provided in this contract agreement.

#### **F. Remedies and Termination**

1. Termination of the contract by the NSWIB

Upon the occurrence of default and the expiration of any applicable grace period, the NSWIB shall be entitled, following a vote of concurrence from the NSWIB Executive Committees, to terminate this contract immediately by delivering written notice of termination to the North Shore Career Center. Upon the delivery of such written notice, the contract shall terminate and the North Shore Career Center shall have no further rights with respect to the implementation or operation of North Shore Career Centers subject to appeal (Section G).

In cases of breach of representation or warranty and fraud, the NSWIB may take immediate action to revoke the contract or seek other changes in performance and administration of Career Center.

2. Action by the Commonwealth of Massachusetts

A copy of the termination notice shall be delivered to the EOLWD, the NSWIB Workforce Systems Committee, and the Mayor of the City of Salem so that they may take such action as they deem appropriate.

3. Termination of the contract upon Termination of the Commonwealth of Massachusetts Funding Contract

Regardless of whether a default has occurred, if the Commonwealth of Massachusetts funding contract is terminated by the EOLWD, this contract shall simultaneously terminate without any requirement of the delivery of written notice of termination by the NSWIB to the North Shore Career Center. In the event of any such termination of the contract agreement, the North Shore Career Center shall not have any further rights with respect to the implementation or operation of Career Centers.

**G. Appeal Process**

If the North Shore Career Center is informed of the NSWIB's finding of default and/or intent not to renew the contract, it shall have one week from the receipt of such notice to provide a written appeal to the NSWIB executive director, who is responsible for the immediate distribution to the NSWIB Executive Committee, and the Mayor of the City of Salem.

Within two weeks of receipt of an appeal, the chair of the NSWIB will convene the Executive Committee, the NSWIB executive director, representatives of the North Shore Career Center, and the City/Mayor, to consider continuance of the contract. The Executive Committee will establish processes for gathering information and debating the merits of arguments presented, which will be approved by the NSWIB Executive Committee before proceeding. The Executive Committee will make its decision concerning contract renewal and /or default within two weeks of its first meeting.

**VII. SIGNATORIES**

For the City of Salem

  
\_\_\_\_\_  
Kimberley Driscoll, Mayor

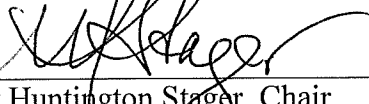
8/23/17  
\_\_\_\_\_  
Date

For the North Shore Career Center

  
\_\_\_\_\_  
Mark Whitmore

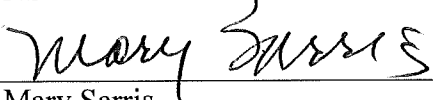
9/8/17  
\_\_\_\_\_  
Date

For the NSWIB

  
\_\_\_\_\_  
Nancy Huntington Stager, Chair

9/8/17  
\_\_\_\_\_  
Date

NSWIB

  
\_\_\_\_\_  
Mary Sarris

9/8/17  
\_\_\_\_\_  
Date

## ATTACHMENT A – 7/10/2017

STANDARD*	CRITERIA	ELEMENTS	MEASURE					
			0	1	2	3	4	5
Cost Effective-ness	1. Effective budget management	A budget and revenue plan that supports the approved local plan, target populations and sustainability	Not budget or plan	Budget includes all funding sources but does not support staff, training and operational balance	Budget that includes all funding sources and supports staff, training and local operations	Budget that includes all funding sources and leveraged resources that support staff, training and local operations	Budget includes all funding sources and provides for contingencies	Budget with all required and leveraged resources and addresses the ability to continue self-sustainability
	2. Aligning resources with industry/occupation targets	% of resources dedicated to occupational skills training	Less than 30%	30%	31%-35%	36%-40%	41%-50%	50% or more
	3. Strategies to increase/leverage resources	Strategies and experience utilizing leveraged resources in partnership with the WIB	No response	Demonstrated understanding of leveraged resources	Plan to secure leveraged resources	Secured at least one source of leveraged funding	Secured resources with outcomes that match annual plan	Consistently applies leveraged resources to meet workforce goals

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

## ATTACHMENT A – 7/10/2017

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STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
Integrated Services	1. Experience minimizing duplication  2. Coordinated service to job seekers and business	Career Center has structure of integrated management and provides access to Partner services	No response	Meets Comprehensive Center minimum requirements only	Some partner, some services at the One-Stop	All Partners, all services at the One-Stop
	3. Established operational procedures  4. Experience integrating multi-partner structure	Career Center demonstrates a customer flow for all customers that includes triage, initial assessment and how shared customers are referred and served	No response	Joint career planning with referral process to core partners and tracked outcomes	Experience triaging multiple partners and shared workflows, workshops, etc.	Policies in place and utilized with Partner involvement in setting procedures
	5. Effective state/local partnering models	Career Center demonstrates business flow for businesses that includes triage, initial assessment and how shared businesses are referred and served	No response	Business flow includes all elements	Business flow includes all elements and some Partner engagement	Business flow includes all elements, demonstrates Partner engagement and shared policy framework

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

## ATTACHMENT A – 7/10/2017

	6. Shared policy framework	Career Center demonstrates a plan for shared data outcomes	No response	Local MOU describes methodology for collecting and reporting on shared data	1-2 and Mechanism in place to collect shared data	1-4 and Shared data drives decision-making
<b>STANDARD</b>	<b>CRITERIA</b>	<b>ELEMENTS</b>	<b>0</b>	<b>1-2</b>	<b>3-4</b>	<b>5</b>
<b>Performance Goals</b>	1. Capacity to track, address and meet metrics/standards for locally set performance requirements	<p>Plan will meet state and federal goals as well as locally established measures/dashboard as defined below -</p> <p><b>Labor Exchange:</b> <i>Employment, Retention and Wages will be at State average by 6/30/2019</i></p> <p><b>Dislocated Worker:</b> <i>Wages will be equal to the state average by 6/30/2019</i></p> <p><b>Business Service:</b> <i>Employers listing jobs with the Career Center will be at least 590 by 6/30/2018</i></p> <p>*calculations of new goals will be set after these dates have past and data has been analyzed.</p>	No response	Demonstrated capacity and capability to track, address and meet federal, state and local performance requirements	Demonstrates strategies and mechanisms or techniques in place to track, address and meet federal, state and local performance requirements	1-4 and demonstrates how it drives outcomes
	2. Pilot Project for intensive service to companies.	<p>Companies willing to provide details on:</p> <ul style="list-style-type: none"> <li>-Quality of Referrals</li> <li>-Hiring and Entry Wages of Referrals</li> </ul>	No response	Has met objectives with one company in each category	Has met objectives with two companies in each category	Has met objectives with two companies in each category and has instituted

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

## ATTACHMENT A – 7/10/2017

	Two Companies from each: -Manufacturing -Healthcare -Financial Services -Hospitality/Retail *Career Center will report to the WSC on general performance and result in this pilot: 10/2017, 2/2018, and 6/2018.	-Retention of these hires -Promotion of these hires -Other Quality Indicators				changes to better serve all companies
<b>STANDARD</b>	<b>CRITERIA</b>	<b>ELEMENTS</b>	<b>0</b>	<b>1-2</b>	<b>3-4</b>	<b>5</b>
<b>Demand Driven</b>	1. Use labor market, LMI data & tools to inform employer engagement plan development and implementation	Demonstrates understanding/use of data via narrative & outcomes; OSCC is responsive to the local LMI; meets Federal, state and local business measures	No response	Demonstrates need based on local LMI	Training and strategies are responsive to local LMI	Outcomes are improved based on new industry partners/employer engagement and successful grant seeking employment outcomes
	2. Meets federal/state/local criteria & metrics  3. Resources and staff aligned & solutions are responsive to documented	Demonstrates that use of tools & data driven decisions and outcomes; Demonstrate key sector investment; Training offered is demand driven & refined based on need & data;	No response	Career Center decisions regarding strategies and approaches are driven by business data	Key sector investments and/or Career Pathways are business driven	Items 1-4 and training is continually refined by business demand

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

ATTACHMENT A – 7/10/2017

	business need & requirements	Identified career pathways that meet performance/dashboard measures.				
	4. Aligning resources with critical industries and occupations	% of training dollars invested in critical industry/occupation trainings	Less than 30%	30% to 40%	40% to 50%	50% to 60%
	5. Elicits job seeker/business customer feedback and responses are effective	Evidence of customer satisfaction; Effective plan implemented for Career Center/customer outreach, integration & collaboration	No response	Elicits feedback	Demonstrates use of survey to drive operations and change	Demonstrates engagement of Partners in this change process.
	6. Decisions & strategies are based upon defined, evaluated data & practices					

STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
Maximizing Access for	1. Comprehensive service via one comprehensive career center and multiple community based service points that provide in-person service and access via technology	Continuous Review and set aside resources to provide face-to-face and on-line service across the region	No response	An Universal design that addresses provision of services, hours, etc., to meet the needs of jobseekers and employers	1-2 and Multiple community service points and hours adjusted demonstrate flexibility and creativity	1-4 and continuous assessment is conducted to ensure the needs of specific populations are met

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

ATTACHMENT A – 7/10/2017

	<p>2. Success meeting priority of service mandates for priority populations with shared WIOA Partners</p> <p>3. Success identifying barriers for targeted populations &amp; implementing workable, measurable solutions</p> <p>4. Effective partner service referrals</p>	<p>Success identifying barriers for targeted populations &amp; implementing workable, measurable solutions</p> <p>Effective partner service referrals</p>	No response	<p>Priority of Services policy for (required) target populations and all staff are aware and trained</p>	<p>Specialty services and strategies for serving designated populations</p>	<p>Items 1-4 and Increase in training, job placement and retention of targeted populations</p>
	<p>5. Knowledge of &amp; compliance with Section 188 of WIOA</p> <p>6. Effective use of technology solutions and other available accommodations</p>	<p>Compliance with ADA</p>	No response	<p>Demonstrates knowledge of all requirements and plan in place for full compliance</p>	<p>Demonstrates knowledge of all requirements and plan in place for full compliance with dates and benchmarks</p>	<p>Fully compliant</p>

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.



ATTACHMENT A – 7/10/2017

STANDARD	CRITERIA	ELEMENTS	0	1-2	3-4	5
<b>Effective Leadership and</b>	<ul style="list-style-type: none"> <li>1. Local OSCC leadership vision and plan reflect LWDB plan/goals/concepts/practices</li> <li>2. Financial integrity</li> <li>3. Understands WIOA law/regulations</li> </ul>	<p>Correctly cites and applies WIOA laws and regulations</p> <p>Meets Uniform Circular Standards</p> <p>Integrity demonstrated via audits and Federal/state reviews</p>	No response	Unresolved finding(s) within the last 2 years	NO unresolved findings within the last 2years	No unresolved areas of concern or finding(s) within the las 2 years

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

ATTACHMENT A – 7/10/2017

	4. Structured and comprehensive staff development	Staff attend and complete state and locally sponsored training Continuous improvement plan in place and followed	No response	Continuous improvement plan with policy to complete mandatory training	Documented demonstrated improvements based on continuous improvement plan. All staff have attended all mandatory training and 80% of staff have completed non-mandatory training state and/or locally developed	All staff (Partner and State) are cross-trained in fundamental Career Center operations and Partner Services
	5. Understands WIOA partner systems (including DCS, MCB, MRC, DTA etc.)					
	6. Data-driven decision-making					
	7. Continued emphasis on technology for staff development and customer satisfaction – implementation of improved technology to better serve job seekers and businesses					
	8. Standard operating procedures in place & followed					
	9. Continuous improvement plan					

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

ATTACHMENT A – 7/10/2017

	10. Workable marketing plan	Outreach plan in place and followed	No response	Outreach plan in place and followed	Documented results from outreach plan. Increase in targeted customer use of Career Center.	Outreach plan demonstrates increase in job orders and placements in targeted industries that address local needs

\* During the FY2018 and FY2019 contract period the standard measurement to be met will be a 3 in all categories as this is a new contract and new set of terms and metric.

# **Workforce Innovation and Opportunity Act (WIOA)**

## **North Shore Workforce Investment Board and WIOA Partners**

### **Memorandum of Understanding (MOU)**

**June 26, 2017**

#### **I. PURPOSE**

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the **North Shore Workforce Investment Board**, with agreement of **Mayor Kimberley Driscoll, City Salem** and the North Shore Partners), relating to the operation of the one-stop delivery of service in the local workforce area.

The **North Shore Workforce Investment Board** will act as the convener of MOU negotiations and together with North Shore Partners will shape how local One-Stop Career Center Services are delivered.

This MOU defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

The MOU may include other provisions agreed to by all parties that are consistent with all partner programs, services and activities authorizing statutes and regulations.

#### **II. OSCC REQUIRED PARTNERS**

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the **North Shore Workforce Area**), the **North Shore Workforce Investment Board** and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory partners in the One-Stop Career Centers and include:

- 1. The Adult Program** (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
- 2. The Dislocated Worker Program** (Title I), as part of DCSEOLWD;
- 3. The Youth Program** (Title I), as part of DCSEOLWD;
- 4. The Adult Education and Family Literacy Act Program** (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE);

5. **The Wagner-Peyser Act Program** (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;
6. **The Vocational Rehabilitation Program** (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
7. **Federal-state unemployment compensation program**, as part of the Department of Unemployment Assistance (DUA), EOLWD;
8. **Trade Adjustment Assistance for Workers Programs** (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
9. **Jobs for Veterans State Grants Program** (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
10. **Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) and the **Supplemental Nutrition Assistance Program (SNAP)** as part of Department of Transitional Assistance (DTA), EOHHS;
11. **Employment and Training Programs under the Supplemental Nutrition Assistance Program**, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
12. **Senior Community Service Employment Program** (Programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

**Additional non-required Partners** in the local MOU may be added at any time during the term of this MOU, as agreed by the existing partners.

### III. DURATION OF THE MOU

This agreement shall commence on **June 26, 2017** and shall terminate on **June 30, 2020** unless otherwise terminated by agreement of all parties or superseded.

### IV. ASSURANCES

The **North Shore Workforce Investment Board** and the Partners of the North Shore Workforce Partnership identified above agree to conduct the following activities at a local level:

1. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the programs and activities.
2. Serve the “shared” customer as defined by the Partners with a focus on providing high quality, result orientated programming and outcomes. (Please see Section V. #3.) (Please see Attachment 1.)

3. Implement the One-Stop Career Center customer flow and service practices across Partner agencies, including ensuring the accessibility and availability of services to “shared” customers. (Please see Attachment 2 and 3)
4. Continue to research and utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
5. Track and evaluate the outcomes for individuals who face barriers to employment.
6. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of one-stop centers, through methods agreed upon by the local board, chief elected official, and Partners.
7. Provide representation on the local workforce boards (as defined by NSWIB policy) to the extent possible and/or participate in local board ad hoc activities/events or on standing committees.
8. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the one-stop partner infrastructure cost contributions.

## V. MEMORANDUM OF UNDERSTANDING CONTENT

1. At a minimum, North Shore Workforce Partnership will support, financially and in-kind, the following services consistent with and coordinated with the One-Stop Career Center.

Job Seeker Services		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake and orientation to the information, services, programs tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
In and out of area job search and placement assistance (including provision of information on in-demand	Referral to training services	On-the-Job Training (OJT) and Apprenticeship

industry sectors and occupations and non-traditional employment)		
Access to employment opportunity and labor market information	Group Counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the Local workforce system	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	
Determination of potential eligibility for workforce Partner services, programs and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ and individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules

\* Continuous attention to career pathway models for populations will be the focus of case management and services provided to all customers – in particular those in training.

<b>Business Services Team</b> Including at least one rep from each Partner that will meet monthly to discuss employer outreach and status of work with companies.		
Provide and follow established protocol with businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assis with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers

Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on job description development and industry trends	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

2. Partners within the North Shore Workforce Partnership will serve, at a minimum the following populations:

- The long-term unemployed,
- UI Claimants,
- Veterans,
- Youth and Adults with Disabilities,
- Adult Basic Education/ESOL participants,
- Low-Income.(TANF, homeless across all WIOA programs),
- Reentry – offenders who are released from prisons and jails
- Older Workers, and
- Young adults with barriers to employment.

\*In addition, Partners will work together on strategies and programs for employers and solving their employment needs. (Please see attachment 2)

3. The “shared customer” has been defined by the North Shore Workforce Partnership as - a job seeker/student or a business who is formally enrolled in services by more than one core program (at the same time or sequential.)
4. The North Shore Workforce Partnership agrees on a continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. (Please see Attachment 4)
5. WIOA offers an opportunity to innovate and strengthen service to industries and business. The Partners commit to working with employers who have persistent and deep worker skills shortages, are in targeted industries, employ people in targeted occupations, and are committed to hiring people with disabilities. Partners will work together to identify employer needs in the current economy and share this labor market information. (Please see attachment 5)



5. The North Shore Workforce Partnership has begun discussions around technology and a shared Career Center customer intake form, based on an on-going review of current intake forms being used by each Partner. 'Massachusetts JobQuest' will serve as entrance point for all customers shared between any WIOA Partner and the Career Center. Shared customers will have access to all resources (including computers, fax machines, copiers, workshops etc. available at the career center. (Please see attachment 6 for a listing of the North Shore Career Center locations, hours of operations and contact information)
6. The North Shore Workforce Partnership agrees that increased sharing of data will benefit the quality of service delivery to both the job seeker and business customer. Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations. In addition, the Partners agree to meet on a bi-monthly basis throughout the period of the MOU. (Please see Attachment 7)
7. The North Shore Workforce Partnership has established a preliminary training plan for management and the staff of partners. (Please see attachment 8)
8. The NSWIB will provide for various levels of participation by Partners in the One Stop Review Team, ranging from Advisory to Voting Members. Decisions will be based primarily on the NSWIB's policies to 1) have a majority of the Review Team representative of the Critical Industries in our region, and 2) to have a reasonably sized Voting Review Team. Decisions will be discussed and openly communicated to Partners prior to review beginning. All Review Activity will respect Section 30B of MGL, the legal structure around which the NSWIB performs procurement, and various levels of participation (either on full review team if a NSWIB Board Member or on the advisory committee if not) of the OSCC Required Partners in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.
9. The North Shore Workforce Partnership agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to

issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

The North Shore Workforce Partnership agrees to utilize the current NSWIB cost allocation plan to determine infrastructure costs of the various WIOA Partners who outstation staff at the Career Center or one of the Career Center Access Points. Shared services and operating costs will be negotiated with each Partner based on the types of services required for the each Partner constituency. Where appropriate, the NSWIB cost allocation plan will be utilized to make these calculations. However, the cost related to shared services related to assessment, customized workshops, training, and other services will be individually determined for each Partner. In any case, infrastructure, shared services, and operating costs will be fully transparent and made available to the Partners throughout the year.

10. The North Shore Workforce Partnership agrees that a MOU review will occur not less than every three years.
11. The MOU acknowledges other provisions agreed to by all parties that are consistent with all partner programs' services and activities, authorizing statutes and regulations.
12. The North Shore Workforce Partnership agrees to jointly review and commit to WIOA mandated performance metrics that are include in the NSWIB annual business plan, and in any related grant documents associated with each member Partner. The North Shore Workforce Partnership commits to assist all Partners in reaching these goals. In addition, the North Shore Workforce Partnership agrees to mutually develop and commit to metrics associated with infrastructure/shared services, and to proceed with a full commitment to meet these goals.

## **VII. SIGNATORIES**

By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to One-Stop Career Center customers. The North Shore Workforce Partnership also agrees to reviewing and modifying the local MOU on an as needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA. By signatures affixed below, the parties specify their agreement:

**Nancy Stager, Chair  
North Shore Workforce Investment Board**



6/22/17

Signature:

Date:

**Kimberley Driscoll, Mayor  
City of Salem**

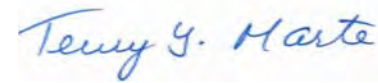


6/22/17

Signature:

Date:

**Teury Marte, Area Director  
Mass. Rehabilitation Commission**



6/22/17

Signature:

Date:

**Thelma Williams, Regional Director  
Mass. Commission for the Blind**



6/22/17

Signature:

Date:

**Eveliz Arroyo-Barrows  
Deputy Director of Field Operations  
Department of Unemployment Assistance**



6/22/17

Signature:

Date:

**Joan Cirillo, President and CEO  
Operation A.B.L.E.**

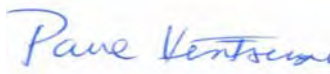


6/22/17

Signature:

Date:

**Paul Ventresca, Career Center Manager  
North Shore Career Center (DCS)**



6/22/17

Signature:

Date:

**Gina Frey, Director of Adult Education  
North Shore Community Action Programs**



6/22/17

Signature:

Date:

**Patricia Gentile, President  
North Shore Community College**



6/22/17

Signature:

Date:

**Edward Tirrell, Executive Director  
Pathways Inc.**



6/22/17

Signature:

Date:

**Amanda Warnock, Site Manager  
Training Resources of America**

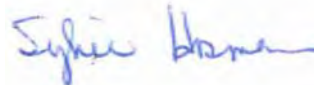


6/22/17

Signature:

Date:

**Sylvia Hosman  
Department of Transitional Assistance**



6/22/17

Signature:

Date:

**Mark Whitmore, Executive Director  
North Shore Career Center**



6/22/17

Signature:

Date:

**Mary Sarris, Executive Director  
North Shore Workforce Investment Board**



6/22/17

Signature:

Date:

## Attachment 1

### WIOA Partners and Priority Populations

<b>Partner</b>	<b>Priority Population</b>	<b>Educational and Services Needed</b>	<b>Benefit to customer/client from Career Center service</b>
Division of Career Services	Any labor force member requiring job search assistance; Veterans; Migrant/Seasonal Farmworkers; Trade; Rapid Response	Workshops to prepare and carryout job search; job referrals; access to educational programming and/or to occupational training	Assessment/Customer Action Plan development, Job Quest Profile, Access to workshops, Career Pathways information – LMI, Assigned based on industry sector to a job specialist/case manager, Access to Occupational Skills Training when eligible, Access to resource room and adaptive technology
DTA	TANF and SNAP Recipients	Additional education and training; Career exploration, preparation, and information; Career Pathway development; counseling; transportation and day care assistance; Occupational training; Placement and job retention services	Intensive case management services, Career Pathways information – LMI and Assessment/ Customer Action Plan, Access to workshops, Access to Occupational Skills Training and also targeting group trainings in critical industries e.g. manufacturing. When eligible, referral to WIOA youth programming and intensive services.
DESE (4 ABE Providers)	Adults needing high school equivalency; Adults needing academic remediation; Adults needing English language instruction; programming is available for youth	Career exploration, preparation, and information; Career Pathway development; Occupational training; Placement and job retention services; High School Equivalency preparation and/or College preparation	Access to a variety of workshops, Career Pathways information – LMI to assist recent immigrant to understand world of work in USA, Access to Occupational Skills Training to augment current skills and degrees, Access to resource room
Operation ABLE/SCSEP	Unemployed individuals + 55 and older at 125% or less of federal poverty level	Gain work experience and training and secure unsubsidized employment	A variety of services (workshops targeting mature workers, LMI, case management) to assist customer over time move from subsidized to unsubsidized employment

DUA	Members of the labor force receiving unemployment insurance or recently exhausting their claim	Career exploration, preparation, and information (LMI); Career Pathway development; Access to Workshops and career resources; Occupational training; Placement and job retention services	Quick services to get customer back to work as soon as possible. Assessment/Customer Action Plan development, Job Quest Profile, Access to workshops, Career Pathways information – LMI, Assigned based on industry sector to a job specialist/case manager, Access to Occupational Skills Training when eligible, Access to resource room and adaptive technology
MCB	Labor force members who are legally blind	Assist individuals with legal blindness to obtain and maintain gainful employment; Aid consumers in overcoming barriers in the workplace; Provide worksite accommodations; provide post-employment supports to maintain and/or retain employment	Assist customers with targeted services to employment utilizing adaptive technology resources, training, and job counseling services. When eligible, referral to WIOA youth programming and intensive services.
MRC	Labor force members with a disability – in addition Youth with a disability	Job Exploration Counseling; Workplace Readiness Training; Work-Based Learning Experiences; Educational services, Work skills and Job placement services provided; and disability assessment	Assist customers with targeted services to employment utilizing adaptive technology resources and job counseling services. When eligible, referral to WIOA youth programming and intensive services.
North Shore Career Center/Lead Operator	All of the above, with emphasis on the most vulnerable customers; youth; re-entry customers	All of the above, with re-training, job placement, earnings, and retention support; for youth, first job attainment, career exploration and pathway development, high school equivalency attainment, job	Assist customers to overcome complex employment barriers through a variety of services at the career center as well as those available through the Partner organizations above

		placement and/or college preparation and enrollment; for re-entry customers, career exploration and pathway development, referral to adult education, training, job counseling around re-entry issues, placement	
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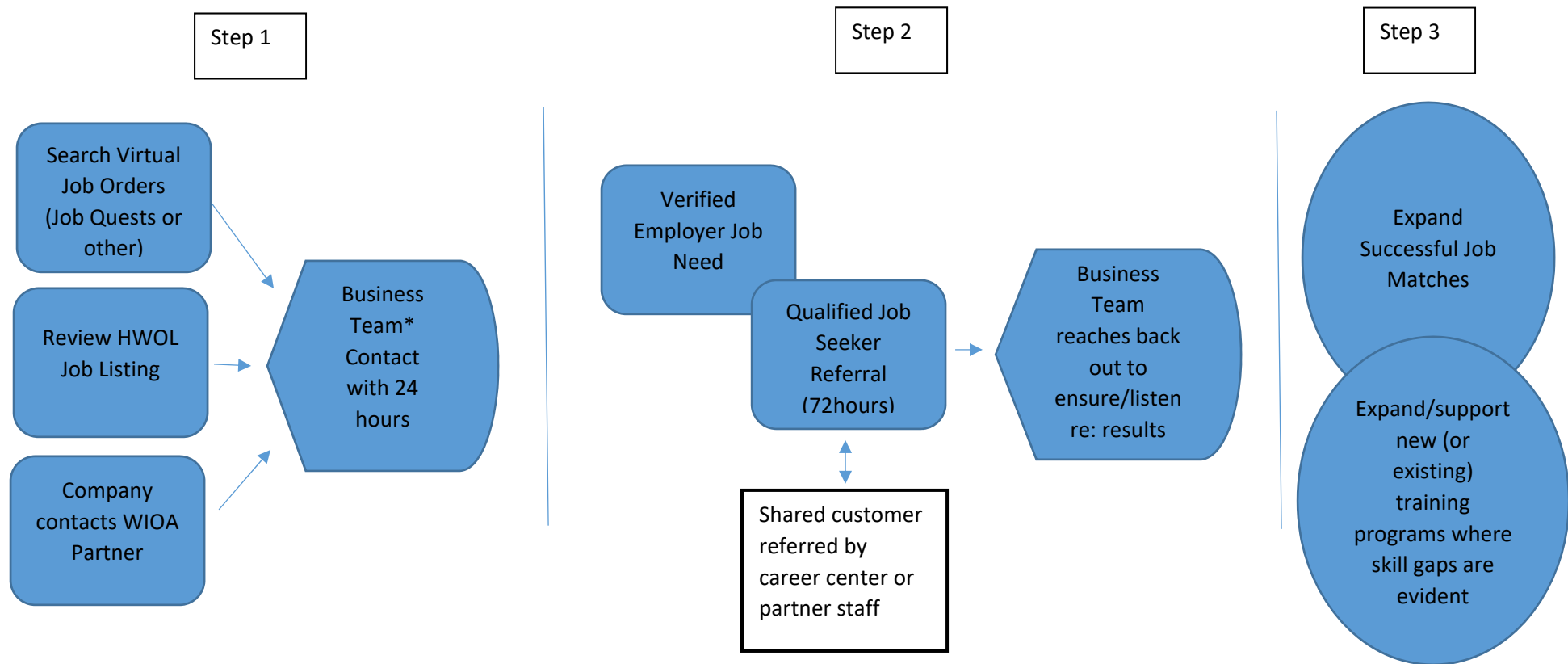
### Estimations and Tracking Sheet – Shared Customers FY 2018

Partner	Data from MOSES/OSCCAR Reports/Other Please note - Not necessarily “shared Customers”	FY 2018 shared customer Goal Estimates	Actual Quarter 1 FY 2018	Actual Quarter 2 FY 2018	Actual Quarter 3 FY 2018	Actual Quarter 4 FY 2018
Division of Career Services	9029 total customers in FY 16 4500 total customers 6 months FY17	10250				
DTA	74 total CEIS customers in FY 16 40 total CEIS customers 6 months FY17	150				
DESE (4 ABE Providers)	1460 total customers in FY 16 with less than HS Diploma 600 total customers 6 months FY17 with less than HS Diploma	250				
Operation ABLE/SCSEP	2040 total customers in FY16 55 and over 1140 total customers 6 months FY17 55 and over	25 to 30				
DUA	5460 total customers in FY 16 2650 total customers 6 months FY17	5000				

MCB	780 total customers in FY 16 Self-Identified Person w Disability 465 total customers 6 months FY17 Self-Identified Person w Disability	10				
MRC	780 total customers in FY 16 Self-Identified Person w Disability 465total customers 6 months FY17 Self-Identified Person w Disability	50				
North Shore Career Center/Lead Operator	WIOA FY 2017 eligible Adult/DW and Youth as well as all customers listed above	Estimate based on FY 2017 goals Adult 111, DW 183, Youth 109				

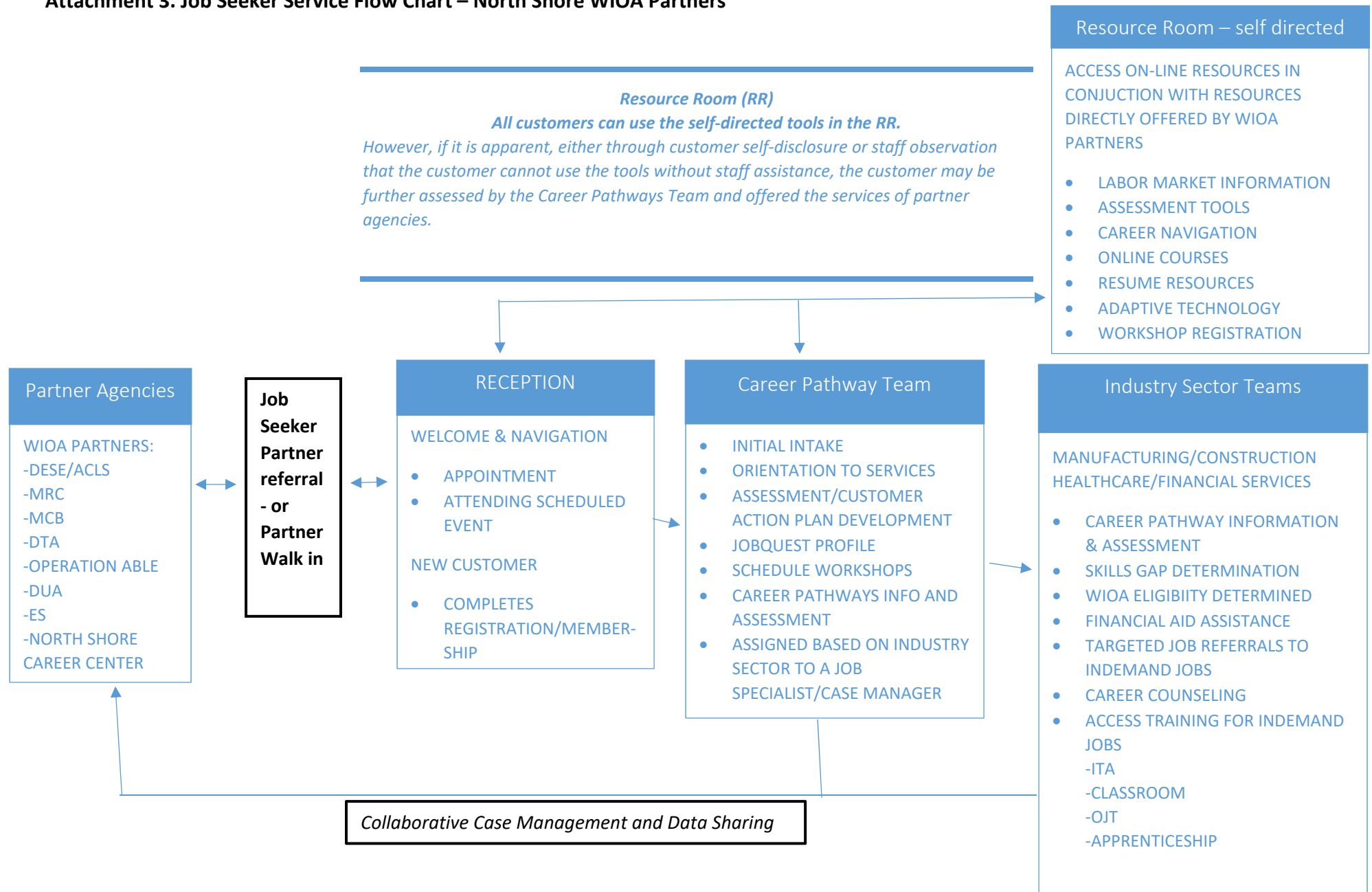


## Attachment 2. Business Service Flow Chart – North Shore WIOA Partners



Partner Agencies	*Business Team	Activities
WIOA PARTNERS: -DESE/ACLS -MRC -MCB -DTA -OPERATION ABLE -DUA -ES -NORTH SHORE CAREER CENTER	COMPRISED OF 1 REPRESENTATIVE FROM EACH WIOA PARTNER AND LED BY CAREER CENTER BUSINESS SERVICES UNIT	<ul style="list-style-type: none"> <li>JOB PLACEMENT/LABOR EXCHANGE</li> <li>TRAINING AND PATHWAY DEVELOPMENT               <ul style="list-style-type: none"> <li>ITA</li> <li>OJT</li> <li>GROUP TRAINING</li> <li>SECTOR SPECIFIC TRAINING</li> </ul> </li> <li>INFORMATION DISSEMINATION/BUSINESS DEVELOPMENT</li> </ul>

### Attachment 3. Job Seeker Service Flow Chart – North Shore WIOA Partners





### Attachment 5 - Building Employer Relations Matrix

Organization	Staff Dedicated to Employer Relations	Tools use to track/document services	Referral methods for job-seeker to Business	Resources that can be shared with businesses	OJT Resources for Employers/Partners
<b>North Shore Career Center</b>	- 1 Career Center Manager - 3 Business Service Reps - .5 Rapid Response Rep	-MOSES -Internal Databases (1) tracking events/results (2) weekly reports for job postings /interviews (3) virtual job order report	-sector team employment counselor and BSR make referral -sector team employment counselor or BSR follow-up with business within 3 to 4 days	LMI – for sector or general for region, WTF, OJT’s, Apprenticeships	
<b>North Shore WIB</b>	- 1 Executive Director - 1 Director of Program - 1 Project Coordinator .5 Youth Services Coordinator	-MOSES -Comm Corp -Connecting Activities -F1rstJobs -Internal tracking tools	-Wholesale side, we refer to the career center for the business linkage with job seekers	LMI- Labor Market Blue Print for both Youth and adults. Employers have access to occupational and industry data.	
<b>Department of Transitional Assistance</b>	2 Full Engagement Workers (FEW) 2- Employment Service Program (ESP) Staff representatives	-BEACON Agency Database (1) Employment Development Plan (EDP) (2) Two weekly orientations to market available training programs and job recruitments (3) EIM/ESM CIES placement data	-ESP unit coordinates on site recruitment -Jobquest link provided	Tri fold of services provided -WOTC -Demographics and number of clients by region by education level	
<b>Mass Rehab Commission</b>	1 District Supervisor 1 Job Placement Specialist 1 Employment Service Specialist	RESUMate MRCIS -Referral to Job Placement Team -Referral to business Account Managers		OJE/OJT, Employer Conference, Sector Based Trainings.	
<b>North Shore</b>	No dedicated staff -within	-SMARTT	-On-site, curated job	-Demographic info	-Vendor for workplace

<b>Community Action Programs</b>	responsibilities of: 1 Dir of Adult Ed/Wkfc Dvlp 1 Executive Director 1 Development Coord	-Internal database -IECP - Individual Education & Career Plan	postings -Dir of Adult Ed.makes contact/establishes employer relationship to support and refer qualified candidates as needed	-Language assessments/needs assessment capabilities -Periodic job fairs	education/training (provide training needs assessment, curriculum development & delivery, reporting, ROI)
<b>MCB</b>	<ul style="list-style-type: none"> <li>• 1 Regional Director</li> <li>• Voc Rehab Supervisor</li> <li>• 3 Voc Rehab Counselors</li> <li>• 2 Employment Service Reps</li> <li>• 3 PRE-ETS Counselors (Pre-Employment Transitional Services)</li> </ul>	<ul style="list-style-type: none"> <li>• System 7 (MCB database)</li> <li>• Project Impact</li> <li>• MCB annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• MCB Staff</li> <li>• 3 Regional One-Stops</li> <li>• ICI (Institute for Community Inclusion)</li> <li>• Project Search</li> <li>• WOU (Work Opportunities Unlimited)</li> <li>• TAP (Talent Acquisition Portal)</li> <li>• Perkins Business Partnership (PBP)</li> </ul>	<ul style="list-style-type: none"> <li>• Overview of MCB Employment Services; demographical data</li> <li>• MCB Summer Internship Program</li> <li>• WOTC</li> </ul>	<ul style="list-style-type: none"> <li>• MCB Summer Internship Program</li> </ul>
<b>Pathways, Inc.</b>	Executive Director; Director of Workforce Development	Internal data base, SMARTT	Direct contact with HR; hiring manager	Contextualized curriculum development; workplace education	
<b>Training Res. of America, Inc.</b>	1 Director/Advisor 1 YPP Instructor/Case Mgr. 6 teachers – ABE/ESOL	Weekly postings from career center as rec'd, Internal tracking/monitoring of: # postings students apply for, # of resumes done, # of interviews, and follow-up on jobs, SMARTT	Career Center postings, jobs discovered via various search methods online, word of mouth	Various client/program services provided, i.e., computer skills as needed, interviewing skills, career readiness training via CR 101, etc.	

<b>North Shore Community College: Corporate &amp; Professional Education Division</b>	(1 )Dean (2) Sales Staff (1) Fulfillment Specialist (1) Programmer	<ul style="list-style-type: none"><li>• Training Pro</li><li>• ACT data base</li><li>• Internal Tracking</li><li>• NSCC Banner</li><li>• SMARTT</li></ul>	<ul style="list-style-type: none"><li>• Collaboration with Career Center</li><li>• Site Visits</li><li>• Internships</li><li>• Clinicals</li><li>• Job Fairs - CNA</li></ul>	<ul style="list-style-type: none"><li>• Training for incumbent and pipeline workers</li><li>• Advisory Boards</li><li>• Grant-writing for Workforce Training Fund</li><li>• Awareness of other grant opportunities</li><li>• Free Training, i.e. Supervisors</li></ul>	Training for staff and/or employees
<b>North Shore Community College: Adult Learning Center</b>	ALC Director ACP & IET Coordinator/Advisor ALC Advisor	Quarterly follow up survey by advisors via phone calls, text or mailing	Assistance with goal-setting, MA CIS “reality check”, resume & cover letter assistance, sharing of job postings, classroom visits (1) employer review/suggestions for curriculum, (2) classroom visits to discuss career ladders and realistic work responsibilities, (3) resume review & feedback, and (4) mock interviews  All students register with the Career Center via Job Quest	As part of the North Shore Adult Education Partnership, we have organized Job & Training Fairs with employer panels and student panels.  Referral of quality job candidates with references  Career Ready 101 completion certificates	Would love to create job shadow opportunities; could provide referrals and support assistance

## Attachment 6.

<b>North Shore Career Center</b>
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Career Center Name	Address	Phone Number	Fax Number	Hours of Operation	Full Service
North Shore Career Center - Salem	70 Washington Street Salem, Massachusetts, 10970	(978) 825.7200	(617) 727.5989	M, T, W (8:30 to 5PM) TH (8:30 to 7PM) F (9:30 to 5PM)	yes

## Attachment 7

### WIOA Partnership Development, Process and Meeting Schedule

WIOA Partners have jointly developed this MOU through a series of 9 monthly meetings held between September and May, with the June meeting planned to finalize and begin the signing process. Each meeting included one Partner presentation by Powerpoint, describing this Partner's mission, goals, services, and related information. Through this process, the MOU team became knowledgeable of how Partner WIOA programs operate and how they relate to their own programs and customer needs

The WIB developed an agenda for each meeting, and the group moved toward closure on several items such as the overall format and details included in a draft MOU, shared customer definition and goals for FY2018, customer flow, staff training, data challenges and issues, and service models for job seekers and businesses. Part of this process called for the development of subcommittees for many of these topics. Each subcommittee presented ideas and draft documents for discussion, with final products included as attachments to the MOU.

The WIOA Partners anticipate continuing this meeting process at least bi-monthly and then eventually quarterly during the terms of this MOU.

The following schedule is in place for the duration of the MOU but is subject to change:

#### 2017

- July 11, 2017
- September 12, 2017
- November 14, 2017

#### 2018

- January 9, 2018
- March 13, 2018
- May 8, 2018
- July 10, 2018
- September 11, 2018
- November 12, 2018

#### 2019

- January 8, 2019
- March 12, 2019
- May 14, 2019
- July 9, 2019
- September 10, 2019
- November 12, 2019

#### 2020

- January 14, 2020
- March 10, 2020
- May 12, 2020
- June 9, 2020



Attachment 8.

Ongoing Cross-Training with WIOA Partners

- Career Center and North Shore Workforce Partners will host quarterly meetings of ABE, DTA, CC, MRC, etc. to work in small groups to share insights, concerns, key offerings, new programs, etc. This would be modeled after the successful CC/ABE partners meeting that was held last year initiated by the North Shore Adult Education Partnership. Create the annual calendar each January so agencies can plan ahead for staff coverage as needed.
- At this event, coordinate a cross-agency staff pair up so that each person can shadow the other for a day (or half a day). After the shadowing, staff person does an in-service at her own agency as a mini “Train the Trainer” model. Agency staff could rotate, or one designated person per year so she has the opportunity to shadow at four distinct sites. Training will be done in such a way as to protect confidentiality issues with customers.
- Implement one-hour quarterly webinars featuring the power points that were shared over the past several months with updates, opportunities for questions, etc. Archive the webinars so any agency staff/shared customers can access them throughout the year.
- Create an online directory of partners with key services and links to power points from the webinars. Each agency would commit to update its piece of the directory at least once per year.
- At large agencies like DTA or MRC, designate two staff people as “point people” that can help answer questions or problem-solve when customer/student issues arise. Revise and include this responsibility in job descriptions so if staff leave, new staff person understands this is part of her role.