



North Shore Workforce Investment Board

Executive Summary – FY 2017 Workforce Development Plan

The North Shore Workforce Investment Board in partnership with our Chief Elected Official (CEO), Mayor Kimberley Driscoll of Salem, is required to prepare a Fiscal Year 2017 “Workforce Development Business Plan” for North Shore region for submission to the Massachusetts Department of Workforce Development.

In planning for how the Workforce Investment Innovation and Opportunity Act (WIOA) system on the North Shore will be coordinated with other systems and Partners providing quality employment and training services to job seekers and employers, our region’s priorities and strategies align with our strategic plan¹ and Labor Market Blueprint as follows:

GOAL 1: The North Shore WIB will build the capacity of the North Shore workforce system to respond to labor market needs.

- Increase coordination and collaboration with educational and human service organizations on regional economic development initiatives and advocate for policy changes at the federal and state level that will help local partners increase the capacity of the workforce system.
- Build on existing strengths in identifying current scale and scope of worker and employer needs while being responsive and forward thinking on changing workforce trends and gaps that may arise.

GOAL 2: The North Shore WIB will strategically utilize resources and fully engage the business sector to close the skills gap that exists between available workers and employers.

- Collaborate with educational and training partners to increase available resources and align policies so that employers and worker needs are met.
- Facilitate alignment of education, training, workforce and economic development activities so that employer and worker needs are met.

GOAL 3: The North Shore WIB will enhance the youth pipeline by increasing and aligning education, training and employment programs.

- Facilitate stronger connections between secondary schools, vocational education, workforce development (including CBO’s) and higher education.

¹ Please note that this Strategic Plan was developed under the Workforce Investment Act as WIOA was being implemented in the summer of 2015 – all of the goals are in alignment with WIOA.



- Improve and expand programs for immigrant youth and youth who have dropped out of school and/or are under/un-employed.

GOAL 4: The North Shore WIB will increase, strengthen and strategically align relationships with federal, state and local partners/stakeholders.

- Create a marketing plan to educate and increase public understanding of the benefits of the NSWIB and increase interest and desire of stakeholders to partner with and support the work of the NSWIB.
- Build our presence on social media – to ensure full access to information and services by the north shore – etc...

GOAL 5: The North Shore WIB will strategically manage and enhance available resources to support and grow operations.

- Ensure that the WIB’s internal organizational structure and resources in terms of finances, staffing, technology, facilities, and relationship, etc.; are at the proper levels of capacity, and alignment to grow resources that support the WIB’s strategic goals.
- Building on its existing strengths, fully engage the WIB’s Board of Directors in participating and promoting the work of the WIB as an integrative force for the North Shore, and in adding capacity to the WIB’s leadership resources.

Due primarily to the low unemployment rates in Massachusetts and on the North Shore, federal investments through the Workforce Innovation and Opportunity Act for FY2017 have been severely diminished. At the same time, the skills gap remains as companies and industries are hiring at a great rate and those out of work often require substantial education and retraining to become employed. To fill this new and more intensive skill gap, the NSWIB will also focus on obtaining new resources to replenish federal budget cuts, moving people toward careers in this strong economy and filling the talent needs of North Shore business.

The NSWIB has prepared this document to highlight how the local Workforce Development system will allocate local resources for FY 2017, what the major priorities and service strategies of the system will be and to summarize the new key performance goals for adults, dislocated workers and the youth who will be served through the WIOA funded system.

The complete required FY 2017 “Workforce Development Business Plan” will be available on the NSWIB website <http://www.northshorewib.com> by close of business no later than July 18, 2016. Copies of the plan may also be obtained at the offices of the North Shore WIB, 70 Washington Street, Suite 315, Salem, MA 01970. Questions may be directed to the NSWIB’s Director of Programs and Operations, Ed O’Sullivan, at (978) 741.3815 or by e-mail at ed@northshorewib.com



II. WIOA Allocations

The Commonwealth of Massachusetts experienced an overall decrease in its federal WIOA funding for FY 2017. The North Shore WIB funding allocations were significantly reduced in comparison to State because of a drop in the several employment and economic indicators that are part of the WIOA funding formula. The table below provides a comparison of FY'16 and FY'17 allocations.

Total WIOA	2016	2017		
State	\$52,492,626	\$48,744,208	-\$3,748,418	-7.14%
Local	\$41,927,065	\$36,623,213	-\$5,303,852	-12.65%
North Shore	\$2,416,868	\$1,881,036	-\$535,832	-22.17%

III. WIOA Adult, Dislocated Worker, Youth and Wagner-Peyser Programs Training will continue to be a priority of the WIB and the workforce development system will continue to spend at least 35% of all WIOA Adult and Dislocated Worker Program funds on training/education.

Adults

Through the North Shore Career Center One-Stop, adult job seekers will have access to a broad array of services from a comprehensive assortment of employment programs. WIOA provides for basic core services, which are available to all job seekers, and additional intensive and training services are available to persons predicated on meeting certain eligibility criteria.

Examples services include:

- Orientation to the information and services available through the OSCC system.
- Career counseling as required, based on customer need.
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs.
- Job search and placement assistance, including interview preparation, resume



preparation, job listings, resume listings, job clubs, and various job search workshops.

- Provision of information on employment and labor market statistics.
- Information and referral to job openings (including those posted on on-line job banks) and the hiring requirements of local firms.
- Program performance and cost information on eligible providers of training services.
- Assistance in establishing eligibility for obtaining financial assistance for training and other services.

Additional services and training services may be available, based on eligibility for various federally and state funded programs targeted to certain groups. For example, recipients of transitional assistance and certain economically disadvantaged adults may be eligible for occupational training and other specialized employment assistance programs. Low-income adults receive priority for WIOA funded training services. *Training* opportunities for adults include a customer-choice driven form of training vouchers, called "Individual Training Accounts" or "ITAs" that will help pay for the costs of approved training programs. ITAs may only be used to pay for approved Occupational Skills Training course that are approved for our local area on the Training Pro database.

Case management staff at the Career Centers assist in determining a job seeker's eligibility for training and guide them in the process of selecting a program from an approved list of providers. Also, the North Shore will allow a limited number of "On-the-Job Training (OJT)" opportunities for adults and dislocated workers. OJT is occupation specific training provided by an employer for a limited duration. The employer will pay the WIOA trainee a wage while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job. WIOA will reimburse the employer up to 50% of the wage rate for the extraordinary costs of providing the training and for the related additional supervision that is required.

Approximately 111 adults will be served in FY'17.

Proposed WIOA Performance Goals for Adults (Based on Current Goals, subject to change):

- Entered Employment Rate 83%
- Employment Retention Rate 90%
- Average Earnings \$12,700

The WIOA system also coordinates with several non-WIOA funding sources providing services to adults. Just a few of the examples include Department of Element and Secondary Education funded adult education, post-secondary vocational education and vocational education activities; Mass Rehabilitation Commission and Commission for the Blind funded vocational rehabilitation for persons with disabilities; Department of Transitional Assistance funded education and



training services to public assistance and food stamp recipients; and Title V services to older workers.

Dislocated Workers

Dislocated workers are those individuals who have been permanently laid off, or have received a notice of termination or layoff from employment. Dislocated Workers may receive the same WIOA training services as those available through the WIOA adult grant.

Approximately 183 Dislocated Workers will be served in FY'17.

Proposed WIOA Performance Goals for Dislocated Workers (Based on Current Goals, subject to change):

- Entered Employment Rate 85%
- Employment Retention Rate 95%
- Average Earnings \$21,000

There are also several other WIOA and non-WIOA funding sources assisting dislocated workers in addition to the “formula” funding and when possible case management staff seek out these funding opportunities for customers.

Additional opportunities that the NSWIB is interested in include ‘Sector-Based Trainings’ in the areas of Health Care, Financial Services, I.T. and Advanced Manufacturing. Currently, the NSWIB has grants in the area of Advanced Manufacturing, both with ITA’s and a new program efforts of ‘Apprenticeships’ through collaboration with our fellow WIBS in our region – Merrimack Valley WIB, Greater Lowell WIB, and Metro North REB. These industry sector initiatives /grants provide excellent in-roads for individuals who have an interest in entering into the one of these specific industry sectors and developing a set of skills that are needed within various occupations for career center Business Services Unit staff to learn and make connections with employers.

WIOA Youth

Service providers for FY’17 WIOA Youth program vendors were selected through a 2-year competitive Request for Proposals process in FY 2015. Providers will target either low income, at-risk youth that are entering their junior or senior year of high school in the fall of 2016, or low income, out-of-school youth 16-24 years of age that are not attending school, and meet one or more additional conditions, e.g. school dropout, homeless etc. Consistent with the national



emphasis on serving the growing population of out-of-school youth that are neither in school or working, in FY'17 *more than 95%* of the youth funds will be targeted to serve out-of-school youth.

Key services to *in-school youth* are dropout prevention; academic support; career and leadership development; work experience; and case management services that link youth to other community resources and youth partnering agencies. Primary outcomes for in-school youth are successful completion of high school and transition to employment and/or post-secondary education. Funds in FY '17 for in-school youth will be utilized for currently enrolled youth to ensure successful outcomes.

Key services to *out-of-school youth* include programs that raise educational attainment levels and provide academic support; occupational skills development; career and leadership development; work experience; and case management services that link youth to other community resources and youth partnering agencies. The primary outcomes for out-of school youth are transition to employment, attainment of a degree or certificate/credential and literacy/numeracy gains.

Approximately 109 youth will be served in WIOA FY 2017

Proposed WIOA Performance Goals for Youth (Based on Current Goals, subject to change):

Older Youth (19-21 years of age) and Younger Youth (14-18 years of age):

- Youth Placement in Employment or Education Rate 83%
- Youth Degree or Certificate Attainment Rate 75%
- Youth Literacy /Numeracy rate 50%

The WIB will closely coordinate WIOA activities with other youth programs and projects to leverage additional non-WIOA funds and better align services. The NSWIB will play a lead role in organizing community partners, including schools to better coordinate services for youth at risk of dropping out of high school and those older youth that have left school without a diploma.

Key partners in workforce development include the School-to-Career "Connecting Activities" partnerships, encompassing primarily Lynn, Salem, and Peabody School Systems (although other school districts can request services over the course of the year) and providing Massachusetts Work-Based Learning Plans and jobs to high school students. Also, **Amp It Up (a Connecting Activities enhancement)** 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 an education consultant, reviewing their curriculum, exploring its possible use in manufacturing or the life sciences, and then, based on their experiences, building classroom activities and lesson plans that bring the curriculum alive for their students. The NSWIB is committed to working with local school districts on STEM related activities, including teacher externships and other educational opportunities for school staff, company tours, etc.

In addition, the North Shore WIB's "**F1rstJobs**" program, which is publicly and privately funded, help to link teens with their first jobs – either at a private sector or non-profit employer. Part of F1rstJobs, another important youth initiative for the NSWIB, will be the state funded **YouthWorks** project which will place approximately 212 low-income, at-risk youth from Lynn (150) Peabody (31) and Salem (31) into summer jobs. It is anticipated that we will place 20 more at-risk youth in year-round positions as well.