

July 13, 2012

George Moriarty
Director
Department of Career Services
Charles F. Hurley Building
19 Staniford Street
Boston, MA 02114

Dear Mr. Moriarty:

Attached please find a copy of the North Shore Workforce Investment Boards FY 2013 Annual Workforce Development Business Plan and Division of Career Services MOU. Our response has also been submitted electronically and an original hardcopy has been sent to the Planning and Workforce Integration Department in accordance with WIA Communication #12-26.

We look forward to the state level review and receiving the formal letter of approval for our FY 2013 Plan. Please contact me if you have any questions.

Sincerely,



Mary Sarris,
Executive Director

cc: Kimberley Driscoll, Mayor, City of Salem
William Tinti, Chairman, NSWIB
Lisa Caissie, Division of Career Services

ATTACHMENT O

Massachusetts Fiscal Year 2013 Local Annual Plan

Local Annual Plan Document Checklist

Please use this checklist to ensure completeness; indicate each item that is being submitted.

	FY2013 Narrative Questions (<i>Attachment A</i>) <i>Responses to questions #1-5 are due no later than September 1, 2012</i>
	DCS Cost Analysis Template (<i>Attachment A2</i>) <i>Due no later than November 15, 2012</i>
X	Notification of Local System Changes (<i>Attachment B</i>)
X	One-Stop Career Center Hours of Operation Form (<i>Attachment C</i>)
X	MOU Activity Summary Form (<i>Attachment E</i>)
X	Annual Plan Submission Contact Information Form (<i>Attachment F</i>)
X	MOU and Annual Plan Signatories Form (<i>Attachment G</i>)
X	Financial Modification Authorization Forms (<i>Attachment H</i>)
	<i>Attachment I (Charts Below):</i>
X	Labor Exchange Program Summary (<i>Chart #1</i>)
X	WIA Title I Program Summary for Adults (<i>Chart #2</i>)
X	WIA Title I Program Summary for Dislocated Workers (<i>Chart #3</i>)
X	WIA Title I Program Summary for Youth (<i>Chart #4</i>)
X	Integrated Budget and Narrative (<i>Attachment L</i>)
X	Completed Local Annual Plan Document Checklist (<i>Attachment O</i>)

ATTACHMENT B

Massachusetts Fiscal Year 2013 Local Annual Plan

NOTIFICATION of LOCAL SYSTEM CHANGES

FISCAL YEAR 2013 CHANGES

Please describe any programmatic, infrastructure or organizational changes planned for FY2013, including those that will result from any budget reduction/augmentation.

Please complete this form and submit as part of your FY2013 Local Annual Plan package.

Local Area: North Shore WIB

Are changes planned for FY2013: ☐ YES ☒ NO

If significant service design or other changes from FY2012 are planned for FY2013, describe below each change to the local workforce development model. For each planned change, the description should include both:

- a. a discussion of the basis for the planned change, and
- b. a discussion of the projected outcome(s) and benefit(s) to be realized as result of the planned change.

Describe Changes:

ATTACHMENT C

Massachusetts Fiscal Year 2013 Local Annual Plan

Department of Career Services One-Stop Career Center Hours of Operation Form

In order to ensure that accurate information is provided to the public with regard to local area One-Stop Career Center services, please provide the following information for each Career Center in your workforce investment area and indicate whether the facility listed is a full-service One-Stop Career Center or a Satellite facility.

Workforce Investment Area: North Shore WIB

Career Center Name	Address	Phone Number	Fax Number	FY 2013 Hours of Operation	Full Service	Satellite
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	
North Shore Career Center - Lynn	181 Union Street Lynn, Massachusetts, 01901	(781) 593.0585	(617) 727.3712	M, W, TH (8:30 to 5PM) T (8:30 to 7PM) F (9:30 to 5PM)	yes	
North Shore Career Center – Gloucester	5 Pleasant Street Gloucester, Massachusetts 01930	(978) 283.4772	(617) 727.5975	M – F (8:30 to 5PM)		yes

Note: Information contained in this document will be posted to the www.mass.gov/eolwd website. Please be sure to check the website to assure information accuracy. Notify Lisa Caissie at lcaissie@detma.org immediately if any of the information is not accurate or changes occur.

ATTACHMENT E

Massachusetts Fiscal Year 2013 Local Annual Plan

MOU ACTIVITY SUMMARY

FY 2013

LWIB Name: North Shore WIB

Date: July 17, 2012

Contact Person: Mary Sarris

PARTNER/PROGRAM	Signed MOU ? Y/N	Duration		If no MOU, or no current MOU, explain.
		Start Date	End Date	
Department of Career Services Title I Title III ES/Wagner-Peyser Title III ES/UI Claimants Title III ES/Veterans Trade Adjustment Assistance State Appropriation Migrant & Seasonal Farm Workers	yes	7/1/2012	6/30/2013	Submitted as part of this Plan
Mass Rehabilitation Commission	yes	7/1/2012	6/30/2014	
Mass Commission for the Blind	yes	7/1/2012	6/30/2014	In process
Department of Mental Health	no			
Department of Elementary and Secondary Education ABE and ESOL	no	9/1/2012*	8/30/2013	DESE is establishing template of MOU
Post Secondary / Vocational Education	no			
Community Service Block Grants Community Action Agencies	yes	7/1/2012	6/30/2014	In Process
Older Americans Act - Title V Senior Community Service Employment	yes	2/1/2010	on-going	

ATTACHMENT E

Massachusetts Fiscal Year 2013 Local Annual Plan

Job Corps	no	9/1/2012*	8/31/2013	New vendor recently identified by USDOL starting 8/1/2012, will communicate with vendor and begin process of MOU
Housing & Urban Development				
Job Links				
Moving to Work	no			

* anticipated start date

ATTACHMENT F

**Massachusetts
Fiscal Year 2013 Local Annual Plan**

FY13 Annual Plan Submission Contact Information Local Workforce Investment Board

**Fiscal Year 2013 Local Annual Plan
and
Memorandum of Understanding
for
Title I, Wagner-Peyser and Associated Programs Funded through DCS**

North Shore Workforce Investment Board

Name of Workforce Investment Board

Please designate a primary contact person for the submission of your area's FY 2013 Local Annual Plan. The person named will be the individual that state reviewers will contact if there are questions or additional information is needed in order to complete the review of your plan.

Principal Contact

Typed Name: Mary Sarris

Title: Executive Director

Mail Address: 70 Washington Street, Suite 314, Salem, MA 01982

E-mail Address: msarris@northshorewib.com

Telephone: 978.741.3805

Fax Number: 978.741.3809

ATTACHMENT G

Massachusetts
Fiscal Year 2013 Local Annual Plan

MOU and Annual Plan Signatories

Fiscal Year 2013
Local Annual Plan and Memorandum of Understanding for Title I,
Wagner-Peyser and Associated Programs Funded through DCS

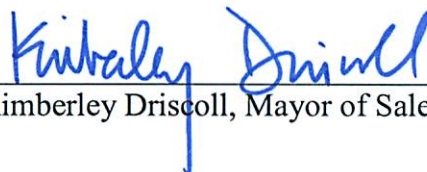
North Shore Workforce Investment Board

Name of Workforce Investment Board

DURATION OF MOU

This FY2013 Local Annual Plan and DCS MOU shall be fully executed as of the date of signature below, and effective through June 30, 2013. The Plan and MOU may be amended or modified if agreed to by all parties.


PRINCIPAL SIGNATORIES



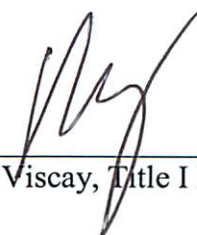
Kimberley Driscoll, Mayor of Salem, Chief Elected Official July 19, 2012 Date



William Tinti, Chair, North Shore Workforce Investment Board 7/13/12 Date



David Manning, Program Accountability Systems & Support, DCS 7/13/12 Date



Richard Viscay, Title I Fiscal Agent, City of Salem 7/12/12 Date

Signature indicates acceptance of all Assurances as delineated in Attachment D.

ATTACHMENT H

Financial Forms Modification Authorization Form

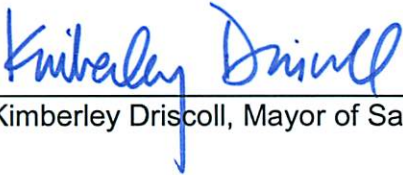
Principal Signatories' Authorization to Sign Financial Forms

Fiscal Year 2013 Annual Plan Integrated Budget for Title I, Wagner-Peyser and Associated Programs Funded through DCS

North Shore Workforce Investment Board

It is agreed by all parties having signed below that the DCS financial forms, as listed, may be amended or modified as necessary by the person(s) named. This authority shall be granted for the duration of the fiscal year, effective through June 30, 2013.

PRINCIPAL SIGNATORIES



Kimberley Driscoll, Mayor of Salem, Chief Elected Official

July 13, 2012

Date



William Tinti, Chair, North Shore Workforce Investment Board

7/13/12

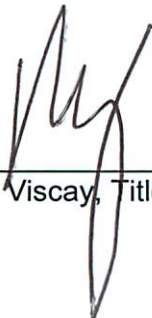
Date



David Manning, Program Accountability Systems & Support, DCS

7/13/12

Date



Richard Viscay, Title I Fiscal Agent, City of Salem

7/12/12

Date

ATTACHMENT H

Financial Forms Modification Authorization Form

Principal Signatories' Authorization to Sign Financial Forms

1. Authority to Sign INTEGRATED BUDGET MODIFICATIONS Granted to:

Michael J. Medler 7/6/12
Michael J. Medler, Budget Director Date

2. Authority to Sign CONTRACT MODIFICATIONS Granted to:

Kimberley Driscoll 7/10/12
Kimberley Driscoll, Mayor of Salem, Chief Elected Official Date

3. Authority to Sign FISCAL STATUS REPORTS (FSR) Granted to:

Michael J. Medler 7/6/12
Michael J. Medler, Budget Director Date

ATTACHMENT I

Date Submitted or Resubmitted: July 17, 2012 Modification # if not new: _____

CHART 1

FY2013 LABOR EXCHANGE PROGRAM SUMMARY

North Shore WIB

Workforce Investment Board Name

A	B	C	D	E
Program Activity in MOSES	July-June FY2010	July-June FY2011	July-April FY2012	Planned FY2013
A. Job Seekers Services				
1. Total Job Seekers Served	14,304	14,705	12,039	14,000
a. Total Job Seekers Unemployed	13,385	13,708	10,998	12,000
b. Persons with Disabilities	978	864	784	900
c. UI Claimants Served	7,403	6,945	5,592	6,500
d. Veterans Served	836	858	688	800
B. Employer Services				
1.Total Employers Served (= 1.a + 1.b)	1,305	1,226	1,070	1,300
a. New to Career Center	632	575	486	550
b. Repeat	673	651	584	750
2. Employers Listing Job Orders	603	732	495	700

Column Instructions:

Column B - Enter data from the Year-to-Date Column of the WIB level June 2010 OSCCAR.

Column C - Enter data from the Year-to-Date Column of the WIB level June 2011 OSCCAR.

Column D - Enter data from the Year-to-Date Column of the WIB level April 2012 OSCCAR.

Column E - Enter planned numbers for the July-June period of FY2013.

Notes:

"New" means that the employer has never received services from the Career Center. An employer that is new in a given month will appear in the monthly and the cumulative "new" counts on OSCCAR for the remaining months of the fiscal year.

"Repeat" means that the employer has returned to the Career Center for service after having received services in a prior fiscal year. At no time will a repeat employer be counted as new.

Entered employment information will be reported from the Quarterly Labor Exchange Performance Reports *based on wage record matching* rather than from the OSCCAR information based on local data entry.

FY 2013 ANNUAL INTEGRATED BUDGET

WIB Name: NORTH SHORE						Fiscal Officer - prep/review by: Mike Medler				prep. by		Greg Bunn					Date Submitted	7/10/2012	Date Approved	
Program / Phase Number	WP	WP	WP	One			UI	UI	UI	WIA	WIA	WIA	WIA	WIA	WIA	WIB		Youth	Skill Start	SubTotal
Program / Phase Description	90%	90%	10%	Stop	DVOP	LVER	W-In	Hearings	Other	T-1 Adult	T-1 Adult	T-1 Youth	T-1 Youth	T-1 DW	T-1 DW			Council		Page 2
Phase Number	FY12	FY13	FY13							FY12	FY13	FY12	FY13	FY12	FY13					TOTAL
AVAILABLE FUNDING	\$160,578	\$623,459	\$53,973	\$133,762	\$81,584	\$81,396	\$0	\$0	\$217,000	\$217,597	\$720,816	\$145,341	\$741,452	\$214,062	\$731,994	\$75,000	\$20,000	\$4,341	\$2,799,659	\$7,022,014
New Funding		\$623,459	\$53,973	\$133,762	\$81,584	\$81,396	\$0	\$0	\$217,000		\$720,816		\$741,452		\$731,994	\$75,000	\$20,000	\$4,341	\$1,057,181	\$4,541,958
Carry-in Funding (12 to 13)	\$160,578									\$217,597		\$145,341		\$214,062					\$1,742,478	\$2,480,056
STATE-PAID- RETAINED FTEs:	1.20	7.60	0.00	0.00	1.00	1.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	8.10	22.00
PERSONNEL (use personnel sheets)	\$92,411	\$355,702	\$0	\$0	\$49,740	\$49,740	\$0	\$0	\$132,405	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,113	\$307,616	\$990,727
FRINGE - (25.98%) & Payroll Tax (1.29%) (use person	\$25,200	\$97,000	\$0	\$0	\$13,564	\$13,564	\$0	\$0	\$36,107	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$849	\$83,887	\$270,171
AS&T - (10.00%) & State Indirect (2.19%) (use person	\$11,265	\$43,360	\$0	\$0	\$6,063	\$6,063	\$0	\$0	\$16,140	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$379	\$37,498	\$120,768
PREMISES LEASE (see attachment)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TELEPHONES (see attachment)	\$1,121	\$222	\$1,800	\$0	\$0	\$345	\$0	\$0	\$5,139	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,871	\$11,498
DATA CIRCUITS (see attachment)	\$2,943	\$0	\$3,700	\$0	\$357	\$370	\$0	\$0	\$1,094	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,526	\$14,990
MOSES FEE (see attachment)	\$8,085	\$0	\$11,000	\$0	\$909	\$909	\$0	\$0	\$2,725	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,668	\$39,296
TRAVEL	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$770	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,145	\$2,915
INFORMATION TECHNOLOGY (IT)	\$1,216	\$1,563	\$3,254	\$0	\$312	\$312	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,843	\$13,500
SUPPLIES & EQUIPMENT ETC.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SUBTOTAL-STATE-PD-RETAINED-EXP	\$142,241	\$498,847	\$19,754	\$0	\$70,945	\$71,303	\$0	\$0	\$194,380	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,341	\$462,054	\$1,463,865
CAREER CENTER/FISCAL AGENT FTEs:	0.00	0.00	0.00	1.30	0.00	0.00	0.00	0.00	0.00	2.39	3.24	0.29	1.83	1.80	4.90	0.00	0.00	0.00	5.48	21.23
PERSONNEL	\$0	\$0	\$0	\$84,992	\$0	\$0	\$0	\$0	\$0	\$90,655	\$132,953	\$12,925	\$81,868	\$67,937	\$195,972	\$0	\$0	\$0	\$235,608	\$902,910
FRINGE	\$0	\$0	\$0	\$12,940	\$0	\$0	\$0	\$0	\$0	\$22,638	\$33,829	\$3,677	\$23,288	\$17,285	\$50,515	\$0	\$0	\$0	\$44,237	\$208,409
PREMISES LEASE	\$11,841	\$45,998	\$17,046	\$8,218	\$7,061	\$7,227	\$0	\$0	\$21,482	\$14,760	\$18,520	\$3,158	\$16,794	\$11,227	\$27,551	\$0	\$0	\$0	\$83,748	\$294,631
DATA CIRCUITS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MOSES FEE (see attachment)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INFORMATION TECHNOLOGY (IT)	\$2,000	\$10,926	\$0	\$1,827	\$1,433	\$1,365	\$0	\$0	\$0	\$2,089	\$6,198	\$778	\$3,824	\$1,613	\$8,169	\$0	\$0	\$0	\$21,478	\$61,700
NON PERSONNEL SERVICES TOTAL	\$2,478	\$9,619	\$0	\$1,832	\$1,419	\$1,353	\$0	\$0	\$0	\$1,613	\$6,031	\$632	\$4,004	\$1,250	\$7,831	\$0	\$0	\$0	\$21,288	\$59,350
OTHER	\$2,018	\$4,130	\$0	\$8,744	\$726	\$148	\$0	\$0	\$1,138	\$2,490	\$2,858	\$881	\$1,937	\$1,862	\$3,357	\$0	\$0	\$0	\$616,760	\$647,049
SUPPORT SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0	\$750	\$8,250
TRAINING																				
Occupational Skills Training (ITA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$65,000	\$225,000	\$0	\$0	\$100,000	\$225,000	\$0	\$0	\$0	\$205,500	\$820,500
All other training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,969	\$381,531	\$0	\$0	\$0	\$0	\$0	\$364,400	\$851,900
Sub-Total TRAINING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$65,000	\$225,000	\$105,969	\$381,531	\$100,000	\$225,000	\$0	\$0	\$0	\$569,900	\$1,672,400
SUBTOTAL-CC-FA-EXP (locally paid)	\$18,337	\$70,673	\$17,046	\$118,553	\$10,639	\$10,093	\$0	\$0	\$22,620	\$199,245	\$430,389	\$128,020	\$513,246	\$201,174	\$520,895	\$0	\$0	\$0	\$1,593,769	\$3,854,699
WIB/FISCAL AGENT FTEs:	0.00	0.00	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.21	1.58	0.20	1.93	0.15	1.80	0.88	0.29	0.00	1.53	8.86
PERSONNEL	\$0	\$0	\$11,066	\$6,045	\$0	\$0	\$0	\$0	\$0	\$11,730	\$78,897	\$11,282	\$106,311	\$8,183	\$88,965	\$48,834	\$14,108	\$0	\$82,204	\$467,625
FRINGE	\$0	\$0	\$3,674	\$2,163	\$0	\$0	\$0	\$0	\$0	\$3,852	\$25,361	\$3,408	\$32,319	\$2,720	\$28,887	\$12,018	\$3,516	\$0	\$27,545	\$145,463
PREMISES LEASE	\$0	\$0	\$865	\$519	\$0	\$0	\$0	\$0	\$0	\$992	\$6,873	\$1,026	\$9,754	\$701	\$7,837	\$3,939	\$1,281	\$0	\$15,135	\$48,922
DATA CIRCUITS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MOSES FEE (see attachment)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INFORMATION TECHNOLOGY (IT)	\$0	\$0	\$182	\$109	\$0	\$0	\$0	\$0	\$0	\$204	\$1,424	\$211	\$2,013	\$144	\$1,626	\$805	\$261	\$0	\$3,121	\$10,100
NON PERSONNEL SERVICES TOTAL	\$0	\$0	\$373	\$224	\$0	\$0	\$0	\$0	\$0	\$507	\$3,316	\$531	\$4,845	\$358	\$3,775	\$2,077	\$682	\$0	\$7,569	\$24,257
OTHER	\$0	\$0	\$1,013	\$6,149	\$0	\$0	\$0	\$0	\$0	\$1,067	\$13,611	\$863	\$14,857	\$782	\$15,704	\$7,327	\$152	\$0	\$31,256	\$92,781
SUPPORT SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TRAINING																				
Occupational Skills Training (ITA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$54,000	\$54,000
All other training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$326,200	\$326,200
Sub-Total TRAINING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$380,200	\$380,200
WIB EXPENSES (NON-ADD) TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,255	\$64,742	\$14,480	\$104,307	\$9,826	\$71,900	\$70,250	\$20,000	\$0	\$308,592	\$678,352
SUBTOTAL-WIB-FA-EXP (locally paid)	\$0	\$0	\$17,173	\$15,209	\$0	\$0	\$0	\$0	\$0	\$18,352	\$129,482	\$17,321	\$170,099	\$12,888	\$146,794	\$75,000	\$20,000	\$0	\$547,030	\$1,169,348
RETAINED AMOUNT	\$142,241	\$498,847	\$19,754	\$0	\$70,945	\$71,303	\$0	\$0	\$194,380	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,341	\$462,054	\$1,463,865
SUBTOTAL-CC-FA-EXP (locally paid)	\$18,337	\$70,673	\$17,046	\$118,553	\$10,639	\$10,093	\$0	\$0	\$22,620	\$199,245	\$430,389	\$128,020	\$513,246	\$201,174	\$520,895	\$0	\$0	\$0	\$1,593,769	\$3,854,699
SUBTOTAL-WIB-FA-EXP (locally paid)	\$0	\$0	\$17,173	\$15,209	\$0	\$0	\$0	\$0	\$0	\$18,352	\$129,482	\$17,321	\$170,099	\$12,888	\$146,794	\$75,000	\$20,000	\$0	\$547,030	\$1,169,348
TOTAL ALL EXPENSES (State+Contr)	\$160,578	\$569,520	\$53,973	\$133,762	\$81,584	\$81,396	\$0	\$0	\$217,000	\$217,597	\$559,871	\$145,341	\$683,345	\$214,062	\$667,689	\$75,000	\$20,000	\$4,341	\$2,602,853	\$6,487,912
CONTRACT AMOUNT	\$18,337	\$70,673	\$34,219	\$133,762	\$10,639	\$10,093	\$0	\$0	\$22,620	\$217,597	\$559,871	\$145,341	\$683,345	\$214,062	\$667,689	\$75,000	\$20,000	\$0	\$2,140,799	\$5,024,047
Unallocated Balance	\$0	\$53,939	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$160,945	\$0	\$58,107	\$0	\$64,305	\$0	\$0	\$0	\$196,806	\$534,102
WIA Adult <=> DW Transfers										\$0	-\$50,000	\$0	\$0	\$0	\$50,000					
Adjusted Unallocated Balance										\$0	\$110,945	\$0	\$58,107	\$0	\$114,305					

ATTACHMENT A - Narrative Questions

North Shore Workforce Investment Board

Fiscal Year 2013 Local Annual Plan

1. Challenges: *Please identify current or anticipated issues specific to your region, employer base or individual population and how you propose to address those issues. This is your opportunity to provide input on your particular area, in all respects, for inclusion into the broader state wide model that will be finalized for FY14. Please include specific labor market circumstances that are facing job seekers and employers in your region. You should also include your detailed ideas and plans on how to best address these challenges.*

The North Shore Workforce Investment Board through our most recent Strategic Plan 2012 has identified the workforce development challenges in our local area facing businesses as well as individual job seekers. Below key elements of this strategic plan are listed. For the full version of the NSWIB Strategic Plan 2012 -2014 please use the following link:

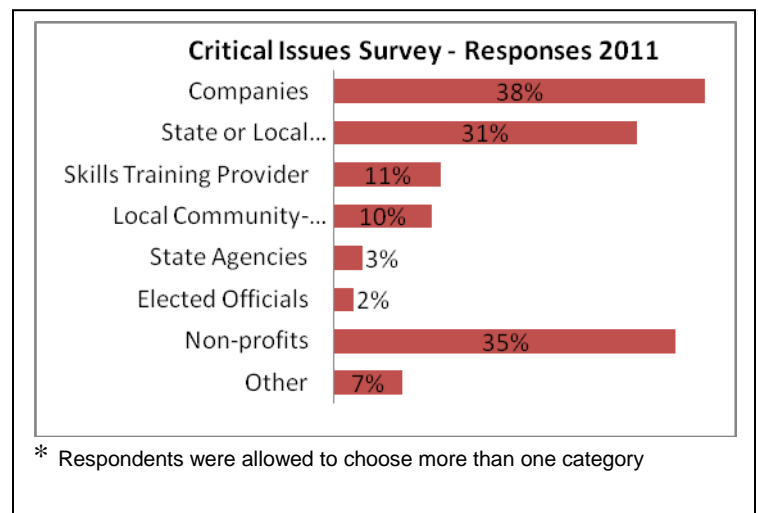
<http://www.northshorewib.com/documents/NSWIBStrategicPlan2012.pdf>

Strategic Plan Overview

In 2008, the North Shore Workforce Investment Board (NSWIB) completed its first Strategic Plan, which has led the organization through the past three rather tumultuous years of workforce service to the region. This document updates the Strategic Plan, finding direction from current labor market information, board-led research into service patterns for job seekers and companies, surveys and discussions with partners and other stakeholders, and economic development research that looks to the future. The mission, vision, goals and objectives developed under the 2008 plan remain virtually the same, but the activities and benchmarks designed to reach these goals have been updated to reflect current realities. The **full membership of the NSWIB**, along with several partners, participated in the development of this Plan, and will be responsible for carrying it out.

Research to develop this plan consisted of:

1. An online “**Critical Issues Questionnaire**” was sent to over 482 community and business leaders on the North Shore during July and August 2011. 90 responses were received from various organizations and sectors. The overall response rate was 19%. (see Appendix 5 for more detailed information on all responses as well as a comparison with 2008 results)
2. A new Labor Market Blueprint, including in-depth research into the current workforce development realities



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of the region

3. An Economic Development Snapshot, providing data on non-workforce development activity such as venture capital investment, business loans, commercial rentals and expansion, and government support.

Throughout the process, WIB staff discussed plan activities with WIB committees which include non-WIB members who represent various stakeholders in the region to get their input and comments. Some of the insights evident to us include:

1. Lack of occupational skills still remains the number one issue keeping individuals from finding work.
2. However, when filtered by type of respondent, education and training providers see lack of basic skills as a critical hindrance to employment; companies do not see this as an issue and remain committed to lack of occupational skills as the primary reason for unfilled positions.
3. Lack of knowledge on how to get these skills AND on how to find a job are seen as more challenging than in 2008.
4. The need for information on local labor force needs is seen as more critical for our educational providers.
5. Coordination with Economic Development continues to be important.
6. The cost of doing business has become more of a concern across the region.
7. Not surprisingly, the recession has most definitely slowed hiring in a serious way; job creation seems to be a key response to this issue.

Strategic Challenges Identified:

Through the planning process, the following key strategic challenges were identified as critical factors in choosing the goals, objectives and activities that will be the focus of the NSWIB over the next three years:

- Policies and funding structures often create barriers that limit program development and impede access for customers.
- In the highly skilled labor market of the north shore it is difficult to get low-skilled individuals on career pathways.
- Education and training programs that work for working adults, from admission criteria, to remediation, to scheduling, to cost are insufficient to meet demand.
- Business needs and opportunities are constantly shifting and changing, with what appears to be an on-going increase in skill levels for all workers, and the NSWIB must be proactive in forecasting those needs and developing creative programs that adapt to job seeker's varied and complex skills and abilities to fill market needs.

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- Business increasingly mention the cost of hiring as a serious concern.
- Technology has changed and improved in such a way that companies can be more efficient with fewer workers, leading to an overall slow pace of job creation.
- Resources (space, funding, time, etc.) to meet the needs of immigrant workforce are limited.
- North Shore workforce is aging, creating vacancies in certain industries and an increased need for some of the adult workers to develop new skills as they change careers.
- Educators face practical and/or systemic barriers to teaching in ways that engage and connect youth and adults to the work world – particularly required skills such as Science, Technology, Engineering and Math.
- A number of youth cannot obtain quality work experiences during the school year and summer.
- Strategic alignment of workforce development and economic development opportunities is progressing through the establishment of the North Shore Alliance for Economic Development, but continued support and focus is required.
- WIB must continue its focus on partnership development in order to engage stakeholders and increase recognition and visibility on the North Shore.
- Focused attention needs to be given to aligning limited staffing, funding, technology and Board capacity with key priorities.
- Public funds are increasingly limited and the need to look for alternative funding sources and partnership is growing for all in public service.

North Shore WIB Strategic Goals 2012 - 2014

Based on a comprehensive analysis of regional labor market needs, challenges and priorities, the North Shore Workforce Investment Board sets forth the following five strategic goals:

GOAL 1: THE NORTH SHORE WIB WILL BUILD THE CAPACITY OF THE NORTH SHORE WORKFORCE SYSTEM TO RESPOND TO LABOR MARKET NEEDS.

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Objective #1: 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.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Participate with the North Shore Alliance for Economic Development</p> <p>1.1 Continue to participate in the development of this Alliance with other municipal, education, business, and civic leaders. Work with Alliance on identifying one to two goals from each recommendation within the Economic Snapshot to work on.</p> <p>1.2 WIB will actively choose and participate in at least one activity/program with this new Alliance</p>	<p>2012 – 2014</p> <p>2012 - 2014</p>	<p>1.1.1 One to two goals have been met from Economic Snapshot recommendations</p> <p>1.1.2 The North Shore WIB will continue to have a seat on the Executive Committee of the Alliance</p> <p>1.2.1 Completion of program/activity designed to mutually support economic and workforce development</p>
<p>Eliminate policy barriers.</p> <p>1.3 Develop a list of 3-5 key policy changes that could be made to positively impact workforce capacity</p> <p>1.4 Advocate locally and jointly with other WIBs for identified policy and funding changes.</p> <p>1.5 Disseminate a bi-annual report to the legislature documenting programs and outcomes for the North Shore region</p> <p>1.6 Strengthen relationship with local political leaders such as Congressman John Tierney who represents the North Shore and is the only New England Legislator on the Labor Committee and Thomas McGee, the Chair of the Mass. Workforce Committee.</p>	<p>2012,2013</p> <p>2012</p> <p>2012-2014</p> <p>2012-2014</p>	<p>1.3.1 At least one significant policy change impacting workforce capacity will have been accomplished.</p> <p>1.4.1 WIB regularly attends the North of Boston Mayors group meetings and reports on activities and services available as well as other issues of concern.</p> <p>1.5.1 (and 1.6.1) Staffers of elected leaders currently not attending regularly will attend WIB meetings</p>

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Objective #2: 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.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Career Center Charter		
2.1 Continue to conduct bi-annual reviews of Charter to ensure that services provided to companies and individuals continually improve and respond to current needs	2012 - 2014	2.1.1 Active charter exists at all times. Additional focus areas include: -Career Center services are out in the community. - Infrastructure costs have decreased -Additional training funds are available
2.2 Continue initiatives in four critical sectors:	2012 -2014	2.2.1 Board representation for all of the sector initiatives
2.2a <u>Healthcare Learning Network</u> – build skills of low skilled workers and others to get into college healthcare programs	2012-2014	2.2a.1Healthcare – HCLN is recognized and available across the community as a viable college-prep resource – other courses, e.g., Technical Nurse Assistant and Enhanced LPN programs.
2.2b <u>Durable Goods Manufacturing</u> – work with North Shore Technology Council, the E-Team Machinist Program, and North Shore community college on creating paid training programs	2012-2014	2.2b.1 Durable goods – a partnership between the durable goods manufacturing industry and North Shore Community College that leads to an Associate Degree or Certificate will exist additional companies participate in this program.
2.2c <u>Construction</u> – work in conjunction with voc-tech high schools and re-establish a leadership group with construction industry to create specific pathways for workers to enter the trades.		2.2c.1 Construction – grant funds will have been secured to support a joint training program for construction workers –connect this with the green/clean initiatives.
2.2d <u>Small Business Cluster Development</u> - Begin working from a sectorial perspective with small businesses – solve common workforce needs utilizing the Workforce Training Fund as well as other sources.	2012 - 2014	2.2d.1Application has been submitted to the Workforce training fund as a ‘Consortium Grant’ with NSWIB as the intermediary group.

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<p>Leverage emerging industry</p> <p>2.3 Continue to work with North Shore InnoVentures group</p> <p>2.4 Research workforce needs of biotech industry to determine how best to provide career opportunities for local residents based on these needs, with a focus on youth and/or other demographic groups in the region.</p>	<p>2012-2014</p> <p>2012</p>	<p>2.3.1 Collaborative with North Shore Innoventures group to solve two workforce development needs</p> <p>2.4.1 The North Shore WIB has at least one board member from the bio-tech industry.</p> <p>2.4.2 Potential program called “tech trek” (also in youth pipeline section) to introduce youth to the biotech industry by having tours through companies, etc.</p> <p>2.4.3 Biotech industry participates in WIB externship project continue working with Metro Southwest to fully implement LIFT</p> <p>2.4.4. Potential training project is identified and in the planning stage with local educational entities</p>
<p>Improve services for targeted populations – Older Workers</p> <p>2.5 Conduct needs assessment on target populations</p> <p>2.6 Maintain comprehensive data base of all agencies and programs that provide services to targeted populations – identify barriers and gaps</p> <p>2.7 Identify areas for potential partnerships and/or expansion of existing programs that will reach targeted populations</p>	<p>2012 – 2014</p> <p>2013</p> <p>2013</p>	<p>2.5.1 (and 2.6.1) At least two updated publications are on the WIB website summarizing findings and suggested services/programs.</p> <p>2.6.1 Listing available and on website.</p> <p>2.7.1 Increased education and training service availability for mature workers on the north shore either</p>

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		<p>through additional resources and slots available in traditional programs or new program development – included targeting funding opportunities from non-traditional funding sources e.g. ARRP</p> <p>2.7.2 Improved services/relationships with one companies that are seeking ways to retain older workers in skilled jobs or to help older workers transition into new work situations.</p>
<p>Implement a Forecasting Project</p> <p>2.8 Update Blueprint and similar data projects on an on-going basis (complete new Blueprint no later than 2014)</p>	2014	<p>2.8.1 Blueprint complete</p> <p>2.8.2 An annual interview protocol for each critical sector and emerging industry exists and is implemented</p>
<p>2.9 Annually interview WIB members in each critical sector on what they predict their sector will look like in five years.</p>	2012 – 2014	<p>2.9.1 Representatives from each critical sector and emerging industry have been interviewed annually</p>
<p>2.10 Create a database and schematic by critical sector and emerging industry to predict future opportunities and potential challenges</p>	2012 - 2014	<p>2.10.1 Data from the interviews has been entered into the schematic and has been incorporated into annual program planning activities</p>
<p>Share LMI, Strategic Planning and Program Experience/Expertise as a fee base services</p> <p>2.11 Develop a fee-based services for other workforce development organizations that utilize internal talents and experience</p>	<p>2012</p> <p>2012-2014</p>	<p>2.11.1 Marketing materials have been developed that highlight available services</p> <p>2.11.2 Four new clients have utilized and benefited from services of NSWIB</p>

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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.

Objective #1: Collaborate with educational and training partners to increase available resources and align policies so that employer and worker needs are met.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Resource and Policy Analysis</p> <p>1.1 Identify barriers that may be preventing access to services designed to meet the needs in each critical sector (i.e: interest, scheduling, developmental capacity, etc.)</p>	<p>2012-2013</p> <p>2012-2014</p>	<p>1.1.1 Skills Sets documented for 5 occupations within each critical industry and the barriers for services and training for each documented.</p> <p>1.1.2 Share findings on website and have hosted morning seminar and information gather sessions with training vendors covering critical industries and Life Sciences industry.</p>
<p>Increase the ability of local residents to use technology as a basic job skill across all industries and occupations</p> <p>1.2 Research and identify available basic technology training programs across the North shore and determine which belong on our preferred vendor list, specifically those that result in a credential or certificate for trainees.</p> <p>1.3 Develop and implement a cost effective way to provide basic Microsoft office training as a core service at the career centers.</p>	<p>2012</p> <p>2012</p>	<p>1.2.1 Increase in the number of trainees who find jobs that require technology skills identified through credentials or certificates.</p> <p>1.3.1 Sixty customers receive intensive services that focus on Basic Microsoft Office skills prior to receiving further advanced</p>

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		occupational skills training (if applicable.)
Increase use of technology as a tool through which students learn specific skills required in vacant job positions.		
1.4 Evaluate HCLN as the initial WIB-Supported technology-based training program to determine its effectiveness and viability, including its potential replication in other industry sectors.	2012 – 2013	1.4.1 Report listed on Website
1.5 Investigate other evidence-based practices on how technology can augment learning strategies and increase access to training services	2012-2014	1.5.1 Distribute findings on technology and how it can assist training for 2 of the other critical industries other than health care.
1.6 Share “best-practice” research with education and training partners	2012	1.6.1 Best Practices listed on website

Objective #2: Facilitate alignment of education, training, workforce and economic development activities so that employer and worker needs are met.

Activity:	Timeframe:	Benchmarks/Indicators of Success
To Increase number of education and training opportunities that align occupational skills with ABE core skills.		
2.1 Seek continued grant funding and/or other		

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<p>venues to expand the Healthcare Learning Network so that more front line health care workers can participate in education and training programs that are tailored specifically to their career ladder and can lead to becoming a Licensed Practical Nurse or other allied health professional.</p> <p>2.2 Work with North Shore Community College Health Sciences Department to continue with 'Technical Nurse Assistant' program (renamed and placed as a regular course offering), as well as the Enhanced PLN Program developed in the Spring of 2011.</p> <p>2.3 Working in concert with NSCC's Certificate and Degree Pathway Mapping project, students, employees and community will have clear understanding of career and education pathways available to them.</p> <p>2.4 Have training vendors and career center staff meet with sector groups to share ideas and learn about changes within industry and sectors overall.</p> <p>2.5 work with community college on TAACCCP project, assisting in developing more effective systems in both remedial and college level</p>	2012	2.1.1 Health Care Learning Networks remains a viable option for local health care industry beyond the terms of the current grant
	2013	2.1.2 Perform an in-depth evaluation of on-line learning and how it can best be used to increase access by working learners to advanced skill development. Host discussion groups on this topic.
	2012 - 2014	2.2.1 Certificate Course is in place.
		2.2.2 Employers continue to play role in curriculum enhancements etc.
	2012 - 2014	2.3.1 Pathways are mapped and links are on NSWIB website.
		2.3.2 WIB Host Community Form in collaboration with North Shore Community College highlighting pathways and alignment with workforce development
		2.4.1 One session held per year for each critical industry with opportunity to share information with training providers and career center staff
		2.5.1 Career center navigators and other staff working more closely with college to move customers into

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programs for working adults or adults that have limited time before returning to work.		<p>certificate and degree programs.</p> <p>2.5.2 User friendly college programming exists and is continually accessed by career center customers and other working students. Career center customer flow to the college through ITAs increases by 15%</p>
<p>Alignment with ABE Providers and Occupational Skills Training</p> <p>2.5 Work with DESE and local ABE applicants the next 5-year RFP procurement cycle to ensure that contextualized instruction (with an occupational focus) and/or career awareness/exploration is included.</p>	2012 - 2014	<p>2.5.1 The MA Department of Elementary and Secondary Education requires ABE vendors to provide occupationally focused contextualized instruction and/or career awareness as part of its next 5-year RFP. In addition, the WIB/Career Centers participates in at least two Workplace Education grants that support the development of higher level skills in low skilled individuals.</p>
<p>Expand language learning opportunities</p> <p>2.6 Contact vendors and gather data on ESOL waitlist and/or other sources that accurately describe ESOL needs on the North Shore.</p> <p>2.7 Provide support to vendors in creating</p>	2012-2014	<p>2.6.1 Clear and up-to-date data exists that portrays the demographics of the North Shore and the ability of local organizations to provide language-related resources to North Shore residents in need.</p> <p>2.7.1 Language-related resources</p>

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partnerships that will integrate ESOL services into existing education and training programs	2012 – 2014	<p>have increased for immigrant populations addresses their training needs.</p> <p>2.7.2 Participation from at least two community-based organizations that have focus on the immigrant population on the skills gap committee</p>
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GOAL 3: THE NORTH SHORE WIB WILL ENHANCE THE YOUTH PIPELINE BY INCREASING AND ALIGNING EDUCATION, TRAINING AND EMPLOYMENT PROGRAMS.

Objective #1: Facilitate stronger connections between secondary schools, vocational education, workforce development (including CBO's) and higher education.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Continue outreach to vocational/technical schools, comprehensive high schools and after-school programs.</p> <p>1.1 Provide North Shore labor data to support course of study and physical plant resources needed for students to be prepared for 21st century labor market</p> <p>1.2 Increase sector-based programming by bringing employers into the schools and developing pre-employment training programs</p>	<p>2011 - 2012</p> <p>2012</p>	<p>1.1.1 Voc Tech staff continue involvement with Youth Council – the WIB provides on-going LMI and related advice on skills needed within NS growth industries and occupations.</p> <p>1.2.1 Voc Tech representatives are convened annually by the WIB for a presentation on north shore labor market information and/or roundtable discussion with critical industry employers</p> <p>1.2.2 Voc Tech Schools will continue to increase the number of work-based learning internships available to students</p>

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1.3 Develop new concept of “tech trek” with 3 to 5 biotech companies that provides tours, etc. through north shore biotech companies.	2012 - 2013	<p>1.2.3 Assist Voc Tech schools with outreach to middle school staff and families in relation to labor market data and career ladder information as requested</p> <p>1.3.1 Tech Trek program implemented in Connecting Activities schools with at least five biotech companies. Other activities include career days, externship programs, guest speakers, and other career exploration techniques. The Youth Council has at least one active member from the North Shore Tech Council.</p>
<p>Increase connections for educators to connect curricula to the work world</p> <p>1.4 Expand teacher externship opportunities that allow teachers to take graduate courses that also include work experience in North Shore businesses</p> <p>1.5 Respond to requests and provide information to principals, curriculum leaders and guidance counselors for labor market data needed to inform curriculum development</p>	<p>2012 - 2013</p> <p>2012 - 2014</p>	<p>1.4.1 Will work with Metro Southwest WIB and others to formally establish the externship program as a regular summer activity on the North Shore.</p> <p>1.5.1 Programs of study created in schools where educators have requested information or technical assistance from the WIB have a direct link with workforce development</p> <p>1.5.2 Work with the Northeast Regional Readiness Center at Salem State University to provide professional development on work force issues to local school systems</p>

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<p>1.6 Develop an education brief on how the North Shore WIB's Labor Market Blueprint is applicable to secondary education and suggested ways it could be used in curriculum development and teacher training</p>	2012	<p>1.6.1 All North Shore Superintendents, principals and guidance counselors receive a briefing on using the Labor Market Blueprint. There is an increase in the number of educators who contact the NSWIB when designing curricula. The Youth Blueprint is made available to at least all middle and high school students in the region.</p>
<p>1.7 Encourage development of an understanding across all high schools of the current STEM crisis that helps educators appreciate the dilemma and leads to partnerships for creative solutions</p>		<p>1.7.1 Two Events will be held with STEM companies and local school districts where educators and companies design and plan projects for students in STEM areas.</p>
<p>1.8 Continue to work with partners to smooth the transition of high school graduates into community college</p>	2012 – 2013	<p>1.8.1 Youth council supports and works with the SSU/NSCC and others as they implement better readiness and assessment techniques for local high school students.</p>
<p>1.9 Develop a project based summer employment program that combines English literacy activities with summer jobs</p>	2012 - 2014	
<p>Increase after school and summer employment opportunities for teens</p> <p>1.10 Publicize data to change the perception that teens don't want/can't work</p>	2012 – 2014	<p>1.10.1 Continue to increase funding from Foundations and other sources to support F1rstJobs and youth summer employment in line with F1rstJobs goals. – goal of 20% increase</p> <p>1.10.2 Continue to increase participation of businesses in providing summer jobs or funds to support jobs that are in line with</p>

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1.11 Based on continual evaluation of F1rstJobs and other youth programs, enhance current workshops for teens in schools on basic employment skills, career pathways, and educational/training requirements.	2013	<p>F1rstJobs goals. Goal of 20% increase. Year round planning finalized for implementation.</p> <p>1.10.3 Increased participation of private industry on Youth Council and other youth partnerships</p> <p>1.11.1 Increased number of teens in school who have participated in employment workshops through Connecting Activities and F1rstJobs by 20%</p>
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Objective #2: Improve and expand programs for immigrant youth and youth who have dropped out of school and/or are under/un-employed.

Activity:	Timeframe:	Benchmarks/Indicators of Success
<p>Increase preventative interventions in collaboration with schools</p> <p>2.1 Collaborate with North Shore multiple pathways partners to continue implementing plan based on the Search Institute's "Survey of Student Resources and Assets" Report on North Shore youth.</p> <p>2.2 Collaborate with Partner group on leveraging the plan as a strategy for getting into schools and promoting strength-based model for supporting youth and preventing drop-out.</p> <p>2.3 Align Connecting Activities School liaisons with the multiple pathways group to increase integration and collaboration among North Shore youth serving providers and school personnel.</p>	<p>2012 - 2013</p> <p>2012</p> <p>2013</p>	<p>2.1.1 (and 2.2.1) Funding received to carry out this work – from Comm Corp, USDOL, or other sources.</p> <p>2.3.1 2-3 new school staff/districts become partners of the Youth Council.</p>

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<p>2.4 Advocate with MA Department of Elementary and Secondary Education to expand Connecting Activities funding</p> <p>2.5 Host annual breakfast/event to bring together school staff, youth service providers and employers to provide opportunities for labor market information/youth related issues.</p>	<p>2012</p> <p>2012- 2013</p>	<p>2.3.2 Increased numbers of students who are failing or need improvement on the MCAS are targeted and served with other grant-funded resources/services; schools understand youth provider system resources and work collaboratively to target vulnerable youth for career readiness opportunities and supportive services.</p> <p>2.4.1 continue to increase the number of youth served by Connecting Activities</p> <p>2.5.1 Increased employer participation at breakfast meetings, youth council and related activities.</p>
<p>Redesign GED programs as strength-based “alternative” programs rather than “failure” programs</p> <p>2.6 Require Youth GED programs to provide information and skill development for transition into college and certificate programs based on Career Ladder and Labor Market Information</p>	<p>2012</p>	<p>2.6.1 Youth GED programs are fully aligned with Blueprint and have included career pathway information/counseling for all students.</p> <p>2.6.2 Policy in place for occupational training certificates offered to youth participating in WIA Youth programs</p>

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		and sufficient funding made available for 20% of youth.
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GOAL 4: THE NORTH SHORE WIB WILL INCREASE, STRENGTHEN AND STRATEGICALLY ALIGN RELATIONSHIPS WITH FEDERAL, STATE AND LOCAL PARTNERS/STAKEHOLDERS.

Objective #1: 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.

Activity:	Timeframe:	Benchmarks/Indicators of Success
Identify and initiate collaborations with new partners from education, business, non-profit, and economic development sectors		
1.1 Articulate value of existing partnerships and programs	2012-2014	1.1.1 The WIB website is updated weekly and provides the community with a clear picture of all WIB initiatives, research, projects, and activities.
	2012	1.1.2 New Newsletter Design
1.2 Identify potential partners who would benefit from partnering with the NSWIB. Work collaboratively with employers from each critical sector and emerging industry to identify new opportunities and leverage resources to implement new programming	2012-2014	1.2.1 Two to three new WIB members each year. (One member from Life Sciences)
	2012	1.2.2 WIB committee structure is continually examined with each WIB member actively participating and each committee having at least three non-WIB members participating as well. (revisit membership)

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		1.2.3 Each current industry partnership has at least two new members and at least two new partnerships exist.
Identify and Build on Social Media outlets to inform public of our workforce development efforts and ability to convene stakeholders. 1.3 Use Twitter and Facebook to bring customers to NSWIB Website and North Shore Career Centers site as well	2012 2013 2013	1.3.1 Weekly posting that are relevant to WD and bring users into main website 1.3.2 Increase followers of our Twitter page to 200 1.3.3 Have QR codes that link information on our website (i.e. research) labeled on publications and documents of the WIB and Career Center.
Strategically organize NSWIB staff and Board connections 1.4 Place a NSWIB staff member on each Chamber of Commerce Board in the region and integrate regular updates into planning meetings 1.5 Survey every two years NSWIB Board members to identify their potential networks re: service/fraternal organizations and/or other boards service	2012-2015 2012, 2014	1.4.1 WIB active on each Chamber board. 1.4.2 WIB staff speak at least monthly at board meetings of Chambers, service clubs, etc. 1.5.1 WIB board members also speak at their membership organizations and report back prior to each board meeting on these activities and results.

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1.6 Articulate in updated marketing plan specific ways that board members and businesses could promote the NSWIB through their networks	2012	1.6.1 Updated marketing plan and approval from main board 1.6.2 Two businesses who have received services through the WIB participate in marketing efforts/sponsorships.
1.7 Market fee-based services of the NSWIB and North Shore Career Centers for other workforce development organizations that utilize internal talents and experience	2012-2014	1.7.1 Business Plan is in place 1.7.2 Marketing materials are in place and complete listing of services available electronically on the website and via other social media outlets.

GOAL 5: THE NORTH SHORE WIB WILL STRATEGICALLY MANAGE AND ENHANCE AVAILABLE RESOURCES TO SUPPORT AND GROW OPERATIONS.

Objective #1: Ensure that the WIB's internal organizational structure and resources in terms of finances, staffing, technology, facilities, and relationships, etc.; are at the proper levels of capacity, and alignment to grow resources that support the WIB's strategic goals

Activity:	Timeframe:	Benchmarks/Indicators of Success
Financial Resources		

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1.1 On a monthly basis as part of existing staff meeting a review of all budget items, grants and funding structures will be completed to ensure that spending is aligned with programmatic goals of this plan	2012-2014	1.1.1 Staff vacancies are filled quickly and efficiently.
1.2 Seek out funding for specific initiatives currently in need at this point in time, including: - BSU - FlrstJobs - Construction/green training project - small business support - Manufacturing - Continued LMI - Older workers/immigrants targeted populations	2012-2014	1.1.2 All grants are fully expended prior to grant completion 1.2.1 Projects are supported through dedicated funding mechanisms 1.2.2 Update list (annually) of initiatives that require additional funding
Technology Ready 1.4 Develop a technology plan that ensures that software and hardware are updated on a scheduled basis that meets the needs of WIB staff	2012	1.4.1 Documented Plan reviewed by executive committee
Staffing 1.5 Bi-annually review strategic goals to determine talent needed – compare with talent available with staff, board members, other stakeholders to determine if gap exists – work to fill gap. 1.6 Bi-annually review staff salaries to ensure competitive compensation plans for staff.	2012-2014 –2012-2014	1.5.1 Bi-annual Review documented 1.6.1 Annual review of staff salaries
Facilities 1.7 As leases expire, develop plans to consolidate to save resources, better serve customers, and invest more in training	–2012-2014	1.7.1 Facilities cost reduced

Objective #2: 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.

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Activity:	Timeframe:	Benchmarks/Indicators of Success
Board Membership		
2.1 Review WIB nominating process to improve recruitment of appropriate talent to meet strategic goals.	2012	2.1.1 All WIB members are actively engaged in one committee that allows them to feel productive and have a direct impact on WIB strategic goals for the benefit of the region. 2.1.2 Performance Measures achieved as well as charter goals and objectives met.
2.2 Develop orientation package for new board members	2012	2.2.2 (and 2.1.1) All WIB members support at least one WIB project, e.g., FirstJobs, etc., either personally or through their place of business.
2.3 Continually review WIB subcommittee structure to coincide with strategic planning goals and deploy WIB members appropriately to each	2013	2.3.1 Meetings are taking place on a routine basis – with agenda and minutes posted on website (when applicable).
2.4 Recruit other stakeholders to participate on committees in line with their talent and expertise.	2012-2014	2.4.1 Each sub-committee has a minimum of 2 non-board members participating

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*2. **Strategies:** Recognizing the reduced resources available to all of us, simultaneous with the need to potentially provide better and different services based on customer demand, increased employer engagement with the WIBS, partnership with community colleges, CBOs, and both governmental and private sector stakeholders, please detail the strategies, both existing and new, including outreach, education and training, you have planned for FY2013 to address the needs under current and projected future conditions.*

The North Shore WIB has been establishing a framework from which to deliver services and align partners for 2 years now as a result and understanding that resources will be scarce for the foreseeable future. The Workforce Systems Committee of the board met for one year during FY 2011 to examine and put into place a series of action steps to reduce costs and invest as much of resources in to training.

As outlined in our Strategic Plan we have already put into place several action steps including the following:

- Reduce square footage of all three Centers and/or find no/low cost rent;
- Relocate Business Services Unit to Lynn and Salem general space;
- Reorient existing staffing into teams that can be cross-trained and deliver training and services at remote locations on a regular basis in a POD system (i.e. a case manager, job specialist, and business services representative working together with a customer); and
- Reduce reliance on ITAs for computer training and provide similar training through intensive services provided through existing staff.

Many of these action steps are already in place while others are in process to be instituted in FY 2013.

In addition to the work for the Workforce Systems Committee, the Partnership Committee of the board is charged to outreach to committee partners and grow the base of stakeholders of the board. The goal of this committee is to “increase, strengthen and strategically align relationships with federal, state and local partners/stakeholders.”

Examples of the strategies and corresponding benchmarks of the committee include:

- Identify potential partners who would benefit from partnering with the NSWIB. Work collaboratively with employers from each critical sector and emerging industry to identify new opportunities and leverage resources to implement new programming
 - Two to three new WIB members each year. (One member from Life Sciences)

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- WIB committee structure is continually examined with each WIB member actively participating and each committee having at least three non-WIB members participating as well. (revisit membership)
- Each current industry partnership has at least two new members and at least two new partnerships exist.

The outreach and outreach to diversify the board is vital in fostering a workforce system that integrated and inclusionary of the region. North Shore Community and College and Salem State University are represented on the board and play active roles in our sub committees as well in sector initiatives and career center programming etc.

3. Integrated Service Delivery Model: *Individuals should have easy access to all programs at any point of entry into the system. Aligned and integrated service delivery is also important to ensure the most efficient and effective use of all funding and expands access to services.*

Local control has fostered interesting and innovative ways to serve job seekers and employers. However, there has been a lack of consistency across the 16 regions. The inconsistency is especially evident in regions where staff has had little opportunity to be cross-trained, thus often creating an imbalance in staff assignments and service delivery. The optimal and only viable model, as of FY14, has staff cross-trained to deliver both WIA employment and training services to targeted groups, as well as Employment Services to the broader population.

Plan Requirement: *Each region must develop and implement an integrated staffing model to promote customer services across funding streams. You should feel free to reach out to other regions that have already implemented an integrated staffing model for advice on best practices. Please describe your current or planned integrated services model including customer flow from triage to service delivery, with particular focus on the following:*

- a. *Overarching staffing strategy and customer touch-points.*
- b. *Customer orientation model, e.g. CCS or different orientation methods for different customer groups.*
- c. *Customer assessment policies.*
- d. *Education and training access/process.*
- e. *Design and use of resource room.*
- f. *Does your Cost Sharing model reflect the above?*

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The cornerstone of the integrated service strategy of the North Shore Region is the 2012 Strategic Plan of the NSWIB along with the 2012 North Shore Career Center Charter. Both are linked and correspond to the needs and trends of employers and job seekers in our region.

The North Shore Career Center System utilizes an integrated management concept to oversee the operation of the Career Centers across the region. The Career Center Executive Director, an employee of NSOET, has ultimate operational responsibility for carrying out the directives of the integrated management team.

This management team, which consists of eight members, is chaired by the Career Center Executive Director, who represents the North Shore Office of Employment and Training (NSOET) as the lead partner. Other members of the management team include a two person Career Center Operations Team. These two Operations Teams oversee full range of daily Career Center activities at the two full-service North Shore Career Centers locations in Salem and Lynn respectively. The duties of these Teams including but not limited to the following components; oversight of employment-related programming in that location, maintains comprehensive knowledge of Wagner-Peyser and other state and federal employment programming, overseeing federal and state funded training programs for dislocated workers, economically disadvantaged adults, youth and some targeted customers, who are receiving and/or transitioning off public assistance. The North Shore Career Center of Lynn Operations Team also has responsibility for overseeing all staff and Career Center activities at our satellite center in Gloucester. The Salem Operations Team consists of an Operations Manager (DWD) and a Training Manager (NSOET), while the Lynn Operations Team consists of an Operations Manager (NSOET) and an Employment Manager (DWD).

The other members of the integrated management team include the Performance and Information Manager, Business Services Unit Manager as well as the Youth Career Center Manager. The Performance and Information Manager is responsible for providing the local One-Stop Career Center System with informational evaluation, guidance on matters related to program performance, staff technical assistance related to MOSES operations and quality assurance related to MOSES data. The Business Services Unit Manager directs the delivery and coordination of business specific workforce development services. The Youth Career Center Coordinator oversees the delivery and coordination of youth related activities of the Youth Career Center while maintaining a seamless flow between the Youth and mainstream Career Center activities.

The integrated management team meets at a minimum on a monthly basis and has proven to be an effective vehicle to insure that the needs of customers associated with all programs and targeted activities are given full consideration when establishing and implementing policies and procedures, which govern all Career Center system activities. Other members are added to the management team on an ad hoc basis, as special circumstances require.

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The North Shore Career Center partners have continued working with their customers throughout previous charter periods and the maturation of the Workforce Investment Act, to evaluate and modify services that are most needed and determine how best to provide them. This work has led to a customer service plan outlined in detail below. Feedback received consistently indicates that our Centers must provide individualized services that respond to each person's situation in a direct and customized way. The Centers must be welcoming places where information is available in both a traditional and state-of-the-art fashion, i.e., print, video, on-line, in adaptive formats, multi-cultural versions. Assessment tools such as the Self-Directed Search (SDS), and Myers Briggs Type Indicator (MBTI), and the Career Decision Making System (CDM), Test for Adult Basic Education TABE are available to all customers to better prepare them for the various training and job search tools available to them during their time at our Centers. Key Train from ACT will be a new assessment tool resource offered to North Shore customers in FY 2013. The addition of the Key Train assessment and remediation suite of services will assist customers to prepare for WorkKeys and National Career Readiness Certificate (NCRC) testing that will lead our customers earning a evidenced-based credential identifying them as possessing skills in demand by employers for today's occupations. This NCRC process will tie closely to the work being undertaken in our region between the Community College and the Career Center Navigator as part of the USDOL grant effort. Staff must be friendly and outgoing, each understanding the full range of services offered and able to guide customers in an efficient and credible manner. Staff must be able to lead customers to where they may receive ancillary services, such as day care, transportation, housing, and healthcare in a manner that ensures that these issues will have minimal impact on the customer's work life. In addition, on-line information must be available to those who are capable of using computers and who are comfortable in this mode. Opportunities for individuals to cultivate these skills must be present to help customers bridge the technology divide and fully utilize the available resources to the best of their abilities. In essence, our Centers will continually work to have the right combination of "high tech/high touch" approach to our community.

Resource Room technologies are available to all career center customers at the Salem and Lynn full service sites with access to computers, telephone, photocopiers and fax machines. All staff provide assistance to customers utilizing these job search tools. The Resource Rooms in both centers were designed in an "open layout" within the layout and customer flow to promote integration within the facility. In addition, all customers are made available a series of workshops that include the following: Career Center Seminar (CCS), Training Options Workshop (TOW), Interviewing Skills, LinkedIn, Resume Writing, Occupational Skills, and others provided by partner agencies (e.g. National Senior Network etc.) During FY 2013 a few of these workshops will be piloted in an on-line capacity (i.e. through webinars etc.) to assess the feasibility of reaching customers outside of the traditional bricks and mortar workshop locations.

Targeted outreach activities will continue to represent a significant area of attention over the next chartering period. The staff of the North Shore Career Center will seek to expand participation opportunities for groups engaged in Center activities at a rate less than their incidence in the population. Universal target populations during the FY'2011 – 2012 period have been

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unemployed, individuals with disabilities, youth and customers eligible for Title I Adult services. These audiences along with expanded emphasis on Unemployment Insurance claimants, youth (in WIA eligible subsidized placements) older workers and dislocated workers will be an outreach priority during FY'2013 and into FY'2014. Data on customer flow in the past several years has indicated that the Career Center is serving a diverse customer base – one that is more educated and highly skills while simultaneously retaining a customer base in need of intensive skills and job search assistance.

The North Shore Career Center staff has been engaged in providing services beyond the walls of the Career Center taking services out to the community with an aim toward increasing the awareness of the value-added workforce development services available at the local one stop career centers. An example of this effort has been the continuation of community “Access Points” where job seekers and Unemployment Claimants may participate in job search skill building workshops in their local public libraries. During FY'2012 the staff of the North Shore Career Center worked in different public libraries including Danvers, Gloucester, Swampscott and Peabody to offer workshop, job fairs and networking services to in excess of 600 area job seekers. The North Shore Career Center sees the Access Point concept as being a critical strategy to continue to provide high quality workforce development services to customers throughout the region in a cost effective manner, During FY'2013 the staff of the North Shore Career Center intends to implement Memoranda of Understanding with at least two area libraries for the purpose of formalizing the service delivery relationship between and among these organizations. The foundation for this formal MOU has been established with the assistance of the Northeast Massachusetts Regional Library System NMRLS as a facilitator and liaison of continued outreach into the library system in our area.

In addition to the work with area libraries staff of the Career Center will be involved in marketing visits to agencies, community-based and faith-based organizations that, as part of the mission, serve the needs of families earning less than a self-sufficiency wage. One focus of these visits is to inform program staff of the scale and scope of the services available at the local Career Centers. The second goal of the visits is to establish opportunities to speak directly with potential customers establish tours of Career Center locations and listen to the needs of job seekers. One technique that will be utilized is a quarterly “Agency Open House” series. These small group sessions provide local agency staff with an opportunity to visit a local Career Center to discuss services, tour the facility; discuss the potential for reciprocal recruitment and referral initiatives. This Open House concept will continue to be utilized throughout FY'2013.

Targeted activities for Title I Adult customers, the Center staff will engage in efforts designed to create a welcoming environment for linguistic minority customers. The Career Center Managers will continue to attempt to negotiate no-cost/low cost outreach and translation agreements with agencies serving the Hispanic, Russian, Cambodian, Brazilian and West African communities in the region, establish joint case management linkages with service agencies to develop a seamless transition into workforce development activities, participate in local ethnic festivals and events, advertising, PSA's and news stories in ethnic media outlets, native language versions of

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recruitment materials circulated within agencies and places of business and provide “tickler workshops” (such as internet job search, the hidden job market or interviewing skills) at service agencies to expose customers to services available at the local centers.

The North Shore Career Center is producing a newsletter being distributed to Career Center Members, area organizations and agencies utilizing the internet provider, *Constant Contact*. The newsletters provide a vehicle to promote special activities and ongoing services provided by the Career Center or its partner organizations. In addition the Career Centers are marketing services and activities available at the North Shore locations utilizing a “pod cast” series that is hosted at the North Shore Career Center website. These “pod casts” are quick audio sessions that provide useful information about services that range from workshops to business services and how they may be accessed. These additions to the organizational outreach strategy will provide new opportunities to reach audiences that previously may not have been aware of the North Shore Career Centers. The staff of the North Shore Career Center is also working to expand the outreach impact through better utilization of social media tools. The Youth Career Center has an active Facebook presence with over 144,000 followers with nearly 1000 customers reached each week. The Career Center maintains a LinkedIn group for its Job Seeker Networking Group with nearly 300 members. The Business Service Unit is currently engaged in the development of a strategy to outreach and maintain connection with area businesses through a “Twitter” presences. This will allow the BSU members to quickly release job order information and more effectively attract candidates with diverse skills sets for hard to fill job openings providing better service for both the business and job seeker.

A major focus of the operational methodology of the North Shore Career Centers is to strive to conduct business utilizing a *Continuous Quality Improvement* process. A major part of this focus has been to develop methods of collecting customer feedback data and integrating that feedback into improved methods of service delivery. The utilization of a point of contact customer satisfaction survey has provided the staff with information related to customer perceptions of the value and quality of current services. During FY’2013 the Career Center will move to requesting customer feedback and tabulating survey data easier by fully utilizing a survey collection process integrated with the workstations in the Career Center resource rooms and supplemented with online surveys to representative samples of customers accessing services at the Career Centers.

Focus groups led and/or hosted by WIB and Career Center staff that seek as much information as possible as to what, how, and where services should be provided will become an additional element of the customer feedback strategy. Such continued information gathering will remain part of our continuous quality improvement and the chartering process; provide an active link between the Center services and customer needs. Feedback received to date has served as the basis for the development of a set of “customer service standards” that represent the Career Center’s promise to customers related to how we will meet our mission to provide high quality workforce development services throughout the region.

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4. Increased Emphasis on Training: *The jobs emerging over the next decade will require workers to have greater skills to compete for employment. The public policy conversation has focused on middle skills, credentials that reside between a high school diploma and a college degree. The workforce development system must be part of the solution to the middle skills challenge by ensuring that sufficient training resources are dedicated to skill development. It also needs to be responsive to low skilled workers who need worker readiness or basic skills in order to become employed.*

Plan Requirement: *Each region must establish a 30% training threshold for WIA Adult and Dislocated Worker funding in FY13. Regions that were below that threshold in FY12 must describe the steps that will be taken to achieve that goal in FY13 (the September 1st response must include these steps). PLEASE NOTE THAT THIS IS A REQUIREMENT FOR ALL OF FY13. Regions that dedicated 30% or more to training in FY12 must, at a minimum, maintain the same level in FY13, or must provide a justification for any reductions from the prior year level.*

n/a The North Shore Workforce Investment Board is in compliance with this threshold.

5. Employer Engagement: *Reaching out to and involving employers is essential to the success of workforce development services. The network of Business Service Representatives, along with the Rapid Response team and the Workforce Investment Board efforts, provides a solid foundation to build upon as we work collaboratively to deepen employer engagement. The Department of Career Services will work with WIBs and one-stop career centers to better coordinate employer engagement, especially across regions.*

Plan Requirement: *For the FY13 Business Plan, each region must develop and submit a strategy and detailed criteria to be utilized to increase the quality of services for business and industry. This should include outreach plans to local, regional and state wide businesses as well as strategies for job placement with these businesses. The emphasis must be on actual job placement. The plan should include a method by which the region intends to track placements and all efforts and collaboration with employers. Additionally, each region should include in its submission how it plans to allocate current resources and personnel to increase its employer engagement services. Finally, if your employment engagement strategy contains a marketing, outreach or communication component, please provide detailed plan so that we can better understand your strategy and vision for FY13.*

In addition, in FY13, the state will work with regions through joint planning work groups to develop a comprehensive statewide strategy for employer engagement and to form cross-regional teams to better meet the needs of local employers that cross boundaries.

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The North Shore WIB in close collaboration with the North Shore Career Centers have developed a strategy to target and deliver services to businesses in our region. These services strategies begin with the understanding the business customer has unique and dynamic needs that are critical in the success of our local economies and ultimately in the success of our job seekers finding gainful employment opportunities. In FY 2013 we will continue to look for additional ways to allocate resources to ensure quality employer engagement. Continued resources from Wagner-Peyser, Rapid Response and WIA Title I (allocated pooled costs) have provided us the foundation from which to build a BSU Team that is able to meet the needs of the business customer. Flexibility in funding and allocation of positions in FY 2013 from our partners at DWD will only ensure a team that will provide quality services to business on a regular basis.

Companies within the NSWIB target market will receive Core Services from the North Shore Career Centers Business Services Unit. Each company identified as needing services will be assigned one staff person, with one identified as a back-up, through which the company can discuss needs and expectations and have these needs filled. This person will train to truly understand the needs of the specific industry and company, and be available to improve the company's hire rate (and related services) through the Career Centers. The individual will visit the company at least once per quarter to ensure a continued understanding of industry workforce requirements.

- *Job Postings* – through the above individual or directly through the State MOSES system, companies will be able to list jobs through the Centers, which guarantees listing in America's Job Bank.
- *Job Matching* – through MOSES, the Center's Job Seeker staff will match customers with the appropriate skill sets to the jobs listed on the system. Once this automated match has taken place, these staff will perform additional screening through an interview process to determine the appropriate match to the culture and mission of the organization. These matches will then be forwarded to the business with cover letter for their consideration, cc'd to the BSU. The Career Center management staff will monitor on a monthly basis referrals to companies and their results, using a MOSES report, so that we can determine the effectiveness of this screening protocol, specifically if the system has been able to better understand business needs and refer with a higher placement rate.
- *Recruitments on-site at Career Centers* – upon request, the Centers will develop a collaborative strategy with the business about how to arrange for recruitments at the Career Centers. Company interviewers will be provided with appropriate office space to conduct interviews. The Career Center will advertise the recruitment across the full data base of job seeker customers and will market the event within the Centers to ensure the best possible appropriate turnout. Company involvement may include public advertisement in local print and non-print media.

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- *Labor Market Information* – the Career Centers will provide information to companies on labor market trends of interest as requested. Such information can include data on wage and salaries, industry expansion or contraction, and other data that is available through the various sources within the workforce development system. (The WIB will provide additional support for this activity.)
- *Assistance with downsize/layoffs* – the Career Centers will provide assistance to companies considering and/or implementing a downsizing or mass layoff. These services will include, where appropriate, lay off avoidance strategies like Workshare, staff assistance on-site (through the Massachusetts Rapid Response Unit and/or Career Center staff), assistance in understanding legal procedures around this action, and direct service to employees as they transition to other employment.
- *Assistance in accessing other federal and state programs* – the Career Center will guide employers with information on sources of funding for training, work opportunity tax credit certification, and information on other employment and training related services offered through local community based organizations and other Career Center partners.
- *Assistance in determining the cause and possible solutions to workforce problems* – the Career Center can help diagnose the cause of workforce problems, including productivity, retention, and skills enhancement, and can help design responses that could include training in soft and/or hard skills, relationship and behavioral workshops, etc.

For FY 2013, the target Sectors for the BSU will include health care, the construction trades, durable-goods manufacturing, and financial services. These industries will be targeted specifically by the staff of the BSU as we work to build our expertise in serving their needs and as we build recognition of our services. (Companies from other industries will, of course, be served, but strategic efforts to improve services to these industries will be the focus of the unit.)

The WIB's role will be to investigate economic trends within sectors and to determine future markets for the BSU. This investigation will include review of labor market data, including job seeker patterns at the Career Center, and outreach to industries to better understand their training needs directly from appropriate industry leaders. The goal of this investigation will be to expand and/or contract our target market as trends shift in the economy.

The NSWIB through a documented process of re-chartering the Career Center have established in close collaboration with the management team of the Career Center a set of goals, strategies and benchmarks for the Business Services Unit. This information is highlighted below:

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North Shore Career Centers Goals for the Business Services Unit (*as listed in the 2012-2013 Charter*)

Increase and Improve Quality of Service to Business

Through a strong BSU, ensure that the WIB, Career Centers, and our partners understand the developing needs of North Shore business in relation to workforce issues, and can respond to those needs in such a way as to move the region toward greater economic health.

- Develop Business Plan to meet the needs of Business Customer of 2010 - 2011
- Increase visibility of the BSU within WIB and regional workforce and economic initiatives
- Define and refine products of the BSU
- Design distribution plan of Services and Products
- Continue to enhance Partnerships
- Implement Forecasting of business needs and expectations
- Continue internal Training and Development
- Enhanced ability to fill hard-to-fill job posting

Strategies 2012-2013

- Update BSU business plan by April 1, 2012
- Maintain Current BSU Staff; ensure consistent team identity; ensure full coverage of region
- Provide more opportunities for Business to visit Career Centers and meet with staff and receive information and data that aides in their business.
- Provide ongoing staff training on Job Matching and Customer Service Skills, Solution Sales for the Services Industry Skills Development, along with identifying and addressing training needs of customers
- Maintain strategic marketing and outreach program – Quarterly E-Newsletter to all BSU customers, Target Marketing Campaign etc.
- All employers utilizing job posting, financial incentive, workforce development and business services information services will receive an e-mail survey 1 month after receiving services to gather customer satisfaction. In addition, 25 % - 35% of these employers will receive a follow-up phone call to gather this information in more detail.
- BSU members regularly attend and contribute to sector partnership meetings (tied in with the critical and emerging industries) begun by WIB and other workforce development partner organizations on an on-going basis

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- BSU Manager regularly attends workforce systems committee meetings and reports out on activities relating to Charter goals
- Workforce systems committees and other WIB committees provide guidance on creative ways to reach and serve businesses
- BSU develops a schedule through which companies in critical industries are contacted and specific information gleaned from discussions that direct further activity.
- BSU develops services that help the staff serving job seekers meet their goals.
- BSU has clarity and can articulate what a high quality business relationship is and can validate it through metrics including repeat activity, jobs posted and filled, other business referrals

Outcomes 2012-2013

- Summary of Business Plan in on the website
- Business Services Unit team members host (in collaboration with WIB) 4 sessions with critical industry sectors. (Closer connection to sector needs, building bridge between business needs and job seeker understanding of job requirements.)
- Continue to refine WEBSITE with link to on-line listing capacity (Alignment with Job Quest enhancements and more of a prominent link for business customers.)
- 92% of employers responding will indicate an overall good or excellent rating. (Increase over goal in previous charters and reflects CQI for the BSU and importance of the business customers to overall operation.)
- Number of businesses using Career Centers will increase to 1300 in FY2012 and 1450 by 2013.
- Increase job posting goal to 700 and meet job posting goal listed in annual plan 2013 – with a ‘job fill’ rate of 20% attained.
- Increased participation by local business in programs beyond job postings showing a greater depth of BSU relationship – to 400 in Financial Incentive Services, 400 in Workforce Development Services, and 400 in Business Services Information.
- BSU will continue to work with companies as they develop and successfully obtain 25 - 50 training grants for the region.