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Date: October 27, 2017  
TO: Board of Directors  
FROM: Mary Sarris  
RE: **Nov. 9, 2017** Board meeting

The North Shore Workforce Investment Board will meet on **Nov. 9, 2017** at 8:00AM at our regular meeting location, 120 Washington Street, Third Floor Conference Room, Salem, MA. Our agenda will be as follows:

**1. Chair's Report**

- WIB Association Quarterly Meeting – State Branding Project
- New Grant awards
- Other funding activity
- Other

**2. NSWIB Strategic Planning**

- Discussion/brainstorming goals and benchmarks
- Update on Regional Planning and its connection to our strategic plan

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

- **January 11**
- **March 8**
- **May 10**

As always your input and leadership is needed – looking forward to seeing you all on September 14.

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

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

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



**BOARD REPORT**

**November 9, 2017**

Prepared on  
October 31, 2017

## TABLE OF CONTENTS

	Page
Minutes of Board Meeting of September 14, 2017	3
Career Centers Division	7
Training Division / Workforce Innovation and Opportunity Act	8
Youth Services Division	9
Financial Reports	11

**North Shore Workforce Investment Board  
Meeting Minutes**

**September 14, 2017**

**Those in attendance:** Jenae Miklowcic, Mary Zwiercan, Bob Bradford, Tracey Cahalane, Tim Doggett, John Flinn, Diane Palter Gill (for Pat Gentile), Bonnie Carr (for Cathy Latham), David Manning, Paul Mahoney, Lauren Hubacheck (for John Keenan) Sandy Nolfi, Laurie Roberto, Steve Shea, Andrew Shapiro, Nancy Stager, Jocelyn Tiberii, Edward Tirrell, and Stan Usovicz.

**Those not in attendance:** Brian Cranney, Tony Dunn, Steve Falvey, David Gravel, Marcia Griesdorf, Peggy Hegary-Steck, Tom Lemons, Mike McCarthy, Paula Reynolds, Diane Smith, Bill Tinti, and Thelma Williams

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

**Special Guests:** Mayor Kimberley Driscoll and Katie Kass of Senator McGee’s office.

The meeting begins at 8:012am.

A quorum is present.

**Chair’s Report**

Nancy introduced and welcomed a new member in attendance, John Flinn of Innovent Technologies. Two other members have joined the Board, but were unable to attend today, David Gravel of GraVoc and John Keenan of Salem State University. Nancy also informed the group that Sarah Stanton, of the City of Salem has moved on to a new position elsewhere.

There was some changes over the summer at the Executive Office of Labor and Workforce Development. Rosalin Acosta has replaced Ron Walker as the Secretary of Labor and Workforce Development. Rosalin is a familiar face on the North Shore. She previously worked at Eastern Bank and was a past Chair of the North Shore Chamber of Commerce. The WIB is working towards getting Rosalin to attend an upcoming meeting.

Future of Work survey has closed after 18 months and a presentation of results was given in June. There were responses from over 500 businesses, 500 youth, and many educators, social service workers and elected officials. The survey results show that “ability and willingness to learn” is the number one skill in the future followed by “technology fluency” and “the ability to work with diverse customers and colleagues”. With the youth the results show they don’t know what they want to do in the future and have a very different view of the workforce and technology in the future. The WIB is taking the results and finalizing a short report that should be completed in the next few weeks.

There is a meeting at Eastern Bank on September 29 that will discuss technology and how it’s changing banking etc. All members have been invited.

Over the summer the WIB received its funding numbers. There is a budget shortfall of about \$200,000 or 4.5% less than last year. Federal funding has been cut by about 9%. Due to strong accounting at the WIB we were able to carry over some funding into the new fiscal year which is helping with the shortfall. Other ways we are dealing with the budget is by applying for new grants to help fund programming and by leaving unfilled positions vacant. Under WIOA, partner organizations must contribute financially to the support of the Career Center. Though the numbers have not been finalized, we feel this will help with the reduced budget, as well.

Our One-Stop Contract is fully executed.

### Youth Procurement

Every two year we go out to bid for Youth Services. Youth Services targets youth ages 14 to 24 in our region. WIOA requires us to have a major focus on Out-of-School youth ages 16-24 that have been disconnected from their high schools. The RFP was released in March and proposals were due a month later in April. 6 proposals were received. A diverse group of readers comprised of members of the WIB (Paula Reynolds and Jocelyn Tiberri) and members of our Youth Pipeline Committee (Emily Ullman and Mark Strout) reviewed the proposals. The review was supposed to take place at the end of April with a Board vote in May. Allocations were not received until late June, so the group met in July.

Of the six proposals (Action, Inc., Catholic Charities North, College Application Education Project, Girls, Inc., The Haven Project, and North Shore CDC), four of them were received from groups we have worked with in the past. The group only reviewed five of the proposals because one that was received did not meet the minimum requirements. The group decided to move funding almost exclusively to Out-of-School youth. The proposals the group agreed upon to fund are: Catholic Charities for 45 out-of-school youth, Action, Inc. for 16 out-of-school youth, Girls Inc., which is traditionally an in-school youth program, was given funding to exit existing youth, and North Shore CDC at a slightly reduced level.

Jocelyn Tiberri mentioned that she was impressed with the process and that after reviewing the proposals, she wished all the proposals could be fully funded.

### Youth Vote:

S. Shea moved to accept the recommendation of the review committee for Youth Vendors. T. Cahalane seconded. E. Tirrell abstained from voting. All voting members in attendance voted in favor of accepting the recommendation. None opposed.

The group was given written updates on the sub-committee meetings in April. More information about these meetings can be found online or by calling the WIB office.

### Approval of Minutes:

T. Doggett moved to accept the minutes of the May 9 meeting. J. Miklowcic seconded the motion. All members voted in favor of accepting the May minutes. None opposed.

**S.W.O.T**

The group was given a worksheet, in advance, and asked to think about the Strengths, Weaknesses, Opportunities, and Threats faced by the WIB going forward. Over the next 20 minutes, the group broke down into three groups to discuss and identify what they perceive to be the strengths, weaknesses, opportunities, and threats.

Each group assigned a scribe to write down their ideas and present them to the group.

Below is a summary of the findings.

	<b>Group 1</b> Kimberley Driscoll Laurie Roberto Tracey Cahalane - Scribe Steve Shea Bonnie Carr Mary Zwiercan Katie Crowder David McDonald Katie Kass	<b>Group 2</b> Bob Bradford Dianne Palter Gill Sandy Nolfi Tim Doggett Jenae Miklowcic - Scribe Paul Mahoney Ed O’Sullivan Maribeth Forbes	<b>Group 3</b> Stan Usovicz Edward Terrell Dave Manning John Flinn Lauren Hubacheck Andrew Shapiro Jocelyn Tiberri Mark Whitmore Mary Sarris - Scribe
<b>Strengths</b>	<ul style="list-style-type: none"> <li>● Support from politicians</li> <li>● Strength of relationships btw leadership/staff of WIB</li> <li>● National relationships – work with other states</li> <li>● Partnerships with schools, etc.</li> <li>● Messaging</li> <li>● NSWIB role model for other WIBs</li> <li>● Diversified programs</li> </ul>	<ul style="list-style-type: none"> <li>● Location</li> <li>● Reputation</li> <li>● measurable results</li> <li>● Supported by community</li> <li>● Good Communication</li> <li>● Collaboration - strong partnership w/local schools</li> <li>● innovative</li> <li>● repeat customers/employees</li> <li>● planning &amp; execution national presence</li> </ul>	<ul style="list-style-type: none"> <li>● Diversity of board memberships/all sectors represented</li> <li>● Active membership</li> <li>● Good relationships between staff and board</li> <li>● Integration of planning regionally</li> <li>● Educators at the table</li> <li>● Innovation encouraged</li> <li>● Highly respected in the state</li> <li>● Synchronization of board, CEO, and career center</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>● Minimum wage increase <ul style="list-style-type: none"> <li>○ anticipate impact</li> <li>○ industries ability to handle impact</li> </ul> </li> <li>● funding <ul style="list-style-type: none"> <li>○ timing uncertain</li> <li>○ bridge of programs</li> <li>○ instability</li> </ul> </li> <li>● continued skills gap</li> </ul>	<ul style="list-style-type: none"> <li>● confusing &amp; complicated regulations &amp; standards set by funders</li> <li>● difficult/inconsistent communication</li> <li>● relationship w/funders</li> <li>● bureaucracy</li> <li>● training of existing staff</li> </ul>	<ul style="list-style-type: none"> <li>● Very dependent on Government funding</li> <li>● Lack visibility – tough getting the word out</li> <li>● Lots of performance data but no discussion of data</li> <li>● Need for a summary report of performance</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>● Messaging - gives ability to build ties/collaborate with those unfamiliar - schools</li> </ul>	<ul style="list-style-type: none"> <li>● influencing/motivating relationships &amp; communications with funders</li> </ul>	<ul style="list-style-type: none"> <li>● State-wide branding initiative could be helpful with visibility</li> </ul>

	<ul style="list-style-type: none"> <li>● Grow relationships between ERS and Tech schools</li> <li>● Specific industries - advanced mfg. - education of labor needs</li> <li>● Partner schools with mfg industry</li> </ul>	<ul style="list-style-type: none"> <li>● build relationships w/new secretary of labor</li> <li>● manage the change in processes</li> <li>● deepen current business partnerships</li> <li>● reach out to new businesses to build partnerships</li> </ul>	<ul style="list-style-type: none"> <li>● More WIB collaboration – finding common strengths and weaknesses and work together to leverage success</li> </ul>
<b>T</b> hreats	<ul style="list-style-type: none"> <li>● Impact of fewer jobs that we can't predict</li> <li>● decrease in funding - lost opportunities</li> <li>● cost of housing</li> <li>● public transportation - limited/disconnected</li> <li>● cost of doing business in MA - industry perspective</li> </ul>	<ul style="list-style-type: none"> <li>● competition in private sector</li> <li>● lack of competition in public sector (threat of complacency)</li> <li>● rapid response to changing external environment</li> <li>● forecast &amp; prepare for change in local world (forward &amp; future thinking)</li> <li>● Transportation</li> </ul>	<ul style="list-style-type: none"> <li>● Political changes leading to new policies and funding decisions</li> <li>● Competition for limited funding</li> <li>● Branding could also be a threat if not responsive to regional needs</li> </ul>

The above results were read by each scribe and briefly discussed by the group.

Written summaries of committee activity were provided.

S. Shea moved to adjourn the meeting at 9:00 am. T. Doggett seconded the motion. All members in attendance voted to adjourn the meeting. No member opposed.

The meeting concluded at 9:00am

The next meeting will be Thursday, November 9, 2017 at 8:00am.

The meetings for FY18 are:

November 9, 2017

January 11, 2018

March 8, 2018, and

May 10, 2018.

Respectfully submitted by Maquisha Alleyne.

**CENTERS DIVISION**

**CAREER Customer Count**

*New Customers*

	Sept, 17		Actual YTD		Sept, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/18	Actual
<b>Youth Career Center</b>	8	45	60	543	68
<b>Salem – The Hub</b>	346	336	1,257	4,027	1,043
<b>Gloucester -AP</b>	68	38	250	452	117
<b>NSCC – AP</b>	133	60	486	718	223
<b>Family Success Center-AP</b>	2	16	6	193	127
<b>Peabody Institute -AP</b>	8	9	30	106	25
<b>Total*</b>	502	503	1,732	6,039	1,603

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

*Total Customers Served*

	Sept, 17		Actual YTD		Sept, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/18	Actual
<b>Youth Career Center</b>	38	102	425	1,220	365
<b>Salem – The Hub</b>	1,025	459	2,343	5,512	2,147
<b>Gloucester -AP</b>	121	53	318	637	265
<b>NSCC – AP</b>	254	71	656	852	373
<b>Family Success Center-AP</b>	27	15	37	178	85
<b>Peabody Institute -AP</b>	9	8	32	100	32
<b>Total*</b>	1,395	708	3,110	8,500	3,784

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

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

	Sept, 17		Actual YTD		Sept, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/18	Actual
<b>Youth Career Center</b>	1	24	311	291	0**
<b>Salem–The Hub</b>	100	48	284	581	493



<b>Gloucester-AP</b>	17	7	35	78	43
<b>NSCC –AP</b>	29	9	69	111	30
<b>Family Success Center-AP</b>	4	3	9	32	4
<b>Peabody Institute-AP</b>	2	1	6	11	7
<b>Total*</b>	108/8%	92/13%	303/10%	1,105/13%	577/15%

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

\*\*Placement data was tracked under separate database in 2016

### Customer Satisfaction – Results for July 2017 to September 2017

#### Job Seeker\*

System-Wide (n = 100)	Excellent	Good	Fair	Poor	No Response
<b>Were you satisfied with the results of your visit?</b>	<b>63 (63%)</b>	<b>30 (30%)</b>	<b>4 (4%)</b>	<b>3 (3%)</b>	<b>0 (0%)</b>
<b>Gloucester (n=4)</b>	2 (50%)	2 (50%)	0 (0%)	0 (0%)	0 (0%)
<b>Salem (n=89)</b>	57 (64%)	26 (29%)	4 (5%)	2 (2%)	0 (0%)
<b>Access Points (n=7)</b>	4 (57%)	2 (29%)	0 (0%)	1 (14%)	0 (0%)

#### Employer

System-Wide(n = 4)	Excellent	Good	Fair	Poor
<b>Overall satisfaction with Career Center services.</b>	1 (25%)	3 (75%)	0 (0%)	0 (0%)

#### Employer Services

	Sept, 17		Actual YTD		Sept, 16 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/17	Actual
<b>New Employer Accounts</b>	128	75	333	900	204
<b>Total Employers Served</b>	196	158	538	1,900	371
<b>Number of Employers Listing Job Orders</b>	64	54	163	650	176

### TRAINING DIVISION / WORKFORCE INVESTMENT ACT

#### Overall WIA Activity

	YTD Actual	Planned Thru End of Grant	Sept 17 YTD
<b>Adult</b>	36	109	71
<b>Dislocated Worker</b>	115	174	96

#### Overall WIA Placement

	YTD Actual	Planned Thru End of Grant	Sept 17 YTD
<b>Adult</b>	2	53	0
<b>Dislocated Worker</b>	0	86	0

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

Vendor	Number Served	Placement Rate	Average Wage	Number Served in FY 17
North Shore CC	17	0	0	48
William George	3	100%	28.50	10
American Red Cross	2	0	0	6
Lynn Public/Advanced Manufacturing	2	1	22.00	0
New Horizons – Boston	2	0	0	6
Millennium	1	0	0	8
Salem State University	1	100%	25.00	15

**YOUTH DIVISION**

**Workforce Investment Act Programs**

Vendor	Number Served	Number Exited	Number placed/Average Wage	Number Served in FY 17
Action, Inc.	11	0	0	24
Catholic Charities	27	1	0	40
Girls, Inc.	12	0	0	17
North Shore CDC	1	1	1/11.00	6

	Goal	Actual
<b>Student Work and Learning Experiences</b>	375	331

**WBLP and Career Development Activities:** This quarter, the majority of the job placements and career workshops were part of our First Jobs summer program. Some 30+ Signal Success Workshops were facilitated during the months of July and August. With the start of the new school year in September, Youth Career Center (YCC) staff and the school liaisons began establishing plans to continue to work with students from Beverly High School, Fecteau Leary Alternative High School in Lynn, Lynn Vocational Technical Institute (LVTI), Marblehead High School, New Liberty Charter School in Salem, Peabody Learning Academy, Peabody Community High School, Peabody High School and Salem High School. YCC Staff also assisted students with year-round work readiness development and job search activities. This summer, YCC staff also instructed employers on the usage of the new one-page Massachusetts Work Base Learning Plan (MA WBLP). We have received great response to the more condensed WBLP and look forward to the continued usage of this tool.

This quarter, we have been strategizing and planning to focus more on internships for high school interns, particularly in STEM fields. We have been seeking additional resources to help fund these efforts. In the meantime, our YCC and Workforce

Investment Board (WIB) staff have been in discussions with schools and employers to determine how and where to develop new internships. We have been pleased with the response from our partner schools as well as Danvers High School, Beverly High School, and Essex Technical High School. In addition, initial responses from companies have been very positive.

**Professional Development:**

- Monthly community meetings for Youth Build, Shannon Committee, Safe & Successful Youth Initiative (SSYI) and Salem Public Schools Collaborative

**Employer Outreach:**

YCC Staff met with several businesses during the quarter to discuss opportunities for youth not only for the summer, but ongoing: Aphsara Boutique, Century Bank, Eastern Bank, Gannon Golf Course, Kelly Honda, Market Basket, Raffaele Construction, Salem Five Bank and Sky Chef. In addition to these private businesses, staff worked with 31 nonprofits for summer jobs placements through F1rst Jobs and Youth Works. Partners Healthcare interviewed and selected 19 youth to work at various locations throughout their hospitals and offices this summer. This is part of a long-standing relationship with Partners and their commitment to offering summer jobs to those young people who have never held a job. Medtronic has also begun their third year of the “Women in Engineering” internship, with 9 new interns this school year.

**Highlights:**

This year marked our 13<sup>th</sup> year of our F1rst Jobs summer jobs program. Starting in July, 241 youth began working in subsidized jobs located in Beverly, Danvers, Gloucester Ipswich, Lynn, Peabody, and Salem. Hired youth attended workshops, participated in worksite visits and some participated in end of the year events.

In addition to the subsidized jobs, 155 youth obtained private jobs and worked at some 75 businesses throughout the north shore. Some of the businesses included Bridgewell, Dunkin Donuts, Eastern Bank, Essex National Heritage Commission, GraVoc, Kelly Honda, Kentucky Fried Chicken, Market Basket, Mc Donald’s, North Shore Medical Center and Wendy’s.

**Budget-Actual Summary by Expense Category**  
**As of September 30, 2017**

	Budget	Actual	Obligations	\$ Remaining	%Rem.
<b><u>REVENUE</u></b>					
Current Year Grants	\$3,319,797	\$417,164	-	\$2,902,632	87.4%
Current Year Income	126,641	126,641	-	0	0.0%
Prior Year Carry-in	2,583,826	1,032,880	-	1,550,946	60.0%
<b>Total Revenue</b>	<b>\$ 6,030,264</b>	<b>\$1,576,685</b>	<b>-</b>	<b>\$4,453,578</b>	<b>73.9%</b>
<b><u>EXPENSES + OBLIGATIONS</u></b>					
<i>Admin Expenses</i>					
Personnel	\$289,728	\$50,399	-	\$239,328	82.6%
Expenses	74,452	8,620	-	65,832	88.4%
<b>Total Admin Expenses</b>	<b>\$ 364,179</b>	<b>\$59,020</b>	<b>-</b>	<b>\$305,160</b>	<b>83.8%</b>
<i>Program Expenses</i>					
Personnel	1,727,849	\$502,996	-	1,224,854	70.9%
Individual Training Accounts	673,200	105,842	133,910	433,448	64.4%
Supportive Services	61,446	-	56,446	5,000	8.1%
Youth Jobs	390,376	316,632	49,896	23,848	6.1%
Other Training	888,956	89,454	375,634	423,868	47.7%
Other Program Costs	438,434	108,390	58,587	271,456	61.9%
Business Services Costs	117,085	12,281	-	104,804	89.5%
<b>Total Program Expenses</b>	<b>\$4,297,347</b>	<b>\$1,135,595</b>	<b>\$674,473</b>	<b>\$2,487,278</b>	<b>57.8%</b>
<b>Total Expenses &amp; Obligations</b>	<b>\$4,661,526</b>	<b>\$1,194,615</b>	<b>\$674,473</b>	<b>\$2,792,438</b>	<b>59.9%</b>
<b>Planned Carry-Out</b>	<b>\$1,368,738</b>				

**Budget-Actual Summary by Program**  
**As of September 30, 2017**

<b>Program Name</b>	<b>FY Budget</b>	<b>FYTD Spent + Obligated</b>	<b>Amount Remaining</b>	<b>Percent Remaining</b>
<b><u>Federal Funds</u></b>				
Emergency Unemployment Comp. - REA: FY13	10,107	10,107	0	0.0%
NAMC Apprenticeship Grant –	322,917	110,758	212,158	65.7%
NAMC Apprenticeship Expansion	324,000	182,408	141,592	43.7%
Rapid Response – State Staff, FY18	13,991	0	13,991	100.0%
Re-employment Eligibility Assessments, FY18	55,426	52,986	2,440	4.4%
Regional Planning – FY 18	45,000	40,014	4,986	11.1%
Talent Connect – FY 17	13,242	1,972	11,270	85.1%
Trade Adjustment Assistance Case Management, FY17	50,717	9,459	41,258	81.3%
Trade Adjustment Assistance Case Management, FY18	21,951	0	21,951	100.0%
UI Walk-in, FY18	18,391	0	18,391	100.0%
Vets: Disabled Veterans Outreach Program, FY18	28,712	0	28,712	100.0%
Wagner Peyser ES 90%, FY17	20,491	7,984	12,507	61.0%
Wagner Peyser ES, 10% FY18	45,711	0	45,711	100.0%
WIOA Formula Funds: Adults	795,165	279,257	515,908	64.9%
WIOA Formula Funds: Dislocated Workers	684,951	132,724	552,227	80.6%
WIOA Formula Funds: Youth	561,098	130,922	430,176	76.7%
WIA/WIOA Formula Funds: Administration	167,145	21,608	145,537	87.1%
<b><i>Total Federal Funds</i></b>	<b><i>\$3,179,014</i></b>	<b><i>\$980,200</i></b>	<b><i>\$2,198,814</i></b>	<b><i>69.2%</i></b>

**Budget-Actual Summary by Program**  
**As of September 30, 2017**

<b>Program Name</b>	<b>FY Budget</b>	<b>FYTD Spent + Obligated</b>	<b>Amount Remaining</b>	<b>Percent Remaining</b>
<b><i>State &amp; Local Funds</i></b>				
Amp it up	5,709	5,708	1	0.0%
DCS – Jobs for Veterans State Grant	8,500	500	8,000	94.1%
DESE: Adult Career Pathways, Program 541, FY18	146,494	134,517	11,977	8.2%
DESE: Connecting Activities, FY18	112,057	3,144	108,913	97.2%
DTA FY18 Competitive Integrated Employment Services	155,801	22,825	132,976	85.4%
DTA FY 18 – Training	51,583		51,583	100.0%
Earned Funds	126,641	126,641	0	0.0%
Retention Grant FY 17	16,400	7,842	8,558	52.2%
ROCA – FY 18	6,400	671	5,729	89.5%
State One-Stop Career Centers, FY18	232,196	83,259	148,937	64.1%
Tech Hire FY 17	30,050	25,512	4,538	15.1%
Workforce Training Fund: WIB Support, FY18	95,000	25,111	69,889	73.6%
YouthWorks – Summer 2017	495,682	453,158	42,524	8.6%
<b><i>Total State Funds</i></b>	<b><i>\$1,482,512</i></b>	<b><i>\$888,888</i></b>	<b><i>\$593,624</i></b>	<b><i>40.0%</i></b>
<b>TOTAL FUNDS</b>	<b>\$4,661,526</b>	<b>\$1,869,088</b>	<b>\$2,792,438</b>	<b>59.9%</b>