



NORTH SHORE WORKFORCE BOARD

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Date: Oct. 23, 2018
TO: Board of Directors
FROM: Mary Sarris
RE: **Nov. 8, 2018** Board meeting

The North Shore Workforce Board will meet on November 8, 2018 at the City of Salem offices, 98 Washington St., First Floor, Salem. Our agenda for this meeting is below.

1. *Chair's Report*

- MassHire update
- Strategic Planning update
- Workforce Summit, Oct. 24, 2018

2. *Early College on the North Shore - a discussion of Innovations by North Shore Community College/Lynn Public Schools and Salem State University/Salem Public Schools*

3. *Committee Reports – written summaries of activities*

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

- *January 10, 2019*
- *March 14, 2019*
- *May 9, 2019*

As always your input and leadership is needed – looking forward to seeing you all on November 8th.

Mission: We put the North Shore to work

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

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



NORTH SHORE WORKFORCE BOARD

BOARD REPORT

November 8, 2018

Prepared on
October 30, 2018

TABLE OF CONTENTS

	Page
Minutes of Board Meeting of September 13, 2018	3
Career Centers Division	8
Training Division / Workforce Innovation and Opportunity Act	9
Youth Services Division	10
Financial Reports	13

**MassHire North Shore Workforce Board
Meeting Minutes**

September 13, 2018

Those in attendance: Tracey Chalane, Matthew Coogan, Tim Doggett, John Flinn, Dianne Palter Gill (for Pat Gentile), Laurie Giardella, Marcia Griesdorf, Mickey Long, Dave Manning, Paul Mahoney, Jenae Miklowcic, Laurie Roberto, Steve Shea, Nancy Stager, Jocelyn Tiberii, Bill Tinti, Edward Tirrell, and Carissa Karakaedos (for Patrick Tutwiler).

Those not in attendance: Bob Bradford, Brian Cranney, David Gravel, Robin Olson, Diane Smith, Stan Usovicz, and Thelma Williams.

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

Special Guests: Bonnie Carr of Essex Tech., DJ Napolitano of Senator Crighton’s office, and Hannah Mori of Senator Lovely’s office.

The meeting begins at 8:09am.

A quorum is present.

Nancy entertained a motion to accept the minutes of the September meeting. Steve Shea moved to accept the minutes. Tracey Cahalane seconded the motion. All members voted in favor of approving the minutes of the June meeting. No members opposed.

Chair’s Report

MassHire Update

As you know, we are now officially the MassHire-North Shore Workforce Board and the MassHire-North Shore Career Centers. On September 11, we held a launch event at the Career Center. There were about 70 people in attendance including elected officials, folks from our local colleges, and business representatives among others.

There are four values of MassHire: Collaboration, Reliability, Respect, and Ingenuity.

- J. Miklowcic thought the event was very engaging and enjoyed the story told by Mark at the event.
- B. Tinti thought the event was excellent and was pleased to see such a large turn out from different State Agencies.
- D. Palter Gill thought it was interesting for them to tell us how they were all the same and different.

The transition from WIB to WB is underway. The website and email addresses should be functioning soon. It will take some time to fully transition, but we are working hard to get it done.

Nancy wanted to remind everyone that on October 4th at the Peabody Marriott, the North Shore Community College will be holding their Champion Awards. There will be 3 people being recognized, one of whom is our very own Mary Sarris. All members are invited.

FY2019 Funding

We have received a 9.7% cut in WIOA funding. With conservative spending and additional funding from other resources, the cut will be more like a 3.7% cut. Overall, we are holding our own and will continue to fund our normal services.

New Mass Workforce Association

The Mass Workforce Board Association and the Mass Association of Workforce Professionals have combined into one organization. The Massachusetts Workforce Association will include members from the WIBs and Career Centers along with members from the Community Colleges, economic development folks, and non-profit agencies.

Vision: A unified voice of a regionally-led workforce development system that is responsive to the dynamic demands of businesses, job seekers, incumbent workers and youth in the Commonwealth.

The association has developed a Vision, a Purpose, and a set of core activities. The association is currently looking for an Executive Director and should have one in place soon. This organization is a great opportunity to develop strong regional leadership and allow the regional system to take control of issues and solve them directly.

Northeast Regional Labor Market Blueprint year 1

Last year we released our Regional Labor Market Blueprint in collaboration with the Merrimack Valley and Greater Lowell Regions. Our Blueprint identified 3 priority industries: advanced manufacturing, healthcare, and IT. The State is focused on those 3 industries because 5 of the 7 regions chose them as priorities. Each region has been given a grant of about \$45,000. Merrimack Valley will be managing the grant for our region. We are currently out to bid for a consultant to help us manage the grant and perform several activities, one being a gap analysis. The consultant will also be charged with writing at least two additional grants to generate additional funding.

Summer Internships and Externships - and FOW activity in local high schools

We had an interesting summer with our summer internships and externships. There was recently an end of summer celebration for our internships at North Shore Medical Center's Lynn and Salem Campuses. There was phenomenal testimony from some of the students highlighting what they've learned and how and why they will continue on in healthcare. North Shore Medical Center will continue some internships through the school year.

There were other internship programs that were successful over the summer. We also had a very successful externship program. A handout was given to the group highlighting the program and the 3 WB member companies that participated.

J. Flinn of Innovent expressed some of the difficulties and scheduling issues that arose with their externship.

T. Cahalane of Microline Surgical discussed the 3 teacher externships at her company. The externships went very well.

Mary and Laura Swanson met with four Mayors and Superintendents in Mayor Driscoll's office in August. Different types of internships and externships were discussed. Mary and Laura will now meet individually with the Superintendents of Lynn, Salem, Peabody, and Beverly. We will be working with the school districts to develop ways to build on work based learning for students so they are prepared for internships and externships before graduation.

Casino Hiring

We are being inundated with information about casino jobs. They are trying to fill 4000 jobs by the spring. These jobs will have a wage of \$15.00 an hour at minimum. Cambridge College will be starting the first dealer course soon. There are many struggles and challenges going along with filling these positions.

NSWIB/NAMC Apprenticeship Update

There is a huge push federally for apprenticeship funding, which somewhat offsets the WIOA cuts. In Massachusetts there are somewhere around 12,000 registered apprenticeships. About 84% of those apprenticeships are in Construction. The grants we are receiving are to try to make apprenticeships work in other industries where there are shortages of skilled workers and where they feel apprenticeships can change the way workers gain their skills. They are not trying to eliminate the need for college but increase the pipelines to these careers in addition to college, particularly in IT, Manufacturing, and Healthcare. Three grants have been received by NAMC for apprenticeship expansion. The Goal of the Apprenticeship Expansion Initiative is to build and sustain interest in apprenticeships in non-construction industries by:

- Developing innovations that make apprenticeships more relevant and appropriate in these new industries
- Providing alternative education and training options – leading to industry- and nationally recognized credentials and even college degrees – for more workers, particularly under-represented populations
- Sustaining program through such efforts as tax credits, etc. A tax credit of up to \$4800 per apprentice for companies is being developed in MA.
- Also to bring non-traditional workers into the construction industry.

Apprenticeships have been around a long time and have worked great in the trades but the structure in trade industries is much different than corporate structure. We are working towards multi-employer apprenticeship programs where the paperwork, etc. is taken on by NAMC. There is no regulatory burden passed on to the employers and the cost is lower than if a single company were to run their own apprenticeship program. The cost is lower now for early adopters than it will be in the future. Companies only need to commit to hiring someone and agree to mentor them for a year or so.

What is an apprenticeship?

A Registered Apprenticeship is a contract between an employer and an employee (the apprentice) that establishes a training plan for a specific occupation.

The employer role – to develop the training plan (Work Process)

On the job learning, performed during the work day under the supervision of a fully skilled employee (mentor, supervisor, journeyman)

Related Technical Instruction (RTI) delivered by a professional association, college, technical school, organized labor, or other outside trainer.

- Can be delivered during or outside of regular work hours

- Training can also be delivered by a company employee who is recognized in the industry as having expertise in a specific occupation (subject matter expert) and who has obtained certification in teaching techniques and adult learning styles.

The Apprentice role – to participate in and complete the training plan, leading to journeyman status for the Apprentice.

The apprentice contract includes detailed information about the training plan and pay increases that will occur either during or upon completion of the training plan.

Below is a list showing the value of an apprenticeship for a company.

An apprenticeship:

- Helps develop an organized and sustainable training culture within the company;
- Provides framework for companies to understand and document job functions, skills, and practices across occupations within the company;
- Provides leadership opportunity for skilled workers who provide training;
- Connects companies with training providers through related instruction;
- Becomes a recruitment tool for interested entry-level employees, including those currently under-represented in the industry;
- Becomes a retention tool for apprentices moving up to journeyman status;
- Allows workers to earn credentials that are industry recognized and also recognized across the country, in some cases workers can earn college credits;
- Builds relationships between companies, Workforce Boards, and Career Centers.

The group discussed different ways the apprenticeship structure can be used in IT and other industries. One example was an entry level Help Desk employee that has no means to move up the career ladder because of a lack of skills. This person, if entered into an apprentice program, can gain the credentials to move into a mid-level IT position with minimal cost to the employer. This can increase the likelihood of an employee staying with a company.

B. Tinti thinks it is important that an economic analysis be made to show the ROI for the company. If a company assumes this expense there has to be a way to show them how it can be profitable for them.

If the cost of an apprenticeship is \$9,800 and \$4,800 comes back as a tax credit, it will cost an employer \$5,000 to hire a mid-tier worker.

The group continued to discuss apprenticeships. They touched on the similarities between apprenticeships and co-ops in high schools and the difficulties in getting employers to sign on.

To take some of the pressure off of companies, the state has required a sponsor or intermediary to take on most of the administrative responsibility. The Sponsor is responsible for ensuring that all activity in the contract is carried out. In addition, the Sponsor is responsible for all documentation requirements associated with the apprenticeship.

Sponsors are often the companies themselves, but the function can be fulfilled by intermediaries such as industry associations, unions, and workforce boards. We have been designated sponsor of our apprenticeships.

Some successes apprenticeships:

Group Leader Training: The most popular so far.

- Developed model to be delivered on site to a cohort of Apprentices. Cohort enables training partner to reduce per head cost of delivery.
 - Community Colleges are key training partner.
 - 3 additional companies are adopting this program now.

CNC across multiple companies.

- Built cohort from 3 different companies to attend RTI at Center for Manufacturing Technology.
 - Potential exists to build additional cohorts for CNC Machine Operator and other jobs.

Company led training.

- Operations Manager developed curriculum and gained teaching certification to deliver on site training to cohort of 6 apprentices.

Some challenges of apprenticeships:

Internal to industry:

Working with companies that don't have job descriptions

Buy-in from CEO

Buy-in from Operations (where Journeymen, i.e. internal trainers, reside)

Scheduling RTI – inside or outside of work time

Internal to education/training partners:

Finding quality and relevant RTI

Finding instructors

Scheduling – inside or outside of work time

Internal to existing apprenticeship systems – driving innovation across new industry sectors:

Documentation

Standard operating procedures

Relationships with companies and certifying government agencies

The group went into further discussion. This meeting followed a PowerPoint presentation available at masshire-northshorewb.com.

Adjournment

T. Cahalane moved to adjourn the meeting at 9:12 am. T. Doggett seconded the motion. All members in attendance voted to adjourn the meeting. No member opposed.

The meeting concluded at 9:12 am.

The next meeting will be Thursday, November 8, 2018 at 8:00am.

The upcoming meetings for FY19 are:

- January 10th, 2019
- March 14th, 2019
- May 9th, 2019

Respectfully submitted by Maquisha Alleyne

CAREER CENTER OVERVIEW

Youth Career Center ¹	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Customers	26	30	119	360	60
Total Customers	277	102	1,259	1,220	425

North Shore One-Stop Total ²	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Customers	423	444	1,378	5,334	1,672
Total Customers	1,265	604	2,410	7,280	2,685

One-Stop Placements	Q1	Q2	Q3	Q4
FY18		2,023/62%	3,124/63%	4,210/63%

Job Seeker Satisfaction

System-Wide (n = 91)	Excellent	Good	Fair	Poor	No Response
Were you satisfied with the results of your visit?	55 (60%)	28 (31%)	6 (6%)	2 (2%)	0 (0%)

Employer

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

Employer Services

	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Employer Accounts	135	54	244	650	333
Total Employers Served	203	138	458	1,650	538
Number of Employers Listing Job Orders	36	42	66	500	163

¹ Youth Career Center New Customer is an unduplicated count while total customers is a count of customers each time a youth received a service. Please note that the Sept '17 total customer count is an unduplicated estimate.

² North Shore One-Stop New & Total Customers is an unduplicated count of customers who received a service from the either the Salem Hub or an Access Point.

ACCESS POINT OVERVIEW

Salem – The Hub	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Customers	288	331	1,096	3735	1,257
Total Customers	789	459	2,085	5,512	2,343

Gloucester -AP	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Customers	53	40	118	477	250
Total Customers	92	53	189	637	318

NSCC – AP	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Customers	134	60	390	723	486
Total Customers	243	71	560	852	656

Family Success Center-AP	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Customers	2	6	3	76	6
Total Customers	5	15	15	178	37

Peabody Institute -AP	Sept, 18		Actual YTD		Sept, 17 YTD
	Actual	Plan	YTD	Plan thru 6/30/19	Actual
New Customers	6	8	25	100	30
Total Customers	7	8	25	100	32

TRAINING DIVISION / WORKFORCE INNOVATION AND OPPORTUNITY ACT

Overall WIOA Activity

	YTD Actual	Planned Thru End of Grant	Sept, 17 YTD
Adult	54	104	36
Dislocated Worker	134	165	115

Overall WIOA Placement

	YTD Actual	Planned Thru End of Grant	Sept, 17 YTD
Adult	0	59	2
Dislocated Worker	0	84	0

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

Vendor	Number Served	Number Exited	Number Placed	Placement Rate	Average Wage	Number Served in FY 18
North Shore CC	8	0				55
Salem State University	5	0				16
William George	5	0				17
American Red Cross	4	0				8
American Graphics	3	0				4
Headhunter II (Tech Spa)	3	0				0
Wellspring House	3	0				3

YOUTH DIVISION

Workforce Investment Act Programs

Vendor	Number Served	Number Exited	Number placed/Average Wage	Number Served in FY 18
Action, Inc.	4	0		12
Catholic Charities	17	1	1/11.00	45
North Shore CDC	12	0		10

	Goal	Actual
Student Work and Learning Experiences	475	314

Budget-Actual Summary by Expense Category
As of September 30, 2018

	Budget	Actual	Obligations	\$ Remaining	%Rem.
<u>REVENUE</u>					
Current Year Grants	\$3,012,422	\$641,588	-	\$2,370,834	78.7%
Current Year Income	113,667	113,667	-	0	0.0%
Prior Year Carry-in	2,220,640	1,315,367	-	905,273	40.8%
Total Revenue	\$ 5,346,729	\$2,070,622	-	\$3,276,107	61.3%
<u>EXPENSES + OBLIGATIONS</u>					
<u>Admin Expenses</u>					
Personnel	\$262,239	\$69,840	-	\$192,399	73.4%
Expenses	62,258	10,099	-	52,160	83.8%
Total Admin Expenses	\$ 324,497	\$79,938	-	\$244,559	75.4%
<u>Program Expenses</u>					
Personnel	1,630,479	\$391,731	-	1,238,748	75%%
Individual Training Accounts	575,062	106,109	193,858	275,095	47.8%
Supportive Services	94,304	13,242	4,225	76,837	81.5%
Youth Jobs	416,386	370,382	10,535	35,468	8.5%
Other Training	751,253	107,020	506,392	137,841	18.3%
Other Program Costs	390,079	104,654	17,448	267,977	68.7%
Business Services Costs	150,763	22,920	24,086	103,757	68.8%
Total Program Expenses	\$4,008,325	\$1,116,059	\$756,545	\$2,135,721	53.0%
Total Expenses & Obligations	\$4,332,822	\$1,195,997	\$756,545	\$2,380,280	54.9%

Planned Carry-Out

\$1,013,907

Budget-Actual Summary by Program
As of September 30, 2018

Program Name	FY Budget	FYTD Spent + Obligated	Amount Remaining	Percent Remaining
<u>Federal Funds</u>				
MassHire Branding FY19	\$31,823	\$7,800	\$ 24,023	75.5%
NAMC Apprentice Continuation Grant	183,500	0	183,500	100.0%
NAMC Apprenticeship Expansion Grant –	145,555	107,468	38,086	26.2%
NAMC Apprenticeship Grant	255,000	196,245	58,755	23.0%
Rapid Response – State Staff, FY19	13,991	0	13,991	100.0%
Re-employment Eligibility Assessments, FY19	53,380	53,380	0	0.0%
Trade Adjustment Assistance Case Management, FY17	22,415	12,688	9,727	43.4%
Trade Adjustment Assistance Case Management, FY18	20,744	0	20,744	100.0%
Trade Adjustment Assistance Case Management, FY19	26,751	0	26,751	100.0%
UI Walk-in, FY19	10,000	0	10,000	100.0%
Vets: Disabled Veterans Outreach Program, FY19	28,712		28,712	100.0%
Wagner Peyser ES 90%, FY18	14,902	8,753	6,149	41.3%
Wagner Peyser ES 90%, FY19	1,143	87	1,056	92.4%
Wagner Peyser ES, 10% FY19	51,225	26,552	24,673	48.2%
WIOA Formula Funds: Adults	691,425	235,014	456,411	66.0%
WIOA Formula Funds: Dislocated Workers	611,089	223,383	387,706	63.4%
WIOA Formula Funds: Youth	640,229	375,617	264,612	41.3%
WIA/WIOA Formula Funds: Administration	146,627	33,267	113,360	77.3%
<i>Total Federal Funds</i>	<i>\$2,948,510</i>	<i>\$1,280,255</i>	<i>\$1668,256</i>	<i>56.6%</i>

Budget-Actual Summary by Program
As of September 30, 2018

Program Name	FY Budget	FYTD Spent + Obligated	Amount Remaining	Percent Remaining
<i>State & Local Funds</i>				
Amp it up FY 18	7,782	4,087	3,695	47.5%
DESE: Connecting Activities, FY18	202,398	18,520	183,878	90.8%
DTA FY19 Competitive Integrated Employment Services	143,645	24,406	119,238	83.0%
Early College	12,215	0	12,215	100.0%
Earned Funds	21,163	21,163	0	0.0%
Retention Grant FY18	27,480	7,000	20,480	74.5%
ROCA – FY 19	5,775	245	5,530	95.8%
State One-Stop Career Centers, FY19	243,594	49,618	193,977	79.6%
STEM Focused Internships FY 19	40,000	0	40,000	100.0%
Tech Hire FY 17	72,298	27,034	45,264	62.6%
WIOA Partners FY 19	18,652	0	18,652	100.0%
Workforce Training Fund: WIB Support, FY19	95,000	27,306	67,694	71.3%
YouthWorks – Summer 2018	494,309	492,908	1,401	0.3%
<i>Total State Funds</i>	<i>\$1,384,311</i>	<i>\$672,287</i>	<i>\$712,024</i>	<i>51.4%</i>
TOTAL FUNDS	\$4,332,822	\$1,952,542	\$2,380,280	54.9%