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Agenda  
Workforce Systems Committee  
April 20, 2017  
8:00AM

70 Washington Street, Small Conference Room 1<sup>st</sup> Floor- Salem

Membership: Paul Mahoney, Brian Cranney, Tim Doggett, Patricia Meservey, Lauren Hubbacheck, Tom Lemons, Jenae Miklowcic; David Manning, Mike McCarthy, Patricia Gentile, and Dianne Palter-Gill

- I. Introductions
- II. Tasks and Objectives for FY 17:
  - Regional Planning under WIOA (FOW) and greater regional planning with GLWIB and GLWIB,
  - One-Stop Operator Procurement
  - Data Academy Review of Customer flow and changes in demographics
  - New programming and industry/ critical occupation review
- III. Future One Stop Operator Contract/Charter – *review of draft goals and discussion*
- IV. Future of Work on the North Shore/ Regional Planning – *updates on Kick-off Meeting April 5<sup>th</sup> and Regional Meeting April 19<sup>th</sup>*
- V. Manufacturing training – *update*
- VI. Adjournment

2-16-2017

**Attendees:**

Dianne Paltergill, Lauren Hubbacheck, Tim Dogget (via phone), David Manning (via Phone)– Mary Sarris and Ed O’Sullivan

**WORKFORCE SYSTEMS GOALS AND OBJECTIVES 2015 - 2017**

**GOAL 1:** THE NORTH SHORE WIB WILL BUILD THE CAPACITY OF THE NORTH SHORE WORKFORCE SYSTEM TO RESPOND TO LABOR MARKET NEEDS BY COLLECTING AND DISTRIBUTING LABOR MARKET INFORMATION AND BY PROVIDING OTHER SUPPORTS TO WORKFORCE PARTNERS.

MAJOR THEMES:

- Regional Planning under WIOA (FOW) and greater regional planning with GLWIB and GLWIB,
- One-Stop Operator Procurement
- Data Academy Review of Customer flow and changes in demographics
- New programming and industry/ critical occupation review

**Objective #1:** 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.

<b>Activity:</b>	<b>Timeframe:</b>	<b>Benchmarks/Indicators of Success</b>	<b>Status</b>
Career Center Charter	2015 – 2017		Mark during the June 15 Committee meeting gave a detailed update on the charter highlighting the development of the access points and a roll-out of the new locations that opened up in the Winter/Spring of 2015.

<p>-Continue to conduct bi-annual reviews of Charter to ensure that services provided to companies and individuals continually improve and respond to current needs</p>	<p>2015 – 2017</p>	<p>Active charter exists at all times.</p>	<p>Additional information was presented on the customer flow at the new Access Points.</p>
<p>-Support Career Centers as they consolidate and build Access Points</p>	<p>2015</p>	<p>Additional focus areas include:          -Career Center services are out in the community.          - Infrastructure costs have decreased          -Additional training funds are available</p>	<p>Discussed with the committee the changes with WIOA and pending Career Center open bid process which is on the horizon. Dave gave the group a quick overview of the workgroup at the state level and the various topics they were covering.</p>
	<p>2016</p>	<p>Revisit locations through review of services of access points</p>	<p>Reviewed the options for what will be listed in new contract with one-stop provider. Much discussion around the theme on technology and education should be listed in upcoming contract. In addition, similar themes that have been in past Charters should remain: Quality of Service to Business, Quality of Service to Youth, Job Seekers, and Data resource management.</p>

<p>-Help career centers inform job seekers of placement and earning potential of various training programs</p> <p>-Help job seekers understand and use social media and other technology tools in their job search and in training</p>	<p>2015 – 2016</p> <p>2015</p> <p>2016 - 2017</p>	<p>Career Centers receive training on new Blueprint; also regularly access real-time tools such as HWOL and TORQ</p> <p>Updated list of performance by training vendor available for career center staff</p> <p>Appropriate workshops available on a routine basis; career center staff also routinely attend training sessions; tools available for staff to help customers make training decisions</p>	
<p>Continue initiatives in critical/emerging sectors:</p> <ul style="list-style-type: none"> <li>- Health Care</li> <li>- Manufacturing</li> <li>- Construction</li> <li>- Financial Services</li> <li>- Life Sciences and/or Innovation</li> </ul>	<p>2015</p>	<p>LMI details for each sector identified and communicated to industry partners through various means, including profiles, presentations, newsletters, company visits, etc.</p>	<p>Overview was given to the Manufacturing WCTF/JD NEG/ Apprenticeship grants...in addition the NSWIB submitted (yesterday12/16) a WCTF grant covering the IT industry – IT occupations that crossover into multiple industries. We were fortunate enough to get several company partners to sign on and North Shore Community College will serve as the education provider focusing on the COMP TIA course along with many supports. This grant could potentially be tied into the</p>

	<p>2015</p> <p>2016</p> <p>2016</p> <p>2016 – 2017</p>	<p>Pathways from entry level to advanced updated and clearly documented so staff and partners understand how to help job seekers move up and into quality jobs with education and training.</p> <p>Consortiums developed/strengthened for each industry regardless of grant cycles. Meet at minimum annually to discuss industry needs, advancement and changes.</p> <p>Applications for grant funding for new and incumbent workers submitted and funded in each area.</p> <p>Consortiums status reviewed at the end of each fiscal year for quality of industry support</p>	<p>Comuniversity at Lunn effort as well.</p> <p>Also information was shared with regards to the Health Care Transformational Fund – working with Certificated Medical Assistants on Patient Centered Medical Home model of service delivery.</p> <p>In the April 16 Meeting we shared that we did not get the IT grant but will pursue other funding sources to work with Lynn PS graduates to get into IT occupations.</p>
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	2017	Grant funding is received and appropriate projects underway.	
	2016 - 2017	Progress made on moving non-credit courses to credit courses at some level.	
- Continue to work with North Shore Community College, Salem State University, Endicott College and Gordon College on Life Sciences project	2015 – 2016	NSWIB staff attend meetings and provide information and support as required and requested.	In April, We shared that the WIB worked with Endicott College (and their Entrepreneur group FUEL) to present data on the IT industry to the North Shore Tech Council. The event was a success.
Engage companies in STEM communication activities	2015 – 2017	AMP It Up and other related STEM activities working; STEM activities of youth pipeline committee working successfully	
	2015	One more life science company on the WIB	
Improve services for targeted populations – Long Term Unemployed, Immigrants, and mature workers			
Conduct needs assessment on target populations	2015 – 2016	Needs assessments on these populations completed and on website – through DAA	
- Maintain comprehensive data base of all agencies and programs that provide services	2016	Data base of programs exist and is available on website	

<p>to targeted populations – identify barriers and gaps</p> <p>- Identify areas for potential partnerships and/or expansion of existing programs that will reach targeted populations</p>	<p>2015</p> <p>2015 – 2016</p> <p>2016</p>	<p>Partners identified.</p> <p>Representatives of these groups on WIB committees</p> <p>WIB/Career Center staff on existing partnerships or new partnership exist in the community.</p>	
<p>Analysis and sharing of Labor Market Information</p> <p>-LMBP Completed in the Fall of 2014, Including Economic Snapshot, Brief, Youth Piece</p> <p>-Annually interview WIB members in each critical sector on what they predict their sector will look like in five years.</p> <p>-Conduct 6 Data Academies with research topics supporting attaining performance measures and understanding trends in the regional labor market.</p> <p>-Share HWOL data with industry sector partners for verification/validation</p>	<p>2015</p> <p>2016 – 2017</p> <p>2015 – 2017</p> <p>2015 – 2016</p>	<p>Blueprint and related documents on website</p> <p>Annual review completed and documented</p> <p>DAA academies complete work and information on website</p> <p>HWOL data submitted to industry partners on an annual basis</p>	<p>Update was given on the Blue Print and has already been placed on website as well as the many presentations the WIB staff have been doing to promote LMI</p> <p>Youth Blue Print posters have been made for schools and partners.</p> <p>On-Line learning research study by NSWIB was posted on the website. Still much to learn about this new/innovative – and ‘will happen’ way of learning.</p>

-Training seminar series for Career center staff	2015	Training seminars take place	
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**OBJECTIVE #2:** Increase coordination and collaboration with educational, human service and government organizations on regional economic development initiatives and advocate for policy changes at the state and local level that will help local partners increase the capacity of the workforce system.

Activity:	Timeframe:	Benchmarks/Indicators of Success	Status
Policy changes and education on increasing capacity	2015 – 2016	Elected and appointed workforce leaders are involved with WIB, including attending full board meetings and committee meetings.	Annual Report was released over the summer...
- Advocate locally and jointly with other WIBs for identified policy and funding changes.	2015 – 2017	WIB Director speaks with NS Mayors/Town Administrators group at least once per year.	
-Disseminate a bi-annual report to the legislature documenting programs and outcomes for the North Shore region	2015 and 2017	Bi-annual Report to Legislature completed	
-Strengthen relationship with local political leaders such as Congressman John Tierney and North Shore legislative delegation.	2015 – 2016	WIB/Career Center staff join state level committees to advocate for these changes	
	2015 – 2017	An annual list of policy changes are documented and maintained on our website.	



<p>Participate with the North Shore Alliance for Economic Development</p>	<p>2015</p>	<p>Snapshot completed and disseminated.</p>	<p>Investment Snapshot is being disseminated along with the Blue Print.</p> <p>During the February meeting we discussed in detail ‘The Future of Work’ project we will be running of the next year. We will be surveying several groups of stakeholders thru a survey tool as well as in-person discussions. More updates to come.</p> <p>In April 2016 a copy of the FOW survey that was sent to board members and sub-committee members was shared. We are working on a more friendly format to review to share results. An update was given on FOW during the 12 2016 meeting....goals have been set to reach objectives set. We also share preliminary results of the Future of Work (FOW) surveys which highlight this problem. More data will be released to the committee on FOW during the coming year.</p>
	<p>2015</p>	<p>Alliance joins the WIB board</p>	

	2015 – 2017	WIB participates in Alliance events including workshops that support critical industries.	
	2015	Alliance strategic plan includes support of workforce development in conjunction with economic development activity.	
	2016	WIB and Alliance participate with local economic development leaders in periodic meetings and workshops.	
	2016 - 2017	Alliance funding increases and the organization becomes firmly established in the community.	
Work with regional workforce system partners to address industry and worker needs by sector. – build and support industry partnerships such as the NAMC.	2016 – 2017	Cluster partnerships as described above include other members of the workforce system, including educators, economic development organizations, and industry groups.	Regional Partnership in Manufacturing is leading the way in the Northeast....many challenges and many successes.
	2015 – 2017	Partners participate in seminars that discuss labor market data and challenges and develop full understanding of responses needed.	During the June 2016 meeting we discussed the importance of working with the Voc. Tech Schools as well as promoting the Apprenticeship Models being developed through the Manufacturing grant.
	2017	Schools/colleges/related entities report stronger relationships with companies who are interested in	

		hiring members of their constituencies.	
Continue to seek out and support resources to help with transportation	2015 – 2017	Our current Employment Express programs remains in effect at least at its current level.	The committee in June 2016 discussed the importance of the WIB and addressing the transportation problems present of workers on the North Shore.
	2016 – 2017	One additional funding source is identified and an application submitted and funded to expand service.	
	2015	One DAA report done on Employment Express and the customers who are utilizing it – report on website and disseminated to the public and leaders around the region.	

The North Shore Career Centers agree to remain in a fully-certifiable condition during the period of performance for this contract. This includes

a. Effectiveness -- Customer Satisfaction -- Physical and Programmatic Accessibility

1. Integrates Available Services for Participants and Businesses – **how to prove?**
2. Meets the Workforce Development needs of Job Seekers – **how to prove?**
3. Meets the Employment needs of local businesses – **how to prove**
4. Operates in a cost effective manner – **define?**
5. Coordinates services among the One-Stop Partner Programs – **leading in a collaborative way and obtaining the goals outlined in the Partner MOU**
6. Provides max access to partner program services (even outside normal business hours) – **how to define**
7. Meeting needs of disabled population – **how to define**

c. **Continuous Improvement**

1. Local Performance Achievement (S 116(b)(2) of WIOA and 20 CFR 677). – **meets or exceeds all WIOA performance goals**
2. Other
  - a. include regular process for responding to TA needs, - ?
  - b. regular professional staff development **develop and implement a staff development plan that correlates with the plan identify in the WIOA Partners MOU**
  - c. capturing and responding to customer feedback – **using customer center design and/or similar design tools**

All One stop Centers **must** comply with applicable and physical accessibility requirements (29 CFR 37) – **will complete a check list of accessibility tools and accommodations each year.**

The North Shore WIB, through its Workforce Systems Committee with approval from the full board, will review and certify the North Shore Career Centers once a year.

In addition, the Career Centers will meet certain goals as established by the WSC and full board, including:

GOAL	STRATEGIES	OUTCOMES
<p><b>Increase and Improve Quality of Service to Business</b></p>	<ol style="list-style-type: none"> <li>1) Increase job orders and corresponding placements in targeted industries that address local needs</li> <li>2) Ensure full coverage of region, alignment with critical industries</li> <li>3) BSU members attend and contribute to sector partnership meetings</li> <li>4) Collaborate with partner agencies to reduce the amount of redundant contact to businesses.</li> </ol>	<ol style="list-style-type: none"> <li>1) % increase in number of corresponding placements</li> <li>2) % increase of new businesses/employers established within local market</li> <li>3) CC industry sector teams will host 4-5 focus groups with industry sector businesses</li> <li>4) Development of a services crosswalk leading to better coordination of business outreach</li> </ol>
<p><b>Improve Quality of Service to Youth</b></p>	<ol style="list-style-type: none"> <li>1) Continuous outreach to schools and community partners</li> <li>2) Participate in Youth Pipeline Meetings</li> <li>3) Develop resources to encourage youth to enter STEM fields</li> <li>4) Improve number of Out of School Youth to serve a minimum of 75%</li> </ol>	<ol style="list-style-type: none"> <li>1) Increased awareness and stronger working relationships with schools and youth serving organizations</li> <li>2) Maintain consistent coordination with Youth goals established in the WIB's strategic plan</li> <li>3) Increase % of out of school youth to adult WIOA training programs related to STEM</li> <li>4) Increase outreach to schools and youth community organizations</li> </ol>
<p><b>Improve Quality of Service to Job Seekers</b></p>	<ol style="list-style-type: none"> <li>1) Continue the expansion of personalized initial assessments</li> <li>2) Improve customer contact after receiving an initial assessment</li> <li>3) Continue to engage job seekers in full range of WIOA training programs (Classroom, OJT, Apprenticeship) for skill development in demand occupations</li> <li>4) Increase customer awareness of LMI and areas of growth in critical industries</li> </ol>	<ol style="list-style-type: none"> <li>1) Incorporation of shared customers with our partners through Career Pathways team</li> <li>2) Increase follow-up services through social media, direct contact, workshop attendance, and availability of services through the Access Points</li> <li>3) Increased enrollment in WIOA trainings</li> <li>4) Increased # of customers in Career Ready 101 activities and National Career Readiness Certification</li> </ol>
<p><b>Improve Career Ready 101 utilization among customers, partners, and area business</b></p>	<ol style="list-style-type: none"> <li>1) Build upon our existing plan to utilize Career Ready 101 to develop functional literacy as well as soft professional skills</li> <li>2) Coordinate with our partners how customers can be best served utilizing Career Ready 101</li> <li>3) Raise business awareness of the value of identifying soft Professional skills and availability of customer training opportunities</li> </ol>	<ol style="list-style-type: none"> <li>1) Increase the # of customers who take the National Career Readiness Certificate (NCRC)</li> <li>2) Expand the attainment of soft professional skills proficiency across the local workforce system</li> <li>3) Increased # of employers who include NCRC preferred candidates in their job orders</li> </ol>

## Regional Planning Meeting

### Participant Agenda - Annotated

Welcome, Introductions – 9:00 – 9:30

- *Workforce board on behalf of region*
- *Secretary in attendance (Ed, Workforce, or Economic Development)*
- *Liz does opening exercise with all participants*

Review Agenda and Objectives for this Meeting 9:30-9:45

- *Build shared understanding of the planning region's employer demand*
- *Build shared understanding of anticipated changes and challenges in the region's ability to meet labor market needs*
- *Build consensus around priority sectors and occupations, ensuring the process gives full consideration to wages and career pathways within priority sectors and occupations*

Highlights from the Kick-Off Meeting 9:45-10:00

- *Review regional process for those that were not in attendance*

The Current Situation: How Did We Get Here? 10:00-10:30

- *30 year backward look timeline*
- *Review components of labor market blueprint with group*

Labor Market Data: Employer Demand 10:30-11:15 – Petah Blakley

- *Framework: Employers in our region have difficulty filling available openings.*
- *This team – representing education, workforce development, and economic development – is asked to identify skill gaps in priority sectors and occupations in your region and prioritize solutions to these skill gap problems*
- *We need to understand how occupations and industries stack up against each other given different sets of criteria. For example:*
  - *Which jobs are plentiful, and make up a large share of an industry or employer base?*
  - *Which jobs pay well, and have a low barrier to entry?*
  - *Where do employers have a hard time finding skilled workers?*
  - *Which jobs are critical to an emerging industry in our region?*
  - *Which jobs are part of a career pathway, allowing workers to graduate from a lower-skill, lower-pay job to a higher-skill, higher-pay job?*
  - *...Etc.*
- *Data based on different sets of criteria will frame your team's conversations around priority sectors and occupations.*
- *This data is a starting point -- we expect that you will start here, and complement and verify this with on the ground information and stakeholder feedback.*
- *Data categories:*

- *Industry and sub-sector by employment base, number of employers, wages by sub-sector*
- *Occupations by: employment share, weighted demand (short-term, long-term, openings), Demand Star ranking, and supply gap*

Break

Where Do We Want to Go? Regional Goals 11:30-12:30

- *Liz facilitates section on overlapping goals from pre-meet survey*
- *Small groups work on:*
  - *What does the data we have available tell us about industries and occupations in my region?*
  - *Given the information we have available, what industries or occupations could we prioritize as a team?*
  - *What other information do we need in order to make these decisions?*
  - *Share out*







Analytic Support: Data Tool 12:30-12:40

Closing and Next Steps 12:40-1:00

- *During next steps portion, boards and other participants can address next steps that are either prepared beforehand (i.e. team to hire consultant) or come up during the session (i.e. we need a smaller working group to address X)*

## Future of Work Business Survey Comparison as 3/27/2017

What changes does your company/industry anticipate over the next several years? Please choose all that apply.

Answer	0%	100%	Number of Response(s)	Response Ratio
Fewer jobs needed			17	8.8 %
New jobs created			102	53.1 %
Expansion of markets			85	44.2 %
Different business models/Ways of doing business			93	48.4 %
Greater efficiency due to technology			86	44.7 %
Other			2	1.0 %
<b>Totals</b>			<b>192</b>	<b>100%</b>

**Comments:**

The high cost of unskilled labor and benefits in MA will lead us to invest in equipment to reduce labor...

We will be treating many more people who would normally go to a hospital.

We are an urban farm producing fresh vegetables daily 12 months a year. New industry supplying restaurants and retail customers. We will train a whole new workforce
















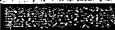









With the Electronic Medical Record implementation we will see more efficiencies. This will increase the need for workers with better computer skills and a comfort with computers.

Impact created by baby boomers leaving the workforce

We plan on expanding our international footprint which will lead to new jobs being created.

How helpful would each of the following services be in your effort to keep up with these changes?

1 = Not At All Useful, 2 = Not Very Useful, 3 = Somewhat Useful, 4 = Very Useful, 5 = Extremely Useful

Answer	1	2	3	4	5	Number of Response(s)	Rating Score*
Increased tax credits						164	3.6
Improved training programs						173	3.9
Lower insurance costs						175	4.0
Cheaper energy costs						165	3.4
More access to markets outside of MA						152	3.2

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

**Comments:**

There is desperate need for training of marine technicians in recreational boating

Other Positions: Construction Superintendent; Skilled construction laborer; Construction Estimator; Project Designer/Architect; Draftsman

Good education in the sciences is needed but for the most part we do the training ourselves.

Business owners are taking lots of hits with all of the regulations the government keeps putting out. It would be nice to see government officials who have been in the field making these decisions or taking money out of their pockets instead of always putting it on the business owners.

Training programs should include all computer skills training.



What will make a community more attractive and competitive for your business/industry sector? Please choose all that apply.

Answer	0%	100%	Number of Response(s)	Response Ratio
Stronger workforce			99	56.2 %
More public transportation			67	38.0 %
Less expensive housing/More workforce housing			65	36.9 %
Excellent quality of life			109	61.9 %
Improved tax incentives			67	38.0 %
Other			2	1.1 %
<b>Totals</b>			<b>176</b>	<b>100%</b>

Comments:

Stronger workforce is already strong - It is the competition that makes it fun.  
 more modern mindset/curiosity for opportunities with technology  
 Having trouble finding long term chefs b/c housing is limited  
 Industry clusters have a way of attracting similar companies. Advertising the clusters we have and the resources available to companies as a result would be helpful.  
 Small business is being drowned in regulation, administrative costs and the burden of over 40% increase in the cost of labor over the last two years. Any way the administration can help to offset the higher costs would be helpful...  
 Better public transportation would be a great advantage as many people do not have a car.

What are the future skill sets your business/industry needs? Please choose all that apply.

Answer	0%	100%	Number of Response(s)	Response Ratio
Better math skills			55	32.9 %
Technology fluency			120	71.8 %
Ability/willingness to learn			138	82.6 %
Ability to work with diverse colleagues			79	47.3 %
Ability to speak a foreign language			40	23.9 %
Other			13	7.7 %
<b>Totals</b>			<b>167</b>	<b>100%</b>

Comments:

I see a major issue with the number of young people entering the skilled trades  
 Most of the jobs will require a Bachelor's degree in a STEM discipline. Technology fluency is a must. Getting companies to come to the North Shore requires overcoming their concern that they won't be able to find qualified employees.  
 Improvement in customer service and interpersonal skills, professional presentation and improved writing skills  
 The ability to manage big data sets is becoming more important. Excel is a powerful tool. We can't get enough programmers locally. Understanding genomics is going to be an entry-level requirement in the biotech industry.  
 We have bright capable employees who are held back by their inability to speak English...  
 Even for entry level jobs, a command of good English reading and English writing skills along with computer skills.  
 Technology fluency is vital to acquiring a new job as well as keeping it for a long period of time. For older workers, the ability and most important, willingness to keep learning is paramount to maintaining a steady job.

Is the cost and availability of housing in your community a factor for your employees? Please choose all that apply.

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes, it is important to them and us			67	29.2 %
No, it is not important to them or us			31	13.5 %
We do not hear people discussing this			56	24.4 %
Other			4	1.7 %
No Response(s)			71	31.0 %
<b>Totals</b>			<b>229</b>	<b>100%</b>

## Lynn Area Chamber of Commerce Draft Business Survey Results

The LACC Business Survey is a joint effort between LACC and the North Shore Workforce Investment Board. The purpose of the survey is to identify the labor market needs of LACC members and to develop strategies on how to best address those needs. An electronic survey tool was developed and distributed via ConstantContact to LACC members. Email invites were sent to 2,267 unique LACC member email addresses on 3/17/2017, a reminder email was sent on 3/23/2017, and a third email invite is scheduled for 3/30/2017. As of 3/27/2017, a total of 27 LACC members have responded to the survey for a response rate of 1.19%.

<b>1. Do you currently have openings in your business that you are unable to fill?</b>		
	Number of Response(s)	Response Ratio
Yes	10	37.0%
No	17	62.9%
No Responses	0	0.0%
<b>Total</b>	<b>27</b>	<b>100%</b>

<b>2. If Yes, what are the occupations/skillets where needed labor is particularly hard to find?</b>	
12 Response(s)	
Answer	
Reliable, dependable, self motivated employees.	
Universal Banker	
preschool teachers with bachelor's degrees	
School Bus drivers.	
Class A tractor trailer drivers with appropriate endorsements and credentials. We are currently looking for (5) full time drivers, with a base starting pay of \$50,440	
dependability, truckdrivers, installers	
a brain. need to work independently, reliable, on-time and creative	
Hospitality roles (kitchen and servers)	
professional service/sales reps for insurance industry	
production and sales.	
Home Health Aides	
Computer	
EEC (Early Education & Care) licensed preschool teacher with classroom experience.	

<b>3. What changes does your company/industry anticipate over the next several years? Please choose all that apply.</b>		
	Number of Response(s)	Response Ratio
Fewer jobs needed	4	14.8%
New jobs created	13	48.1%
Expansion of markets	11	40.7%
Different business models/Ways of doing business	16	59.2%
Greater efficiency due to technology	11	40.7%

**4. If new jobs will be created, what are the skills needed for this position? What will be their actual job titles? Please include as many as possible. (Ex: Universal banker, 3D printing specialist, social media manager, etc)**

15 Response(s)

Answer

Forman (which is not me)

2 new drivers for expansion of work force.

4 skilled tradesman

2 labored

commercial lender; will need networking and business evaluation skills.

Commercial lenders

Loan officers

Chef, waiter, servers

Specific training for school bus drivers in the State of Massachusetts.

Class A CDL with hazmat endorsement, TWIC card (FBI and Homeland Security Background Check) able to pass required drug and alcohol screening.

licensed tent installer, heat specialist, licensed generator specialist

chef, souschef, prep and waitstaff

na

Events Manager, Social Media Manager, Member Engagement Specialist

csr

broker/sales

Social Media, Sales, production and packaging and marketing.

Sales, Marketing and Customer service rep's

Same

Computer and sales

**5. If fewer jobs are needed, which outdated jobs are being removed? What are their actual job titles? Please include as many as possible. (Ex: Bank teller, secretary, etc) If additional space is needed please use the section provided at the end of this survey for additional comments and concerns.**

7 Response(s)

Answer

Tellers

No outdated jobs, just eliminated due to budget cuts.

Clerical

Our student population is declining - fewer adjunct instructors, fewer support staff, fewer direct service staff.

n/a

This situation would be driven by anticipated funding cuts.

Consolidate part time jobs to offer closer to full time. Workforce is looking for more hours.

**6. How helpful would each of the following services be in your effort to keep up with these changes?**

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Not At All Useful	Not Very Useful	Somewhat Useful	Very Useful	Extremely Useful
Increased tax credits	4 15%	6 22%	5 19%	6 22%	6 22%
Improved training programs	3 11%	4 15%	10 37%	8 30%	2 7%
Lower insurance costs	1 4%	1 4%	5 19%	9 33%	11 41%
Cheaper energy costs	2 8%	1 4%	8 31%	7 27%	8 31%
More access to markets outside of MA	9 36%	8 32%	4 16%	2 8%	2 8%

**7. What will make a community more attractive and competitive for your business/industry sector? Please choose all that apply.**

	Number of Response(s)	Response Ratio
Stronger workforce	17	62.9%
More public transportation	7	25.9%
Less expensive housing/More workforce housing	8	29.6%
Excellent quality of life	13	48.1%
Improved tax incentives	10	37.0%
Knowing residential spending habits/potential customer base	13	48.1%
<b>Total</b>	<b>27</b>	<b>100%</b>

**8. What are the future skill sets your business/industry needs? Please choose all that apply.**

	Number of Response(s)	Response Ratio
Better math skills	7	25.9%
Technology fluency	13	48.1%
Ability/willingness to learn	24	88.8%
Ability to work with diverse colleagues	16	59.2%
Ability to speak a foreign language	13	48.1%
<b>Total</b>	<b>27</b>	<b>100%</b>

**9. Is the cost and availability of housing in your community a factor for your employees**

	Number of Response(s)	Response Ratio
Yes, it is important to them and us	16	59.2%
No, it is not important to them or us	4	14.8%
We do not hear people discussing this	6	22.2%

No Responses	1	3.7%
<b>Total</b>	<b>27</b>	<b>100%</b>

**10. Do you have any additional thoughts on the Future of Work on the North Shore? (e.g. Ideas, big picture thoughts, examples of projects we should include in our plan)**

10 Response(s)

Answer

encourage the gateway cities to stay active in the development plans

Access to child care paired with times of job trainings and college courses.

Would love to see an investment in solar and green jobs paired with local business incentives for going green.

I believe the city of Lynn has great potential. The incentive to renovate the outside of business and neighborhoods will play a great way to make the city better. Placing energy efficient trash can throughout the side walks is a good initiative if you walk by union st. There is a lot of trash on the side walks this makes the city look dirty.

Have the government take the handcuffs off the fishing industry.

More market rate housing.

It seems to me that potential employees want to live off assistance and don't want to work because it will effect their income and housing.

better planning, better Schools, and better housing all add up to better economy

Strength through reduced taxes, competitive salaries, high ranking schools and safety.

Making a city more walkable/safe/beautiful. More outdoor activities to create more community awareness/togetherness.

Having a student wage would help us continue to bring students in and train them and then promote within.

## Future of Work Youth Survey Results as of 3/28/2017

What are your hopes and dreams for the future, or what are those for your child? Please choose all that apply.

Answer	0%	100%	Number of Response(s)	Response Ratio
A career that is fulfilling			205	80.3 %
A career that pays a high salary			171	67.0 %
To have more than one career			40	15.6 %
To be my own boss			82	32.1 %
To help people			127	49.8 %
Other			5	1.9 %
<b>Totals</b>			<b>255</b>	<b>100%</b>

### Sample Comments:

I'd like to be able to avoid face to face communication, Customer Service, for example, would be nice.

Salary doesn't have to be "high" but should be able to live middle class lifestyle on the north shore Housing food, etc without having to have more than one job to survive

I Really want a career that I enjoy but also am able to see the fruit of my labor. As I become more and more experienced then I'd like to be my own boss.

I want to help my parents with the rent we don't have a lot of money right now. Also I would like to not make my mother work anymore because she wakes up at 2 in the morning to give me food and clothes on my back. I want to play sports when I'm older but if that doesn't work out I'm for sure going to college to try and get my own business so that means I need to get my studies up and push harder.

My main goal at the moment, as a college student living with my single parent, is to be financially independent and capable of starting my own life.

I want to be able to have a great career that I'll be able to come to everyday, while also having a good amount of salary.

What can be added to the educational experience to help achieve these goals? Please choose all that apply.

Answer	0%	100%	Number of Response(s)	Response Ratio
More information about careers/more career classes			139	56.0 %
More internships			121	48.7 %
Classes on how to start your own business			75	30.2 %
Job shadowing experiences			135	54.4 %
Online training videos and skills testing			50	20.1 %
Other			113	45.5 %
<b>Totals</b>			<b>248</b>	<b>100%</b>

### Sample Comments:

mentorships that partner with MA Rehab and DMH and public school special education

if i cant do baseball or mechanic i well do a dj

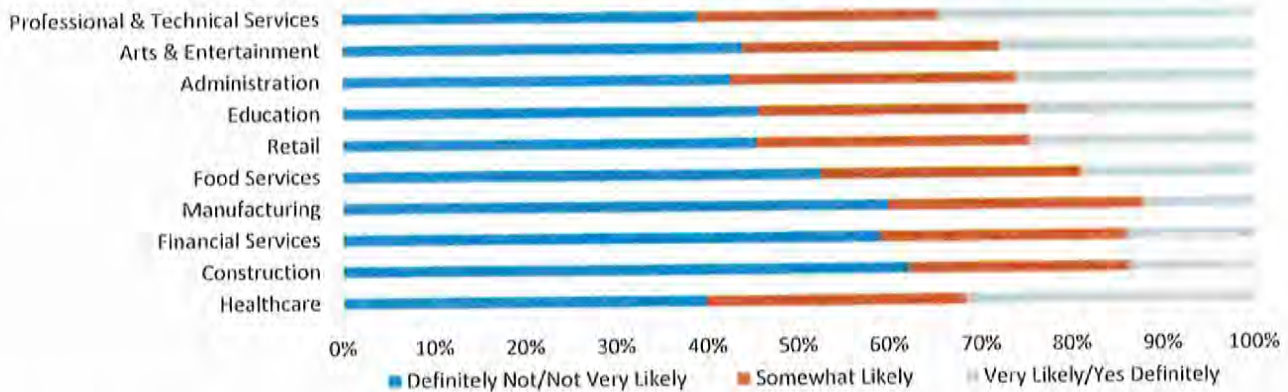
Internship programs in mechanical engineering would help. I wouldn't mind Interning in another country if it means am one step to a successful career.

All of theses are great ideas to help people with their educational experiences.

Being able to be hired would be great especially when starting young.

Aspire to be a business owner one day

**How likely are you to pursue employment in each of the following industries? n=255\***



\*Not every respondent indicated their propensity to pursue employment in an industry

**Sample Comments:**

pharmacist, x-ray technician, or Bank teller  
 Specifically animation or graphic design.  
 I answer this for my high school/ college age children.  
 I see myself more in an engineering field.  
 I would like to be an illustrator/ animator/ multimedia artist.

Would you like to be entered for a chance to win a \$300 educational scholarship to a North Shore college or training program? If so please fill out the contact information below.

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes	[Bar]		104	37.8 %
No	[Bar]		111	40.3 %
No Response(s)	[Bar]		60	21.8 %
<b>Totals</b>			<b>275</b>	<b>100%</b>

**Do you have any additional thoughts on the Future of Work on the North Shore? (e.g. ideas, big picture thoughts, examples of projects we should include in our plan)**

**Sample Comments:**

Go to many schools to find people who are interested . Most people my age are looking for summer jobs so visit schools more in the spring while we are looking.  
 itd be nice if they would focus on career jobs, and do interships to show students the benefits of going to school and pursuing your dreams  
 Wish that high school would really discuss the option of learning a trade. Options, outcomes, job opportunities. Our high school.provide NO info to.students. unless the student inquires. the only kids in our town who learn about this are those that already go to a trade High school. Most he students don't know it's an option they might love.  
 Just keep it up I see a lot of nice people everyday and they all smile. People here told me that they don't really like their job here but they are still nice and keep smiles to make sure that everyone is nice and happy which is really great so all I say is keep it up. I'd love to work here again next year but not I'm off to school.  
 I think there need to be more job opportunities and job shadowing opportunities for people interested in pursuing the arts and entertainment industry.  
 No so far every thing the North shore has been doing has been very good. From collage summer classes to founding summer jobs and giving second chances to education.