



www.northshorewib.com

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Date: August 28, 2014
TO: Board of Directors
FROM: Mary Sarris
RE: **September 11, 2014** Board meeting

The North Shore Workforce Investment Board will meet on **September 11, 2014** at 8:00AM at 120 Washington Street, Salem, Third Floor Conference Room. Our agenda will be as follows:

1. Chair's Report

A. Officer election – Sept, 2014

- a. Chair – Nancy Stager**
- b. Vice Chair – Arthur Bowes**
- c. Treasurer – Steve Falvey**
- d. Secretary/Clerk – Sarah Stanton**

B. Workforce Innovation and Opportunities Act - update

2. Strategic Planning Discussion (timeline – to be completed by November for implementation on January 1)

- a. Results of SWOT Analysis**
- b. Results of Critical Issues Survey**
- c. Blueprint findings to date**
- d. Committee Actions**

3. Upcoming Meeting Schedule for FY 2015 – 8:00AM on

- A. Nov. 13, 2014**
- B. Jan. 8, 2015**
- C. March 12, 2015**
- D. May 14, 2015**

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

September 11, 2014

Prepared on
September 3, 2014

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North Shore Workforce Investment Board Meeting Minutes

May 8, 2014

Those in attendance: Joe Bourgeois, Arthur Bowes, Robert Bradford, Brian Cranney, Tim Doggett, Steve Falvey, Patricia Gentile, Marcia Griesdorf, Susan Jepson, Bonnie Carr (for Catherine Latham), Stan Usovich (for Stephanie Lee), Tom Lemons, David Manning, Patricia Meservey, Doris Murphy, Mickey Northcutt, Paula Reynolds, Steve Shea, Andrew Shapiro, Tracey Sherman, Nancy Stager, Sarah Stanton, Jocelyn Tiberii, Bill Tinti, and Edward Tirrell.

Those not in attendance: Jim Boyle, Tony Dunn, Peggy Hegarty-Steck, Joyce Kilroy, Paul Mahoney, Mike McCarthy, Laurie Roberto, and Thelma Williams.

Staff: Mary Sarris, Michael Medler, Maquisha Alleyne, Ed O'Sullivan, Mark Whitmore, Will Sinatra, Katie Crowder and Kate O'Malley.

Guests: Drew Russo, Congressman Tierney's office and Meaghen Hamill, Senator McGee's office.

The meeting begins at 8:10 am.

A quorum is present.

Nancy Stager entertained a motion to accept the minutes of the March 13 meeting. Tom Lemons moved to accept the minutes at proposed. Joe Bourgeois seconded the motion. All members in attendance voted to approve the minutes. No members in attendance opposed.

The format of this meeting will be changed to as part of the Strategic Planning process after the following updates.

Chair's Report

We will have elections for officers for the next two year term at our September meeting. There has been a few members to express interest in various positions. It is an open nomination process, so if any members are interested or wish to nominate someone please contact Mary.

In your packets is a slide showing our allocations for FY2015. The good news is the State's allocations are up this year, but we are still not where we were in FY2012.

Strategic Planning

For the Strategic Planning process the WIB will use many different tools to gather information. One tool is our Labor Market Blueprint, which was last issued in 2010. Another tool that will be used is a Marketplace Survey. This survey will be sent to providers, job seekers, and companies to gather critical information.

The WIB has entered into a contract with Steve Quimby, who has done our last two Blueprints, to compose a new Blueprint. Steve is working closely with Will Sinatra in the information gathering process. The preliminary data is being scrubbed in-house. Interviews are being conducted with 8-10 Healthcare Executives in the local area. Interviews with Construction and Manufacturing Executives will be done next.

Another piece to this process is an Economic Snapshot that is being developed through the North Shore Alliance for Economic Development.

S.W.O.T. Analysis

The piece of the planning process we have planned for today is to break into groups for half an hour to identify Strengths, Weaknesses, Opportunities, and Threats toward our mission. Our mission is: **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.

The groups and results are as follows:

Group 1 - Mickey Northcutt, Jocelyn Tiberii, Tom Lemons, Art Bowes, Pat Meservey, and Kate O'Malley

Strengths	Weaknesses
Board – Committees (membership)	Dependency on Federal money
Staff	Exposure – Public awareness/relations among businesses/companies and customers
Leadership(of the Board) and Staff are well connected	Social Media presence – Outreach
Support of the city of Salem and relationship with Lynn and Salem improving	Identifying incentives for engagement for companies and others
Educational partners SSU and NSCC	Perception of value
Diversity of Businesses on the Board	Cities in region (particularly those with high unemployment)
Collaboration beyond NSWIB	Board Representation <ul style="list-style-type: none"> · Geographic · Industry – type and size · Ethnicity/Race · Age – actual or thoughts
Work being done in the Youth Pipeline Committee	Youth Pipeline – limited representation of youth
Connection with Career Centers (Function as one seamlessly)	
Opportunities	Threats
Mix of Board	Loss of Focus and Funding <ul style="list-style-type: none"> · Legislative changes · Urgency
Business Outreach	Ability to adapt to environmental changes <ul style="list-style-type: none"> · Unemployment vs. skill mix
Access Point Model <ul style="list-style-type: none"> · Greater Penetration/engagement · Connections to trusted agencies/organizations 	Artificially low unemployment rate caused by people leaving the workplace
Revenue Generating Services <ul style="list-style-type: none"> · Consulting · Programming 	Relocation from Salem to Lynn and how it is communicated to the public
Focus on up and coming employment opportunities	Succession planning at all levels
Employers going to High Schools, etc.	

Group 2 - Tim Dogget, Will Sinatra, Tracey Sherman, Paula Reynolds, Steve Shea, Dave Manning, and Joe Bourgeois

Strengths	Weaknesses
Leadership	Funding inconsistent
Good representation of businesses and agencies on the Board	Brad awareness

Diversity of business representation on the board	Quality of data reported to us
Data Analysis	Return of Investment data
Political Support	
NSWIB viewed as thought leader	
Commitment to training	
Opportunities	Threats
Continued streamlining of infrastructure	Unknown funding
Leverage stature to gain additional grants	Change in political leadership
Branding	Future economic change
Service the “under employed”	Increasing skills gap (technology)
Understanding the emerging economy	

Group 3 - Susan Jepson, Mike Medler, Doris Murphy, Brian Cranney, Bill Tinti, and Drew Russo

<u>Strengths</u>	<u>Weaknesses</u>
<u>Staff</u>	<u>Marketing spokespeople</u>
<u>Statistics – Labor force</u>	<u>Who are we? Identity</u>
<u>Economy /Sector</u>	<u>More private sector businesses using the WIB</u>
<u>Focus on target</u>	<u>Diminished funding</u>
<u>Connections</u>	<u>Regulations re: marketing</u>
<u>Partnerships with educational institutes</u>	
<u>Board Members</u>	
<u>F1rstJobs</u>	
<u>Congressman Tierney</u>	
<u>Opportunities</u>	<u>Threats</u>
<u>Social Media</u>	<u>187 Twitter followers</u>
<u>“out of box”</u>	<u>Relocation of Career Centers (where?)</u>
<u>3rd party validators</u>	<u>Political funding stream</u>
<u>Kids engaged from F1rstJobs</u>	<u>Aging population</u>
<u>Relocation of Career Center</u>	<u>3 D printing</u>
<u>Growth industries</u>	<u>Data upkeep</u>
<u>Aging population</u>	

Group 4 - Steve Falvey, Meaghen Hamill, Edward Tirrell, Ed O’Sullivan, Patricia Gentile, Maquisha Alleyne

<u>Strengths</u>	<u>Weaknesses</u>
<u>Salem as Executive agency</u>	<u>Resources always a challenge</u>
<u>Diverse Board With decision makers</u>	<u>Site transition uncertainty</u>
<u>Internal Leadership</u>	<u>Response time to (employer identified) issues</u>
<u>Stable Board with steady growth</u>	<u>Diversity (on the board) a challenge</u>
<u>Strong planning ethic</u>	<u>Limited Board interaction (1hr/qtr)</u>
<u>Regional perspective – cooperative attitude with other WIBs</u>	<u>Lack of social medial expertise</u>
<u>Reputation</u>	<u>Attendance at committee level</u>
<u>Commitment to : low skilled, entry level, youth (at risk), populations (underserved)</u>	
<u>Career Center integration with WIB functions and goals</u>	
<u>Opportunities</u>	<u>Threats</u>
<u>Strong MA economy</u>	<u>Outcomes: lack of community collaboration</u>
<u>Strong Local WIB economy</u>	<u>Uncertain public funding streams</u>
<u>Educational collaboration in life sciences</u>	<u>Employers lack forecasting ability</u>
<u>Outcome focus adult ed. And additional resources</u>	<u>Slow paced economic recovery</u>

<u>New state leadership certain</u>	<u>Vendor response to uncertain funding</u>
<u>Stable population in WIB area with changing identities</u>	<u>Political leadership changes</u>
<u>Employers need new skills in workforce</u>	<u>High wage state</u>
<u>Local demographics create entrepreneurial opportunities for youth</u>	
<u>High wages</u>	

Group 5 - Katie Crowder, Andrew Shapiro, Marcia Griesdorf, Mark Whitmore, Bonnie Carr, Sarah Stanton

<u>Strengths</u>	<u>Weaknesses</u>
<u>Proactive committees – working toward goals</u>	<u>Challenges in addressing needs of diverse community (socioeconomic, age, ESOL, ...)</u>
<u>Involvement in business community</u>	<u>Limitation of funding sources</u>
<u>Diversity of industries</u>	<u>Resources</u>
<u>Percentage of decision makers</u>	<u>Location</u>
<u>Involvement in community</u>	<u>Technology (access)</u>
<u>Reach a large number of youth</u>	
<u>Access to information (local and beyond)</u>	
<u>Data driven</u>	
<u>Internal leadership and staff</u>	
<u>Ability to do more with less</u>	
<u>Opportunities</u>	<u>Threats</u>
<u>Integration of emerging industry on WIB Board</u>	<u>Policies/Practices</u>
<u>Identification of emerging industry and development of education/training/employment</u>	<u>Fear of change/ trying something new (businesses)</u>
<u>Young/emerging workforce trained at tech schools – ready to enter workforce – healthcare/manufacturing/engineering (STEM)</u>	<u>Disappearing jobs – keeping with changes</u>
<u>High percentage of small-medium sized companies presents more opportunities, less vulnerability</u>	<u>Funding stability – revenue changes</u>
	<u>Healthcare laws changing</u>
	<u>Keeping up with changing environment – required education etc.</u>
	<u>Cost of higher education</u>
	<u>Reduced availability of financial aid</u>
	<u>Quality of secondary education</u>
	<u>Defining quality education</u>
	<u>Preparing young adults for future – soft skills</u>
	<u>Transportation</u>

The five break out groups returned and presented their findings to the entire Board.

Tom Lemons moved to adjourn the meeting. Steve Falvey seconded the motion. All members in attendance voted to adjourn the meeting at 9:18am.

The next meeting is scheduled for September 11, 2014.

Respectfully Submitted by Maquisha Alleyne.

CENTERS DIVISION

CAREER Customer Count

New Customers

	June, 14		Actual YTD		June, 13 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/14	Actual
Lynn	406	385	4110	4,623	5960
Salem	255	252	3613	3,022	5795
Gloucester	29	63	487	755	458
Total	690	700	8210	8,400	12213

Total Customers Served

	June, 14		Actual YTD		June, 13 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/14	Actual
Lynn	1158	642	7017	7,704	9549
Salem	711	420	5653	5,037	8657
Gloucester	137	105	783	1,259	827
Total	2006	1,167	13453	14,000	19033

Customer Placements (#/% of total customers served)

	June, 14		Actual YTD		June, 13 YTD
	Actual	Plan	Actual YTD	Plan thru 6/30/14	Actual
Lynn	85	83	952	1,002	1312
Salem	60	55	798	655	1199
Gloucester	14	14	130	164	191
Total	159/8%	152/13%	1880/14%	1,820/13%	2702/14%

Customer Satisfaction – Results for June & July 2014

*Job Seeker**

Were you satisfied with the results of your visit?	Excellent	Good	Fair	Poor
Lynn (n =62)	30 (48%)	23 (37%)	5 (8%)	4 (7%)
Salem (n =76)	42 (55%)	22 (29%)	5 (7%)	7 (9%)
Gloucester (n =11)	7 (64%)	2 (18%)	1 (9%)	1 (9%)
System-Wide (n =149)	79 (53%)	47 (31%)	11 (7%)	12 (8%)

Employer

Overall satisfaction with Career Center services.	Excellent	Good	Fair	Poor
System-Wide (n = 8)	4 (50%)	3 (38%)	1(12%)	0 (0%)

Employer Services
New Accounts

	June, 14		Actual YTD		June, 13 YTD
	Actual	Plan	Actual	Plan thru 6/30/14	Actual
Lynn	86	18	294	220	444
Salem	39	23	186	275	266
Gloucester	7	5	59	55	35
Total	132	46	539	550	745

Total Employers Served

	June, 14		Actual YTD		June, 13 YTD
	Actual	Plan	Actual	Plan thru 6/30/14	Actual
Lynn	149	43	622	520	922
Salem	67	54	431	650	450
Gloucester	9	11	79	130	56
Total	225	108	1132	1,300	1428

Total Number of Employers Listing Job Orders

	June, 14		Actual YTD		June, 13 YTD
	Actual	Plan	Actual	Plan thru 6/30/14	Actual
Lynn	32	17	376	210	548
Salem	19	32	168	381	151
Gloucester*	3	8	14	98	25
Total	54	58	558	700	724

TRAINING DIVISION / WORKFORCE INVESTMENT ACT

Overall WIA Activity

	YTD Actual	Planned Thru End of Grant	June, 13 YTD
Adult	142	170	183
Dislocated Worker	205	206	290

Overall WIA Placement

	YTD Actual	Planned Thru End of Grant	June, 13 YTD
Adult	47	86	50
Dislocated Worker	72	104	118

**Preferred Vendor Performance (top 6 vendors in terms of enrollments)
July 1, 2013 – June 30, 2014**

Vendor	Number Served	Placement Rate	Average Wage	Number Served in FY 13
North Shore CC	53	100%	16.21	62
Millennium	14	100%	26.74	14
American Red Cross	11	100%	12.36	20
New England Tractor Trailer	8	100%	18.33	9
New Horizons Computer Learning Center	5	100%	18.00	3
Salem University	4	100%	17.99	9
William George	4	100%	39.04	6

YOUTH DIVISION

Workforce Investment Act Programs

Vendor	Number Served	Number Exited	Number placed/Average Wage	Number Served in FY 12
Action, Inc.	37	25	22/8.55	34
Catholic Charities	41	20	11/9.07	40
Girls, Inc.	27	8	1/1500* per month	29

*Youth entered Marines

School-to-Career

Connecting Activities / MCAS Remediation (program connects students and employers in brokered jobs and internships across the region)

	Goal	Actual
Student Work and Learning Experiences	135	368

Work and Learning Experiences for High School Youth

- Connecting Activities (CA) Staff, together with the school liaisons, worked with students from Peabody Learning Academy, Salem High School and Fecteau Leary Alternative High School in Lynn. CA staff met with these schools on a weekly basis providing work readiness training and other helpful workshops to assist them with their job search success. CA staff attended this year's graduation events at the Peabody Learning Academy and Fecteau Leary.
- This quarter, Youth Career Center (YCC) staff assisted in Career Fairs at the public High Schools in Peabody, Salem, Swampscott, and at both Lynn English and Lynn Classical.
- We held a successful event at Analogic in May, where High School Guidance Counselors had the opportunity to hear firsthand from employers in STEM businesses what they look for in hires.
- The YCC in conjunction with the cities of Lynn, Peabody and Salem worked with youth on year-round YouthWorks funding to place students in year-round jobs. Seventy-three youth were placed in part time jobs during the school year at local nonprofit organizations such as Boys & Girls Club of Greater Salem, Boys & Girls Club Lynn, Embark, City of Lynn, Lynn Economic Opportunity, The Lynn YMCA/KAYA program, Peabody Institute Library, Peabody Public Schools, Salem Cyberspace, North Shore CDC and Salem YMCA. Some of these youth continued their employment through the summer.
- FirstJobs, our summer employment initiative, is off to a great start, with state-funding for 245 low-income youth and anticipated private funding for approximately 50 additional youth.
 - The application process for youth began in March, which also included requirements for the youth to attend a Summer Workshop. Workshops we held on a weekly basis at the Lynn and Salem Career Centers to prepare youth for summer employment. This summer, workshops will also be facilitated at the worksites to accommodate the new goal of the state-funded YouthWorks program. Youth who obtain employment funded through YouthWorks are required to complete 15 hours of Job Readiness training, from the Commonwealth Corporation's curriculum *Signaling Success*. YCC staff attended regional curriculum training conferences to prepare for facilitation of the workshops at the local level.
 - In addition, our team is working to generate job orders from private companies for our 700+ teens searching for summer employment. This summer we are pleased to have continued commitments from Eastern Bank, North Shore Bank, Salem Five, Partners Health, Saugus Bank and Tinti, Quinn, Grover & Frey to hire First Jobs Youth

Budget-Actual Summary by Expense Category
As of June 30, 2014

	Budget	Actual	Obligations	\$ Remaining	%Rem.
<u>REVENUE</u>					
Current Year Grants	\$ 4,202,262	\$ 2,223,559	\$ -	\$ 1,978,703	47.1%
Current Year Income	86,009	83,733	-	2,276	2.6%
Prior Year Carry-in	2,138,141	1,779,784	-	358,357	16.8%
Total Revenue	\$ 6,426,412	\$ 4,087,076	\$ -	\$ 2,339,336	36.4%
<u>EXPENSES + OBLIGATIONS</u>					
<u>Admin Expenses</u>					
Personnel	\$ 256,234	\$ 259,581	\$ 3,000	\$ (6,347)	-2.5%
Expenses	107,043	75,278	-	31,765	29.7%
Total Admin Expenses	\$ 363,277	\$ 334,859	\$ 3,000	\$ 25,418	7.0%
<u>Program Expenses</u>					
Personnel	\$ 1,522,571	\$ 1,305,392	\$ 97,242	\$ 119,937	7.9%
Individual Training Accounts	707,877	318,800	90,389	298,688	42.2%
Supportive Services	16,747	879	-	15,868	94.8%
Youth Jobs	473,172	258,662	141,934	72,576	15.3%
Other Training	699,427	597,131	84,416	17,880	2.6%
Other Program Costs	1,253,039	963,696	106,880	182,463	14.6%
Business Services Costs	90,350	75,236	-	15,114	16.7%
Total Program Expenses	\$ 4,763,183	\$ 3,519,796	\$ 520,861	\$ 722,526	15.2%
Total Expenses & Obligations	\$ 5,126,460	\$ 3,854,655	\$ 523,861	\$ 747,944	14.6%
Planned Carry-Out	\$ 1,299,952				

Budget-Actual Summary by Program
As of June 30, 2014

Program Name	FY Budget	FYTD Spent + Obligated	Amount Remaining	Percent Remaining
<u>Federal Funds</u>				
Disability Employment Initiative (DEI), FY13	\$ 314,728	\$ 95,930	\$ 218,798	69.5%
Dislocated Worker Training NEG	29,347	5,141	24,206	82.5%
DOT Transportation Grant - FY13 JARC	122,844	119,943	2,901	2.4%
DOT Transportation Grant - FY13 New Freedom	126,188	124,116	2,072	1.6%
DOT Transportation Grant - FY14 JARC	331,511	288,264	43,247	13.0%
Emergency Unemployment Compensation - REA: FY12	6,903	6,903	-	0.0%
Emergency Unemployment Compensation - REA: FY13	60,816	37,010	23,806	39.1%
Emergency Unemployment Compensation - REA: FY14	3,207	-	3,207	100.0%
Rapid Response - State Staff, FY14	10,813	10,813	-	0.0%
Re-employment Eligibility Assessments, FY14	18,934	18,934	-	0.0%
Trade Adjustment Assistance Case Management, FY14	12,168	4,939	7,229	59.4%
UMass Lowell Regional Readiness Center: Amp-It-Up	10,000	7,358	2,642	26.4%
Vets: Disabled Veterans Outreach Program, FY14	14,043	11,209	2,834	20.2%
Wagner Peyser ES 10%, FY14	16,425	16,425	-	0.0%
Wagner Peyser ES 90%, FY13 Carry-Over	21,882	21,882	-	0.0%
Wagner Peyser ES 90%, FY14	110,763	67,896	42,867	38.7%
WIA Formula Funds: Administration	192,600	183,027	9,573	5.0%
WIA Formula Funds: Adults	686,300	597,780	88,520	12.9%
WIA Formula Funds: Dislocated Workers	657,000	602,238	54,762	8.3%
WIA Formula Funds: Youth	663,771	628,656	35,115	5.3%
<i>Total Federal Funds</i>	<i>\$3,410,243</i>	<i>\$2,848,464</i>	<i>\$ 561,779</i>	<i>16.5%</i>

Budget-Actual Summary by Program
As of June 30, 2014

Program Name	FY Budget	FYTD Spent + Obligated	Amount Remaining	Percent Remaining
<u>State & Local Funds</u>				
Advanced Manufacturing Futures: Amp-It-Up	\$ 7,528	\$ 5,581	\$ 1,947	25.9%
DESE: Adult Education, Program 541	153,000	148,490	4,510	2.9%
DESE: Connecting Activities	100,365	95,332	5,033	5.0%
DTA FY14 Competitive Integrated Employment Services	142,650	104,669	37,981	26.6%
DUA FY13 Interest, Fines & Penalties	8,050	9,295	(1,245)	-15.5%
DUA FY14 Interest, Fines & Penalties	42,145	42,145	-	0.0%
Earned Funds	4,940	4,940	-	0.0%
Eastern Bank Foundation Grant	20,000	16,086	3,914	19.6%
Future City Expansion Project	6,200	4,174	2,026	32.7%
Health Care Workforce Transformation - Planning	38,800	36,035	2,765	7.1%
State One-Stop Career Centers	181,301	175,665	5,636	3.1%
STEM-Power	3,397	3,217	180	5.3%
UMass Lowell Regional Readiness Center: Amp-It-Up	4,500	5,283	(783)	-17.4%
Verizon Foundation Youth Grant	4,873	4,672	201	4.1%
WCTF: Middle Skills Gap	197,225	193,898	3,327	1.7%
Workforce Training Fund: WIB Support	95,000	93,251	1,749	1.8%
YouthWorks: Summer 2013	395,992	317,929	78,063	19.7%
YouthWorks: Summer 2014	23,480	2,283	21,197	90.3%
YouthWorks: Year Round FY14	286,771	267,107	19,664	6.9%
<i>Total State Funds</i>	<i>\$1,716,217</i>	<i>\$1,530,052</i>	<i>\$ 186,165</i>	<i>10.8%</i>
TOTAL FUNDS: Federal, State, & Local	\$5,126,460	\$4,378,516	\$ 747,944	14.6%



Summary of SWOT Analysis – May, 2014

STRENGTHS

The NSWIB is led by a strong board which represents a wide range of industries specific to the region. Membership includes corporate decision-makers who are leaders in their companies. Agency representation is strong as well, including post-secondary presidents from our two public colleges, and other agency heads. Board membership is stable with steady growth of new members. We have a pro-active committee structure working toward specific goals.

Staff leadership is also solid, with a strong planning ethic using data to drive decisions. The NSWIB works collaboratively with other regions, continually making connections with business, education, and other members of the community. The NSWIB has a positive reputation across the region and is seen as a “thought leader”.

The NSWIB has a strong connection to Congressman Tierney’s office and others in the political realm.

The WIB and Career Centers are seamlessly connected and well integrated. There is a strong commitment to serving youth and low skilled, entry level job seekers. Training is a priority and there is a commitment to do more with less.

The NSWIB is clearly focused on established targets.

WEAKNESSES

The NSWIB is dependent on public – primarily federal – resources which are unpredictable and most likely decreasing. Resources are also tied to specific rules and goals that are not flexible and can limit our response in regard to services and marketing.

Board membership is not particularly diverse re: ethnicity, geography, etc. Participation on committees is not always consistent, and committee membership does not include customers we are serving, in particular there are no youth on the youth pipeline committee. The full board meets only five times per year for one hour so there is limited time for interaction.

We are not always fast or creative enough in responding to needs of our customers, including business, challenged residents of our cities, limited English speaking customers, older or younger workers, and others. We have faced various technology issues. We do not know the ROI of our services.

We do not have a clear brand or marketing image/plan. We are not strong enough in using social media. We are not always clear on who we are.

We are in an uncertain transition as we consolidate career center operations.

OPPORTUNITIES

Our board is stable and strong and will provide the leadership we need into the future.

Our career center consolidation and access point options – and continued streamlining of our operations – will provide a great opportunity to improve our services to business and job seekers.

We are in a state and a region with a relatively strong economy, including a strong emerging industry and many diverse small businesses, and high skill/high wage jobs. Companies need and are interested in increasing skills of new and incumbent workers, and we can serve them. Our educational providers on all levels have come together to serve our high skilled economy. New partnerships between education and business are developing and evolving.

We will have new state leadership which most likely will see workforce development as a priority. We can leverage our stature to get new resources. We have done certain revenue generating activities in the past that we could build upon.

We have developed programs and relationships with youth serving organizations that can help us build on services to this important part of the workforce. We also have a generally aging population which has a lot to add to this work. We also can serve the underemployed and bring them into full employment as the economy improves. Our small business infrastructure supports entrepreneurial activity.

Social Media provides a great opportunity to firmly brand us and our services.

THREATS

NSWIB is in an uncertain and volatile political environment. There are varying levels of urgency around workforce development and funding is precarious. Future political change is most definite.

Unemployment rates and other data do not always reflect reality, with many people leaving the workforce involuntarily, an aging population, technology replacing jobs (e.g., 3-D printers), etc. It is impossible to prepare for economic change and hard to keep up with data that might predict future conditions. Our high wage economy could be a threat to low skilled workers as well as economic development that brings in new businesses. Succession planning challenges companies as their workforce ages.

Transportation across our region can be very difficult.

Skill gap issues continue to come up due, in many ways, to technology. It is hard for education to keep up with the demands to prepare the workforce properly. Education costs continue to rise. Consensus is difficult to reach on the definition of quality education.

NSWIB plan to relocate career center remains an issue – and our current uncertainty adds to confusion by staff and by the public. Community collaboration is difficult to develop and maintain in this environment. It's important to communicate with the public at a time when we should be communicating on an on-going basis.

Critical Issues Survey 2008 & 2011 & 2014 Results Comparison

As part of the WIB's Strategic Plan, a survey addressing critical issues on the North Shore was sent to Community and Business leaders on the North Shore. First completed in 2008, a total of 397 surveys were sent out via Zoomerang (an online survey development tool), with 113 responses for a responses rate of 28%. A second follow up survey was taken in 2011 to follow up on the results of the 2008 survey. A total of 482 surveys were sent out via Constant Contact (an online survey development tool) with 90 responses for a responses rate of 19%. Third Survey is currently ongoing with preliminary results tabulated below. Surveys were sent out via Constant Contact (an online survey development tool) with 117 responses as 8/6/14.

1. What are the primary challenges facing the North Shore companies in relation to their labor force?	2008		2011		2014	
	#	%	#	%	#	%
There are no issues	0	0%	2	2%	2	2%
Unable to find workers with specific occupational skills	70	62%	53	60%	68	61%
Unable to find workers with basic core competencies and/or generic skills, e.g., reading, speaking, doing basic math, etc	51	46%	40	45%	34	30%
Cost of hiring/employing individuals, i.e., health care, other benefits, state assessments like Unemployment Compensation, etc	50	45%	47	53%	43	38%
Unable to keep skilled workers who leave to work for competitors	18	16%	16	18%	28	25%
Unable to keep skilled workers who move out of the area	13	12%	7	8%	4	4%
Don't know	4	4%	4	4%	6	5%
Other	14	12%	13	15%	12	11%

2008 Comments	2011 Comments	2014 Comment
Immigration issues	Cost of living discourages some to relocate to the area	CDL Bus Driver shortage?
unable to offer competitive salaries and benefits	Convincing skilled workers to move to the North Shore	staffing companies have own challenges
It is a combination of several issues listed above	salary expectations	Not enough workers
Cost of living on the North Shore.	training support	Few jobs available
80-100k jobs in MA CANNOT be filled because/skill	cost of living here	Supply of workers has been sufficient for our needs , thanks to WIBS efforts
health care chaos and costs	Increased regulatory burden; other states have more aggressive economic developm	finding people who want to work
lack of awareness of career options in long	Pt's, pta's ot's and cota's	location of our facilities are too far away
Affordable housing for all skill levels.	pay	teen unemployment

There are too few financial resources to assist em	aging workforce retiring & not retiring	drugs
Nursing Shortage	lean staffing	cost of housing makes it very hard for young people to live on the North Shore
vocational Training for low skill workers	larger pool of high end talent is closer to metro Boston	Some of all of the above and evolving definitions of employment and jobs.
Science, math, engineering skills	difficult commute, especially into Salem	Aging population, Technology
Reliable attendance	For non-profits, the lack of skilled workers is compounded by funding challenges	
Difficult to find workers w/ specific sales skills		

2. What are the primary issues facing North Shore residents in relation to finding, getting, and keeping quality employment?	2008		2011		2014	
	#	%	#	%	#	%
There are no issues	0	0%	0	0%	0	0.00%
Continually being laid off by companies	10	9%	23	26%	18	16.20%
Lack of knowledge on how to find a job	16	14%	21	24%	24	21.60%
Lack of specific skills required by companies in your field	77	68%	59	67%	60	54.00%
Lack of knowledge on how to gain these skills	35	31%	35	40%	37	33.30%
Lack of time to return to school to gain these skills	49	43%	33	38%	31	27.90%
Don't know	7	6%	10	11%	13	11.70%
Other	22	19%	20	23%	23	20.70%

2008 Comments	2011 Comments	2014 Comment
some don't or can't read	Lost in online resume submittal? no \$ for education?	No resume building or interviewing skills.
Few industry training programs outside of college.	Attracting employers to our region	lack of jobs
Lack of new companies that offer competitive jobs	Competition from other unemployed and recent college graduates	electronic submission of applications/resumes
Finding work that pays enough for housing	more people in need than jobs available	national economy
Cultural, societal, and language issues.	Employers who are still unsure about hiring	lack of "good jobs" with living wage and benefits
Cost of education and training	lack of funds to pursue training opportunities	low pay, transportation issues, language skills
Housing, cost of living, grants for job training	lack of funding to obtain training to gain skills	we are very busy need more talent
Demoralization of those without skills	Fewer large employers in region	Low wages, benefits cost

ESL skills, transportation, child care	lack of transportation, lack of job opps., access to training	Few jobs available
Economically impossible to return to school.	Trade job postings	lack of adult ed. resources
Lack of money to afford training	Unaddressed age discrimination in hiring older worker job seekers.	There is a skilled immigrant population that employers are not willing to hire.
Lack of a broad base of skills	Not enough quality jobs are available	Lack of required skills for in demand occupations
cost to live in the area	lack of quality jobs	willingness to travel for work
Lack of financial resources for retraining	Not enough good paying jobs available.	Applying for position which they do not have the correct cert/qualifications
cost of housing	Also perhaps, lack of jobs and lack of money to pay for educational training	use of cell phones and texting during work hours. company is paying for employes
limited full-time positions that pay a living wage	Lack of understanding of what is needed to get and keep a job	not enough large corporations
Also critical is the high cost of living including	balancing family budgets	Very hard for unemployed if over 50
Limited opportunities	slow and sporadic public transport especially towards metro Boston	cost of training ie: CNA license
Age discrimination	lack of experience and opportunities for it for recent grads	Lack of funding to return to school
Lack of funding to attain skills, e.g. language	I would add high cost of living (housing especially) and low pay scales.	unwillingness to work
age - older applicants have a very hard time		same as question 1
Low skill workers needing a career track		Day care hours
		Child Care (Before or After School)

3. What are the primary issues facing North Shore educational providers as they attempt to address these challenges and issues?	2008		2011		2014	
	#	%	#	%	#	%
Lack of information on local labor force needs	22	19%	20	23%	37	33%
Lack of funding and/or other support on expanding education/training programs	86	76%	65	75%	67	59%
Other educational priorities	23	20%	23	26%	22	19%
Don't know	9	8%	10	11%	21	19%
Other	28	25%	16	18%	12	11%

2008 Comments	2011 Comments	2014 Comment
Too much competition among providers.	lack of job opportunities	parent and student complacency toward education

education and language	Lack of collaborations with local businesses	lack of knowledge about skill sets and job requirements
Need more intensive abe/esol programs	Learning takes more time than people have to gain employment	teaching tools for basic job retention skills
Too time intensive to involve employers	a combination of things	need to better understand the hiring needs of the
Public institutions are inadequately funded.	smoother continuum, clearer pathways from adult ed. to post-secondary E&T	need more programs for machining jobs, etc
Lack of schools offering programs	Finding people that want to work	Few educational opportunities on Cape Ann
Cultural, societal, and language issues	Lack of expectation and accountability of Academic Deans.	funding going to obsolete programs, ie, medical assistants, etc
ESL & GED issues - lack of affordable programs	lack of interested students	COST!!!!
Lack of LEADERSHIP. It is NOT \$; it's how we spend	lack of jobs, industries living the State or the US.	A charter cap lift
Minimal correlation between courses and job skills	We need a quality engineering program on the North Shore.	intern prepares employees for workforce
WIB provides above type of info well	help people overcome entrance requirements	individual s cannot afford to further education
Enhancement of facilities to match program needs	Machining programs being dropped	"soft skills" desired by employers are hard to teach well; need curriculum
lack of nursing and allied healthcare faculty	We have the programs, but students cannot pay, or don't have the time	
lack of nursing instructors?	Higher Education moves slowly in regard to curriculum change. Faculty are often	
Ed providers should cooperate more	\$\$\$\$ biggest problem	
I don't know if labor force needs are known	lack of state support or plan	
no qualified faculty ...nursing		
lack of flexibility in changing curricula to		
need funding for more intensive programming		
Providers need to build awareness within the business		
Lack of Nursing Instructors		
employers outsourcing		
Lack of career path partnerships		
Students not interested in manufacturing technology		
Poor early preparation in STEM subjects		
Lack of coordination with business, CBO, education		
More diversified funding sources		
People are coming out of school EXTREMELY		

low skill		
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4. What are the primary issues facing North Shore economic development and community organizations in relation to the North Shore labor market?	2008		2011		2014	
	#	%	#	%	#	%
There are no issues	0	0%	0	0%	1	<1%
Lack of information on local labor force needs	19	17%	25	29%	26	24%
Lack of coordination/collaboration mechanisms	75	66%	57	67%	63	58%
Don't know	25	22%	15	18%	26	24%
Other	13	12%	19	22%	13	12%

2008 Comments	2011 Comments	2014 Comments
Permitting process is too long.	lack of funding	Money
Need centralized repository for municipal info	Competition from other states	regional public transportation, access to major highways (Salem, Lynn)
Too much on all organizations agendas to focus	their clients often lack necessary skill set	Lack of workers
Focus on certain fields and not others.	need more jobs	lack of jobs especially for teens
Same as above	entrenched bureaucracy with shrinking budgets	national economy
Muni/Banks/Non-Profits sharing goals, vision	that is the key issue!!!!	lack of funding for job training and adult supported employment
See above	Insufficient staff resources to educate community on available labor market info	organizations not totally "in sync" with the jobs offered
housing, more ed. funding.	Lack of jobs.	Lack of educational opportunities on Cape Ann
focus on community colleges as training providers	We need the equivalent of a placement agency for the jobless.	Infrequent discussions with business community on this topic
Resources \$\$\$	funding, money	Having enough funding to meet the labor market needs is always a challenge.
Affordable housing	Improved coordination/collaboration	lack of funding to start and maintain training programs
Keeping businesses on the North Shore	need to get construction moving such as development of Lynn waterfront/ downtown	local government not adjusting to changeie
Tiny firms need support-health care & otr. options	Issues are know but I see difficulty collaborating them - been going on years.	mass transit centered rental/affordable housing would help
	local needs info beyone what is provided by WIB	
	lack of knowledge of sources of prepared workers	
	Difficulty in finding funding	

	no regional governmental support	
	starting early enough in K-12 for targeted skill sets	
	There could be better resource sharing. Funding for WD is shrinking and less acc	

5. For survey participants involved (e.g. as a board member, staff, recipient of services, etc.) in the non-profit community, what do you see as the primary challenges in working with the North Shore labor market?	2008		2011		2014	
	#	%	#	%	#	%
Lack of knowledge about the North Shore economy	19	18%	11	14%	17	16%
Lack of relationships with North Shore businesses	43	41%	31	40%	53	50%
Lack of funding	63	60%	46	59%	45	43%
Don't Know	7	7%	9	12%	16	15%
Other	18	17%	10	13%	13	12%

2008 Comments	2011 Comments	2014 Comments
Challenges cross over regions.	cost of living and doing business	Answers to 1, 2 and 3
location, travel time and competition	Economic challenges to employers	difficult to pull relevant parties to the table . Time constraints & other obst
Lack of good collaboration. Lack of info on industry	from an empler standpoint the market is good	Reaching qualified workers
Too many non-profits competing for contributions	facilities challenges	lack of required skilled heathcare talent
Lack of coordination mechanisms	I am not working for a non-profit.	lack of jobs especially for teens
Same as above	Coordination of funding sources with educational providers	matching organizational needs with appropriately trained workers
Silo effect...again, leadership. No COOD of goals.	economy must improve for non profits to flourish	lots of interest, but no follow up/screening of candidates
unique needs from community to community	Working collaboratively - too many other priorities	Decision makers in companies outside North Shore area
Need for coordinated activities among providers	Public & business ignorance about size and diversity of nonprofit sector	Pay scale on low side due to funding
in for profit setting	garnering resources to match needs	Capacity to take advantage of opportunities for collaboration is a challenge
Lack of economies of scale in Non-profit world.		Need for specific skill set
Lack of communication to clients about grants		no central place to learn of jobs available
nursing, competing with Boston salaries		silos of working on the problems need more integration of sectors and stakehold

Multiple agencies can sometimes dilute the message		
poor public image of manufacturing		
funding for programs dealing with career paths		
Numerous tiny firms; few larger ones		
High cost of living		

6. What is the most pressing issue that the NSWIB will be faced with in 2015 - 2017?
Note this question was not ask in previous years
Project specific endeavors that can be assessed in a quantitative fashion.
Economic Downturn
Uncertain funding, Washington and Beacon Hill gridlock, changes in the region's legislative reps., bringing relevant parties to work together, additional partners in the business community.
Those who are entering the workforce, are doing so without the knowledge that their resume makes the difference between a door opening or slamming shut. College students send out letters of introduction that are littered with misspellings and grammatical errors. Teach respect, spelling and grammar.
Lack of qualified workers
address the nursing shortage - which impacts not only the employer but those who utilize our health care services. The need increased training in specialty areas such as end of life.
As a small non profit we often hire and train our workforce, using lots of student labor in our activities based programming. The increase in the minimum wage will have a huge effect on our budget.
Finding enough part-time and summer positions for teens
Spreading the word of just what the organization does and who it can help
connecting with small, viable for profit businesses to demonstrate the value the WIB can provide
I believe communication with potential employers regarding their needs and where they had issues in the past is of vital importance. That, coupled with solid preparation with the job seeker prior to meeting a potential employer is paramount to success. It is frustrating to accept a referral of a candidate and they arrive unprepared or don't show up
Sufficient funding to meet the needs
Continuing to navigate the challenges of matching the needs of business with the skills of the labor market with reductions in resources (i.e. dollars) on the service provider side and the business side.
preparing the work force for jobs in the aging services network that are not necessarily health care related. Recreation, leisure time, social work, wellness, helping both businesses and customers understand and adapt to the stages of older adult development so instead of being frustrated by the aging population, they understand & serve them better.
The increasing needs for employees with necessary training.

finding staff with appropriate skill sets for available jobs
national economy
Skill training with workers; connected employers with skilled workers; assisting with onboarding/ skill training for new hires.
Unless the economy expands rapidly and in a broad multi business manner there will not be enough new jobs created to fuel job training opportunities.
Focusing on Youth (ages 14-18) high school graduation
and job readiness skills
North Shore is an expensive place to live and people need living wage jobs in order to support themselves and their families. We have clients who work and still can't afford their housing. Some are homeless and others live in substandard housing or double up in order to survive.
Trained workforce and professional development opportunities. High cost of living for younger workers.
Continuing to collaborate with the private sector and the available training and educational resources located within the region to increase the supply of skilled workers that are critical to meet the current and future demands of the marketplace.
workforce development needs for a broad range of health care services
lack manufacturing workers
Being aware of the needs of the business community and developing a system for matching prospective employees with those businesses. Also making sure that educators are aware of the skill set employers are looking for.
Transportation to employment from Cape Ann Communities
Shrinking budget v growing need
Lack of jobs, lack of skilled workforce, lack of educational opportunities.
Matching educational programs to required skills; getting the focus on the right issues.
I believe it is finding employees with the skills
sets needed to perform. the cost of Hiring and Training a new employee.
getting people on long-term unemployment benefits retrained and working
Matching skills(or lack of) with labor
providing a skilled workforce that meet specific needs of each company and industry
I think continuing resources to provide services (including maintaining and scaling efforts) is a issue for all providers of education and workforce development services...
Continued number of workers without the credentials and skills for vacancy jobs -- need training/education funding to help labor force acquire the credential and skills for jobs and CAREERS.
maintaining momentum as we build new relationships with emerging and expanding industries: education, bio-science, health care, aging services
outreach to business and labor
Matching current employment seekers to the openings in the most in demand occupations.

I will always (perhaps selfishly but I hope truthfully) that increasing educational attainment is the key to improving economic and other future life outcomes.

1) Guiding an untrained/under trained existing labor force into a highly trained competitive job market.

2) Identifying the core problems that have created this untrained/under trained segment of the population.

3) Develop programs to assist 1) and identify and correct 2).

Failure of 1) will continue a lost generation, failure of 2) will perpetuate

Keeping up with ever changing and volatile market

Competitive job environment and an ever changing skill set need from area businesses that will need to be communicated to the appropriate higher education institutions. New job markets (i.e. casinos).

The most pressing issue will be addressing the lack of specific skills needed for employment.

Healthcare being such a large employer not only on the North Shore but across the State, I think the challenge will be in staying in tune with the fast pace changing landscape.

Connecting with local businesses to understand workforce needs. That way, NSWIB can find the training to ensure these folks are employable.

Employers hiring only part time with no benefits - also minimum wage

College grads with no employment opportunities. Shrinking salaries. Layoffs.

Teen unemployment and helping community based organizations foster relationships with employers.

Job growth is hampered by small town governments not being sympathetic to business needs to grow and be successful

Lack of jobs, no flexible options for working moms

The long-term unemployed find it very hard to find positions especially if they are over 50. They don't lack training - they are "over qualified" for what is available. The number of "consultants" who would prefer to be working steadily for a company instead of selling themselves is growing and they don't even show up as unemployed.

I don't know.

Getting and keeping residents employed and getting and keeping businesses supplied with work force. building and supporting the "middle" and "working class" in our communities. Are we sure we are asking the right questions? What is the real/root problem(s)? Are we trying to solve the right problems? Is it just Spaghetti against the wall?

Unemployment compensation is too easy to receive and not monitored properly to motivate individuals back to work in a timely manner. Costs of unemployment compensation are rising for employers. Concentrating on stabilizing a motivated workforce is the foundation for businesses to grow.

increase in minimum wage- jobs will be lost and hours will be reduced. Need training wage or teenage wage.

Funding

The continuing rise in the cost of higher education, which poses a barrier to those trying to become qualified for available jobs.

To identify employer needs and skill requirements and to assess job seeker skills and abilities and to make successful matches

Funding to provide the necessary training for people who need to be re-trained for jobs that are available.

8. Organization/Partner type (check all that apply)	2008		2011		2014	
	#	%	#	%	#	%
Company	36	32%	34	38%	44	38%
Non-profit	40	35%	32	35%	49	43%
Elected official	4	4%	2	2%	2	2%
State agency	7	6%	3	3%	10	9%
Local community-based partner	15	13%	9	10%	15	13%
Skills training provider	16	14%	10	11%	10	9%
State or local education provider	26	23%	28	31%	19	17%
Other	16	14%	6	7%	14	12%

2008 Comments	2011 Comments	2014 Comments
One stop career center	City of Lynn	municipal department
industry affiliate	Municipality	Community Health Center
Advocate for teen placement. Retired CEO	trade/business association	Education
community foundation	Educational	staffing
community college	Retired; Board member	Board Member NSCC
Educational Grant Program	community college	Networking
Municipal		School
Union leader		Healthcare
hospitals and out-patient ambulatory care		business incubator
Higher Education		hospital
Health care provider to frail elders		Fundraising Organization
Employer and WIB Member		Local municipal partner
Individual consultant; NSTC		Board Member
Volunteer		
Local High School		
State/fed - Small Business Development Center		

U.S. DEPARTMENT OF LABOR
THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
OVERVIEW
July 22, 2014

THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

President Barack Obama signed WIOA into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority; it is the first legislative reform of the public workforce system in more than 15 years. Every year the key programs that form the pillars of WIOA help tens of millions of job seekers and workers to connect to good jobs and acquire the skills and credentials needed to obtain them.

WIOA PROGRAMS

WIOA brings together, in strategic coordination, the core programs of Federal investment in skill development:

- employment and training services for adults, dislocated workers, and youth and Wagner-Peyser employment services administered by the Department of Labor (DOL) through formula grants to states; and
- adult education and literacy programs and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment administered by the Department of Education (DoED).

WIOA also authorizes programs for specific vulnerable populations, including the Job Corps, YouthBuild, Indian and Native Americans, and Migrant and Seasonal Farmworker programs as well as evaluation and multistate projects administered by DOL. In addition, WIOA authorizes other programs administered by DoED and the Department of Health and Human Services.

WIOA replaces the Workforce Investment Act of 1998 and retains and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

HIGHLIGHT OF WIOA REFORMS

Requires States to Strategically Align Workforce Development Programs: WIOA ensures that employment and training services provided by the core programs are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

- Every state will develop and submit a four-year strategy – in the form of a single unified strategic plan for core programs - for preparing an educated and skilled workforce and meeting the workforce needs of employers.
- States can include other key partners in their plans such as Temporary Assistance for Needy Families (TANF) and Perkins career and technical education programs.

Promotes Accountability and Transparency: WIOA ensures that Federal investments in employment and training programs are evidence-based and data-driven, and accountable to participants and taxpayers.

- Core programs are required to report on common performance indicators that provide key employment information, such as how many workers entered and retained employment, their median wages, whether they attained a credentials, and their measurable skill gains.
- Core programs must measure the effectiveness of services to employers for the first time.
- DOL and DoED, with input from stakeholders, will establish a common performance accountability system for the core programs.
- Negotiated levels of performance for the common indicators will be adjusted based on a statistical model that takes into account economic conditions and participant characteristics.
- Performance reports for states, local areas, and eligible training providers will be publicly available.
- Programs will be evaluated by independent third parties at least every four years.

Fosters Regional Collaboration: WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of local and regional employers.

- States will identify regions within their state.
- Local areas in regions will have coordinated planning and service delivery strategies.

Improves the American Job Center (AJC) System: WIOA increases the quality and accessibility of services that job seekers and employers receive at their local AJCs.

- States will establish criteria to certify AJCs at least every three years to ensure continuous improvement, access to services (including virtual access), and integrated service delivery for job seekers and employers.
- Key partners and services will be available at AJCs through the co-location of the Wagner-Peyser Employment Service and the addition of the TANF program as a mandatory partner.
- The workforce system will have a common identifier so workers that need employment or training services and employers that need qualified workers can easily find their local AJC.
- The Secretary of Labor, with input from a new advisory council, other Federal agencies, and states will develop and implement plans to improve the national workforce and labor market information system and help job seekers make informed career choices.
- States and local areas are encouraged to improve customer service and program management by integrating intake, case management, and reporting systems.
- AJC partner programs will dedicate funding for infrastructure and other shared costs.

Improves Services to Employers and Promotes Work-Based Training: WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven – matching employers with skilled individuals.

- State and local boards will promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- State and local boards are responsible for activities to meet the workforce needs of local and regional employers.
- Local areas can use funds for demonstrated effective strategies that meet employers' workforce needs, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Employers are incentivized to meet their workforce needs and offer opportunities for workers to learn with increased reimbursement rates for on-the-job and customized training.

Provides Access to High Quality training: WIOA helps job seekers acquire industry-recognized credentials for in-demand jobs.

- Training that leads to industry recognized post-secondary credentials is emphasized.
- States and local areas will use career pathways to provide education and employment and training assistance to accelerate job seekers' educational and career advancement.
- Local areas have additional procurement vehicles for training to increase customer choice and quality, including individual training accounts, pay for performance contracts, and direct contracts with higher education.

Enhances Workforce Services for the Unemployed and Other Job Seekers: WIOA ensures that unemployed and other job seekers have access to high-quality workforce services.

- WIA service categories of core and intensive services are collapsed into "career services" and there is no required sequence of services, enabling job seekers to access training immediately.
- Local areas have flexibility to serve job seekers with greatest need by transferring up to 100 percent of funds between the Adult and Dislocated Worker programs.
- Job seekers who are basic skills deficient, in addition to those who are low-income individuals, have a priority for services from the Adult program.
- Unemployment insurance claimants can receive eligibility assessments and referrals to an array of training and education resources through the Wagner-Peyser Employment Service program.

Improves Services to Individuals with Disabilities: WIOA increases individuals with disabilities' access to high quality workforce services and prepares them for competitive integrated employment.

- AJCs will provide physical and programmatic accessibility to employment and training services for individuals with disabilities.
- Youth with disabilities will receive extensive pre-employment transition services so they can successfully obtain competitive integrated employment.
- State vocational rehabilitation agencies will set aside at least 15 percent of their funding to provide transition services to youth with disabilities.
- A committee will advise the Secretary of Labor on strategies to increase competitive integrated employment for individuals with disabilities.
- VR state grant programs will engage employers to improve participant employment outcomes.

Makes Key Investments in Serving Disconnected Youth and Other Vulnerable Populations: WIOA prepares vulnerable youth and other job seekers for successful employment through increasing the use of proven service models services.

- Local areas must increase the percentage of youth formula funds used to serve out-of-school youth to 75 percent from 30 percent under current law.
- Local areas must spend at least 20 percent of youth formula funds on work experience activities such as summer jobs, pre-apprenticeship, on-the-job training, and internships so that youth can be prepared for employment.
- YouthBuild participants can get training in growing fields in addition to construction, expanding career opportunities for these youth.
- Key programs serving Native Americans and Migrant and Seasonal Farmworkers remain AJC partners, ensuring that these program participants can access receive employment and training services from AJCs.

Enhances the Job Corps Program: WIOA increases the performance outcomes and quality of Job Corps.

- Job Corps will report on the Youth program's common performance measures to increase alignment between the programs.
- Job Corps will establish community networks with employers, labor organizations, and State and local boards to improve services to and outcomes for participants.
- DOL will use competition to increase performance and quality so Job Corps is serving students well.

Reinforces Connections with Registered Apprenticeship (RA): WIOA promotes the use of RA, a proven model that provides workers with career pathways and opportunities to earn while they learn.

- RA programs are included on the eligible training provider list for the Adult and Dislocated Worker programs as long as they remain registered, providing access to high-quality training.
- State and local boards will have representatives of RA programs as members, ensuring that a key employer voice contributes to strategic planning activities for the workforce system.
- RA completion certificates will be recognized as a post-secondary credential, providing job seekers with flexibility.
- The Youth program may offer pre-apprenticeship training to prepare youth for RA or other career opportunities.

Streamlines and Strengthens the Strategic Roles of Workforce Development Boards: WIOA makes state and local boards more agile and well-positioned to meet local and regional employers' workforce needs.

- State and local boards must coordinate and align workforce programs to provide coordinated, complementary, and consistent services to job seekers and employers.
- Business continues to contribute to strategic development and other activities by maintaining a leadership role on the boards and forming the majority of workforce board members.
- State and local boards are more strategic and flexible as board membership is streamlined.

EFFECTIVE DATES FOR IMPLEMENTATION

In general, the Act takes effect on July 1, 2015, the first full program year after enactment, unless otherwise noted. For example, the amendments to the Rehabilitation Act in title IV take effect on the date of enactment. The WIOA state unified and local plans and the WIOA performance accountability provisions take effect on July 1, 2016. DOL will issue further guidance on the timeframes for implementation of the provisions related to the programs administered by the Department.

TECHNICAL ASSISTANCE AND STAKEHOLDER ENGAGEMENT

DOL, in coordination with DoED and the Department of Health and Human Services, is working diligently to ensure that states and local areas, other grantees, and stakeholders are prepared for implementation of WIOA. Stakeholder input is critical to the successful implementation of WIOA. Opportunities to provide input in-person and virtually will be communicated through the following WIOA Resource Pages.

DOL will provide technical assistance, tools, and resources to States and local areas through the WIOA resource page (www.doleta.gov/WIOA), Webinars, and virtual and in-person discussions.

DOL will issue proposed regulations reflecting the changes in WIOA soon after enactment. Please email questions regarding WIOA implementation to DOL.WIOA@dol.gov or the appropriate ETA regional office.

The Department of Education has established two WIOA Resource Pages:

- Information related to the adult education and literacy programs under title II of WIOA is available through the Office of Career, Technical, and Adult Education site at: <http://www2.ed.gov/about/offices/list/ovae/pi/AdultEd/wioa-reauthorization.html>. Questions may be submitted to OCTAE staff at AskAEFLA@ed.gov.
- Information related to Rehabilitation Act programs amended under title IV of WIOA is available through the Rehabilitation Services Administration's site at: <http://www.ed.gov/about/offices/list/osers/rsa/wioa-reauthorization.html>.