



North Shore Workforce Investment Board

Executive Summary – FY 2016 Workforce Development Plan

The North Shore Workforce Investment Board in partnership with our Chief Elected Official (CEO), Mayor Kimberley Driscoll of Salem, is required to prepare a Fiscal Year 2016 “Workforce Development Business Plan” for North Shore region for submission to the Massachusetts Department of Workforce Development.

In planning for how the Workforce Investment and Opportunity Act (WIOA) system on the North Shore will be coordinated with other systems providing employment and training services to improve services for both job seekers and employers, our region’s priorities and strategies in workforce development will continue to include an emphasis on our strategic plan as follows:

GOAL 1: The North Shore WIB will build the capacity of the North Shore workforce system to respond to labor market needs.

- Increase coordination and collaboration with educational and human service organizations on regional economic development initiatives and advocate for policy changes at the federal and state level that will help local partners increase the capacity of the workforce system.
- 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.

GOAL 2: The North Shore WIB will strategically utilize resources and fully engage the business sector to close the skills gap that exists between available workers and employers.

- Collaborate with educational and training partners to increase available resources and align policies so that employers and worker needs are met.
- Facilitate alignment of education, training, workforce and economic development activities so that employer and worker needs are met.

GOAL 3: The North Shore WIB will enhance the youth pipeline by increasing and aligning education, training and employment programs.

- Facilitate stronger connections between secondary schools, vocational education, workforce development (including CBO’s) and higher education.
- Improve and expand programs for immigrant youth and youth who have dropped out of school and/or are under/un-employed.



GOAL 4: The North Shore WIB will increase, strengthen and strategically align relationships with federal, state and local partners/stakeholders.

- Create a marketing plan to educate and increase public understanding of the benefits of the NSWIB and increase interest and desire of stakeholders to partner with and support the work of the NSWIB.

GOAL 5: The North Shore WIB will strategically manage and enhance available resources to support and grow operations.

- Ensure that the WIB's internal organizational structure and resources in terms of finances, staffing, technology, facilities, and relationship, etc.; are at the proper levels of capacity, and alignment to grow resources that support the WIB's strategic goals.
- Building on its existing strengths, fully engage the WIB's Board of Directors in participating and promoting the work of the WIB as an integrative force for the North Shore, and in adding capacity to the WIB's leadership resources.

The NSWIB seeks public comment on the plan and has prepared this document to highlight how the regional Workforce Development system proposes to allocate local resources for FY 2016, what the major priorities and service strategies of the system are and to summarize the new key performance goals for adults, dislocated workers and the youth who will be served through the WIOA funded system.

Interested parties may submit written comments on this document to the WIB by July 13, 2015. The complete required FY 2016 "Workforce Development Business Plan" will be available on the NSWIB website <http://www.northshorewib.com> by close of business no later than July 16, 2014.

Copies of the plan may also be obtained at the offices of the North Shore WIB, 70 Washington Street, Suite 315, Salem, MA 01970. Questions may be directed to the NSWIB's Director of Programs and Operations, Ed O'Sullivan, at (978) 741.3815 or by e-mail at ed@northshorewib.com



II. WIA Allocations

The Commonwealth of Massachusetts experienced an overall increase in its federal WIA funding for FY 2015, particularly in WIA Dislocated Worker funding. The North Shore WIB funding allocations closely mirror the State increases. The table below provides a comparison of FY'14 and FY'15 allocations.

	MA	North Shore
WIA Dislocated Worker	+21.8%	+26.2%
WIA Adult	+7.6%	+8.5 %
WIA Youth	+8.8%	+10.1 %
Wagner Peyser	+1.2%	+.7%

III. WIA Adult, Dislocated Worker, Youth and Wagner-Peyser Programs

Training will continue to be a priority of the WIB and the workforce development system will continue to spend at least 36% of all WIA Adult and Dislocated Worker Program funds on training/education.

Adults

Through the North Shore Career Center One-Stop, adult job seekers will have access to a broad array of services from a comprehensive assortment of employment programs. WIA provides for basic core services, which are available to all job seekers, and additional intensive and training services are available to persons predicated on meeting certain eligibility criteria. *Examples of core services include:*

- Orientation to the information and services available through the OSCC system.
- Career counseling as required, based on customer need.
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs.
- Job search and placement assistance, including interview preparation, resume preparation, job listings, resume listings, job clubs, and various job search workshops.
- Provision of information on employment and labor market statistics.
- Information and referral to job openings (including those posted on on-line job banks)



and the hiring requirements of local firms.

- Program performance and cost information on eligible providers of training services.
- Assistance in establishing eligibility for obtaining financial assistance for training and other services.

Additional intensive and training services may be available, based on eligibility for various federally funded programs targeted to certain groups. For example, recipients of transitional assistance and certain economically disadvantaged adults may be eligible for occupational training and other specialized employment assistance programs. Low-income adults receive priority for WIA funded intensive and training services. *Training* opportunities for adults include a customer-choice driven form of training vouchers, called "Individual Training Accounts" or "ITAs" that will help pay for the costs of approved training programs. ITAs may only be used to pay for approved Occupational Skills Training course that are approved for our local area on the Training Pro database. Based on funding availability, eligible individuals may receive up to \$4,000 in funding assistance for Occupational Skills Training - for those customers who will also have an ESOL component added to their Occupational Skills Training may receive up to \$5000 in funding assistance.

Case management staff at the Career Centers assist in determining a job seeker's eligibility for training and guide them in the process of selecting a program from an approved list of providers. Also, the North Shore will allow a limited number of "On-the-Job Training (OJT)" opportunities for adults and dislocated workers with the anticipation that the state will receive additional funds specifically for this purpose. OJT is occupation specific training provided by an employer for a limited duration. The employer will pay the WIA trainee a wage while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job. WIA will reimburse the employer up to 50% of the wage rate for the extraordinary costs of providing the training and for the related additional supervision that is required.

Approximately 135 adults will be served in FY'15.

Proposed WIA Performance Goals for Adults (Based on Current Goals, subject to change):

- Entered Employment Rate 83%
- Employment Retention Rate 90%
- Average Earnings \$12,700

The WIA system also coordinates with several non-WIA funding sources providing services to adults. Just a few of the examples include Department of Element and Secondary Education funded adult education, post-secondary vocational education and vocational education activities; Mass Rehabilitation Commission and Commission for the Blind funded vocational rehabilitation for persons with disabilities; Department of Transitional Assistance funded education and



training services to public assistance and food stamp recipients; and Title V services to older workers.

Dislocated Workers

Dislocated workers are those individuals who have been permanently laid off, or have received a notice of termination or layoff from employment. Dislocated Workers may receive the same WIA core, intensive and training services as those available through the WIA adult grant. Based on funding availability, eligible individuals may receive up to \$3,000 in funding assistance for Occupational Skills Training. The option for additional OJT funds under Dislocated Workers may also be possible given funding availability through additional funds requested by the state.

Approximately 185 Dislocated Workers will be served in FY'15.

Proposed WIA Performance Goals for Dislocated Workers (Based on Current Goals, subject to change):

- Entered Employment Rate 86%
- Employment Retention Rate 95%
- Average Earnings \$17,000

There are also several other WIA and non-WIA funding sources assisting dislocated workers in addition to the “formula” funding and when possible case management staff seek out these funding opportunities for customers. Additional opportunities include ‘Sector-Based Trainings’ in the areas of Health Care and Advanced Manufacturing. Currently, the NSWIB has grants in these areas that can facilitate training opportunities for individuals who have an interest in entering one of these specific industry sectors and developing a set of skills that are needed within various occupations. These grants provide excellent in-roads for career center BSU staff to learn and make connections with employers.

WIA Youth

Service providers for FY’15 WIA Youth program vendors were selected through a 2-year competitive Request for Proposals process. Providers will target either low income, at-risk youth that are entering their junior or senior year of high school in the fall of 2014, or low income, out-of-school youth 16-21 years of age that are dropouts. Consistent with the national and state emphasis on serving the growing population of out-of-school youth that are neither in school or working, ***approximately 60%*** of the youth funds will be targeted to serve out-of-school youth.



Key services to *in-school youth* are dropout prevention; academic support; career and leadership development; work experience; and case management services that link youth to other community resources and youth partnering agencies. Primary outcomes for in-school youth are successful completion of high school and transition to employment and/or post-secondary education.

Key services to *out-of-school youth* include programs that raise educational attainment levels and provide academic support; occupational skills development; career and leadership development; work experience; and case management services that link youth to other community resources and youth partnering agencies. The primary outcomes for out-of school youth are transition to employment, attainment of a degree or certificate/credential and literacy/numeracy gains.

Approximately 100 youth will be served in WIA FY 2015

Proposed WIA Performance Goals for Youth (Based on Current Goals, subject to change):

Older Youth (19-21 years of age) and Younger Youth (14-18 years of age):

- Youth Placement in Employment or Education Rate 81%
- Youth Degree or Certificate Attainment Rate 73%
- Youth Literacy /Numeracy rate 50%

The WIB will closely coordinate WIA activities with other youth programs and projects to leverage additional non-WIA funds and better align services. The NSWIB will play a lead role in organizing community partners, including schools to better coordinate services for youth at risk of dropping out of high school and those older youth that have left school without a diploma.

Key partners in workforce development include the School-to-Career "Connecting Activities" partnerships, encompassing primarily Lynn, Salem, and Peabody School Systems (although other school districts can request services over the course of the year) and providing Massachusetts Work-Based Learning Plans and jobs to high school students. **Amp It Up (a Connecting Activities enhancement!)** strives to bring schools and manufacturing companies together to help middle and high school students understand the career opportunities available in STEM and Manufacturing fields and to increase the number of students who choose careers in these areas. Through Amp It Up, middle or high school teachers spend one day in a manufacturing environment with manufacturing professionals learning what happens within the company and drawing a connection between what educators are teaching and how it is used in the manufacturing process. Teachers spend time before and after this experience working as a team with the Northeast Regional Readiness Center at Salem State University, reviewing their



curriculum, exploring its possible use in manufacturing, and then, based on their experiences, building classroom activities and lesson plans that bring the curriculum alive for their students. The NSWIB is committed to working with local school districts on STEM related activities, including teacher externships and other educational opportunities for school staff, company tours, etc.

In addition, the North Shore WIB's "**F1rstJobs**" program which is publicly and privately funded help to link teens with their first jobs – either at a private sector or non-profit employer. Part of F1rstJos, another important youth initiative for the NSWIB will be the state funded **YouthWorks** project which will place approximately 250 low-income, at-risk youth from Lynn (181) Peabody (34) and Salem (35) into summer jobs. Other emerging programs/partnerships include the development of a YouthBuild pilot program with the North Shore Community Development Coalition.