

WIOA LOCAL 4-YEAR PLAN

Metro North

Final

(a) Strategic Planning elements, including:

(1) A regional (local) analysis of:

(i) Economic conditions including existing and emerging in-demand industry sectors and occupations; and

(ii) Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.

(iii) As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of paragraphs (a)(1)(i) and (ii) of this section;

Regional plan information may be used as applicable to the local area. However, local analysis that yields information that is not in the regional plan should be included in this response. (Please see 21 d).

A regional analysis of economic conditions, existing and emerging in-demand industry sectors and occupations, and employment needs of businesses can be found in the following documents:

- Metro North FY17-FY20 Strategic Plan:
 - https://masshiremetronorth.org/wp-content/uploads/MNREBFY17-20StrategicPlan-APPROVEDbyREBVOTE3-15-17_001.pdf
- Greater Boston Regional Planning Blueprint:
 - https://www.mass.gov/files/documents/2018/06/19/Greater%20Boston%20Workforce%20Planning%20Blueprint_Final%20-%20053118_clean.pdf

In summary, the MassHire Metro North Workforce Board (MNWB) has prioritized seven industries/occupational clusters for the region, two of which are also prioritized in the Greater Boston Regional Planning Blueprint (highlighted in bold below):

- Advanced Manufacturing
- **Healthcare**
- **Information Technology**
- Life Sciences
- Hospitality
- Retail
- Construction/Property Management

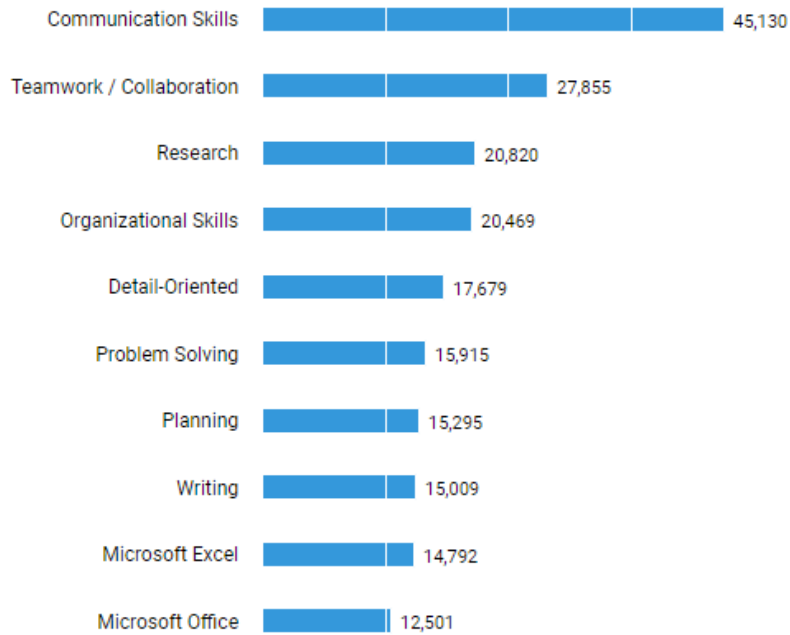
MNWB has also prioritized Science, Technology, Engineering, and Math (STEM), which is not an industry unto itself but is incorporated in many different industries and occupations.

(2) Describe the knowledge and skills needed to meet the employment needs of the businesses in your region, including employment needs in in-demand industry sectors and occupations.

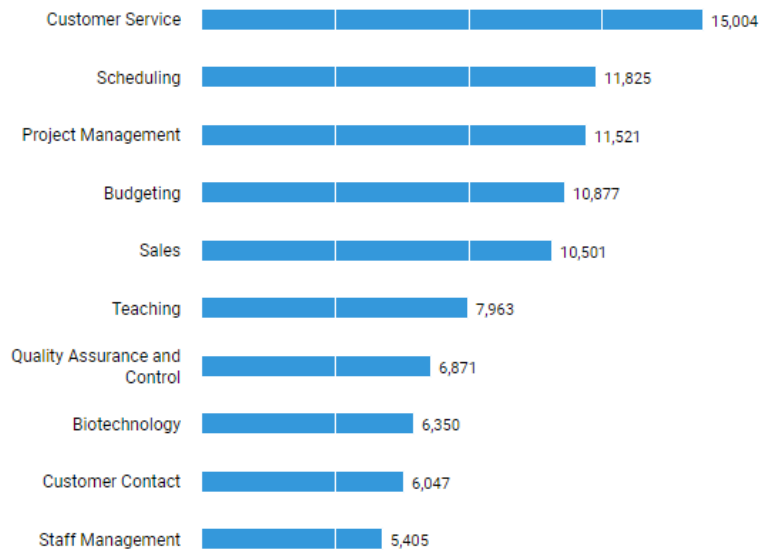
The following charts describe the most in-demand knowledge and skills of employers in the Metro North region according to Burning Glass Technologies' Labor Insights/Jobs. Reports were run on December 17, 2018 for the past twelve months in the twenty cities and towns that comprise the Metro North region. Data presented are the top ten most requested skills for all industries in Metro North and specific prioritized industries.

All Industries- 121,083 total job postings

"Baseline" Skills

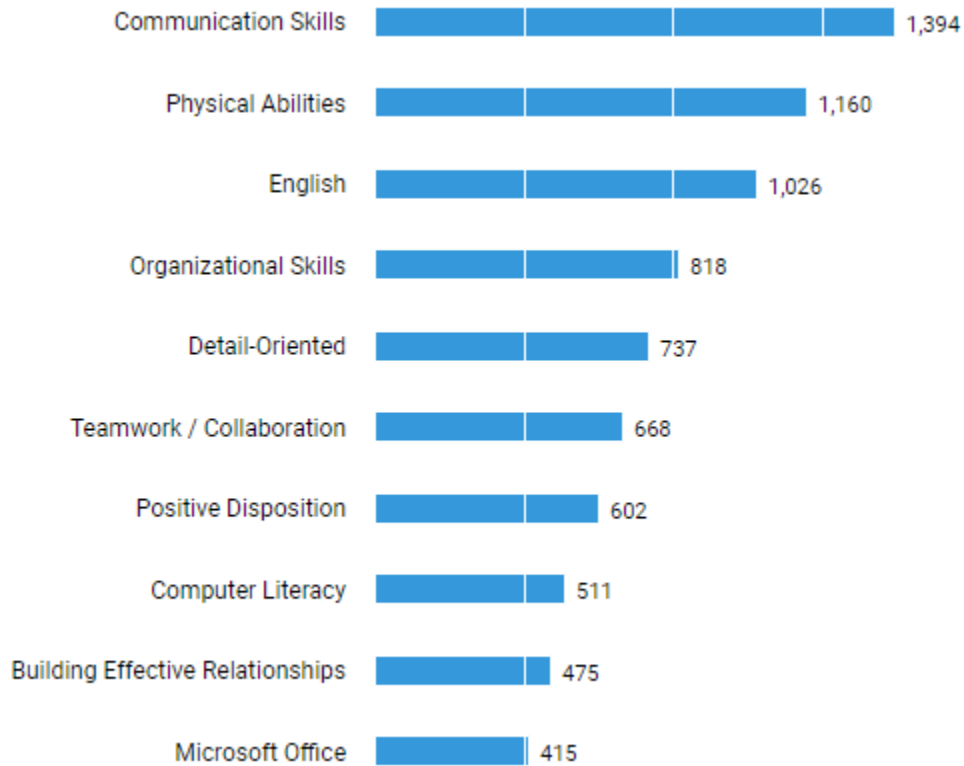


"Specialized" Skills

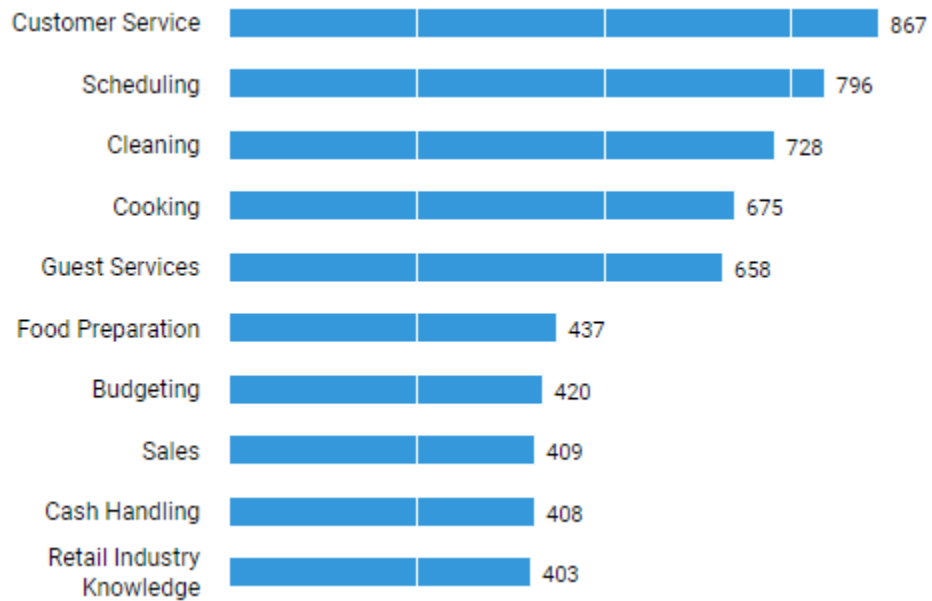


Accommodation and Food Service (Hospitality)- 5,959 total job postings

“Baseline” Skills

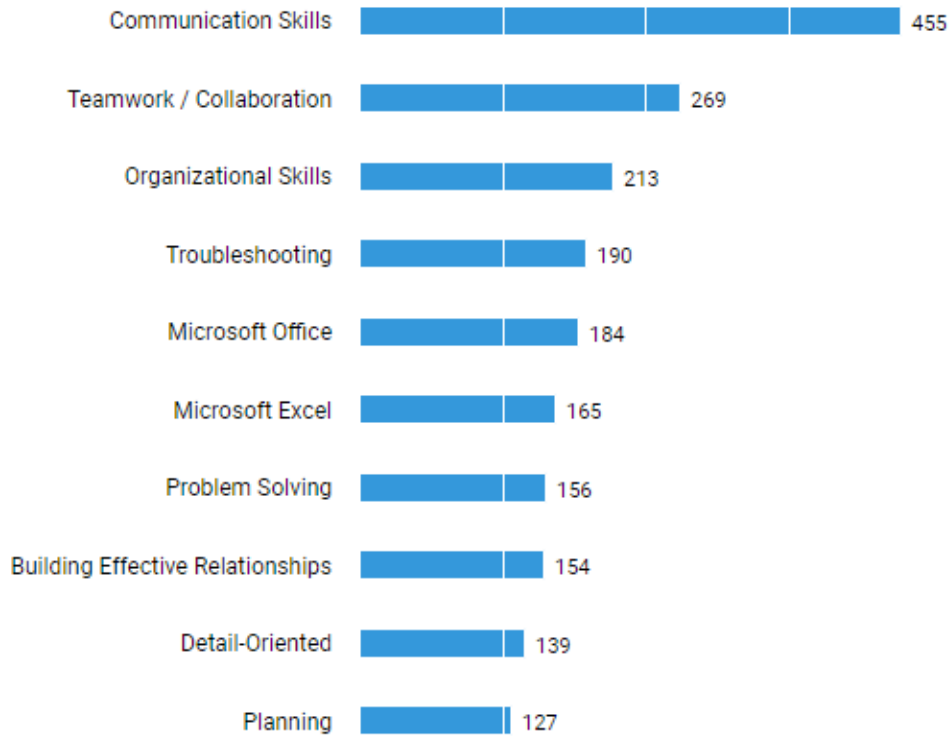


“Specialized” Skills

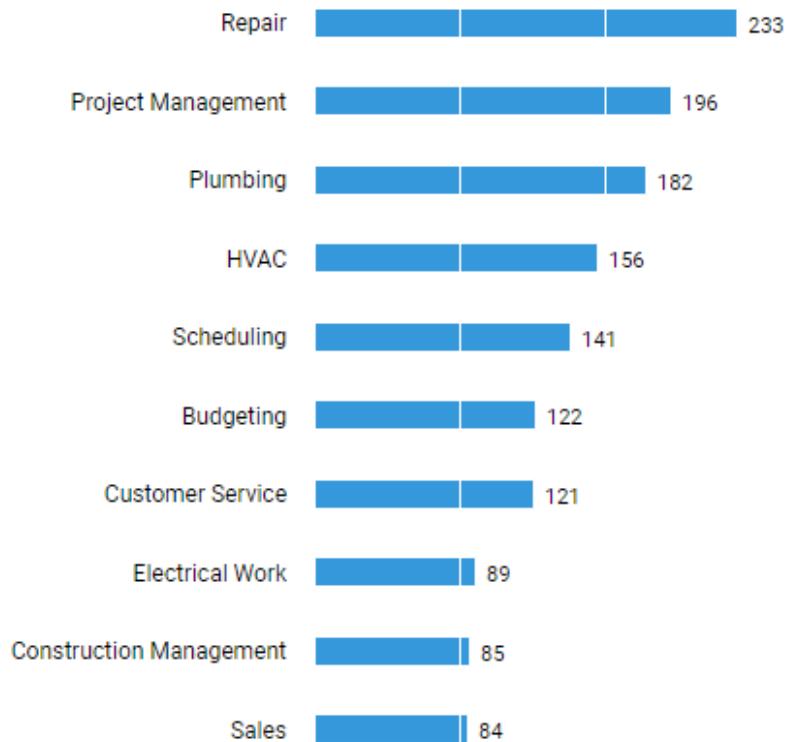


Construction- 937 total job postings

"Baseline" Skills



"Specialized" Skills

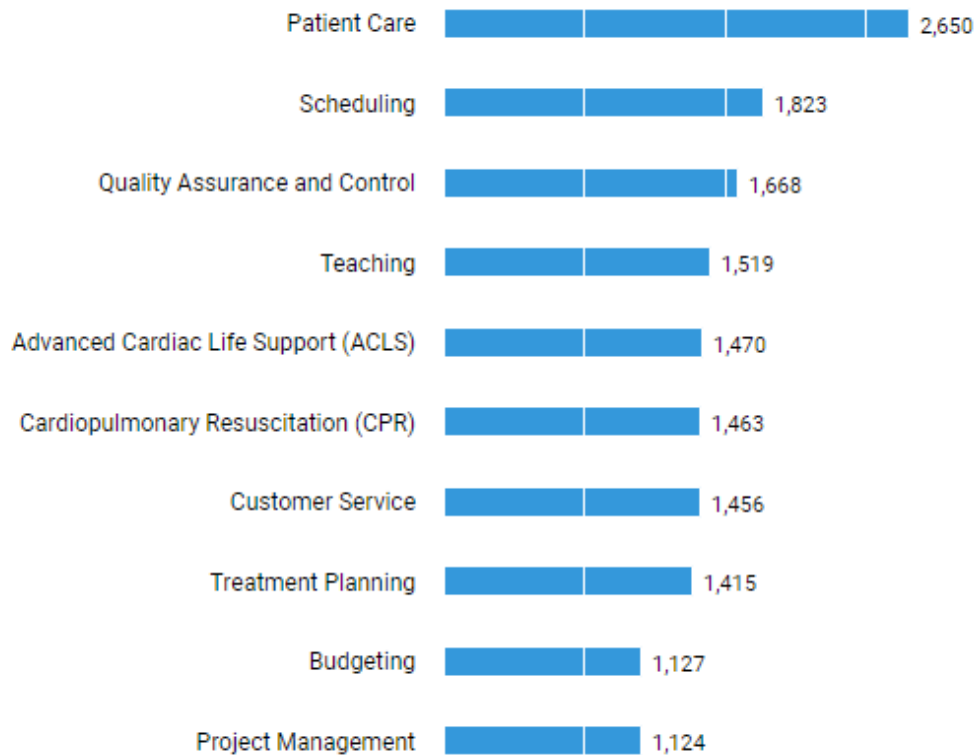


Healthcare and Social Assistance- 17,985 total job postings

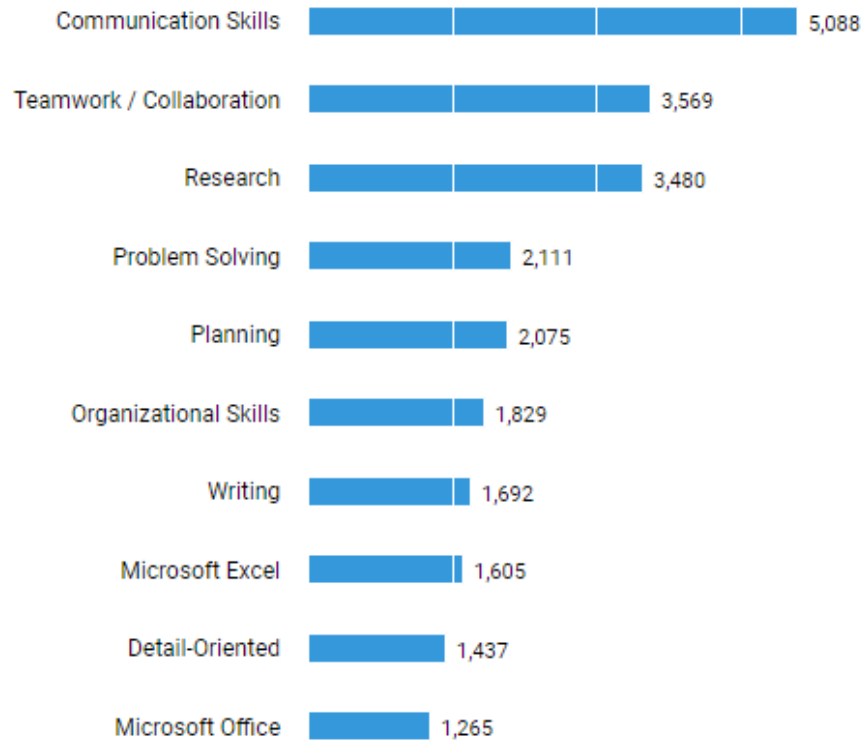
“Baseline” Skills



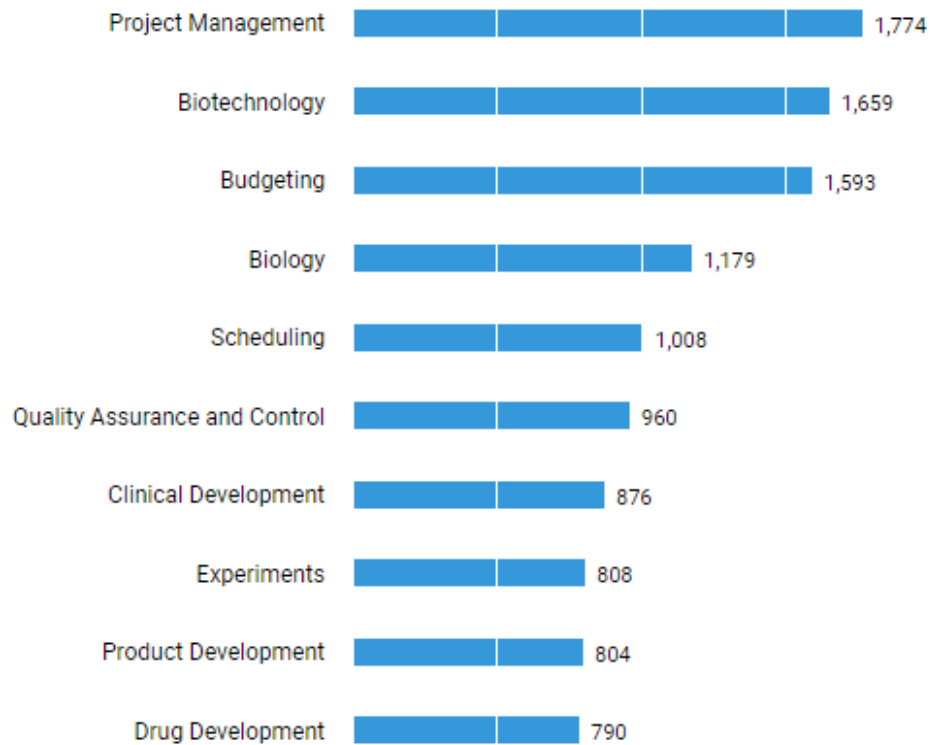
“Specialized” Skills



Manufacturing- 11,003 total job postings
"Baseline" Skills



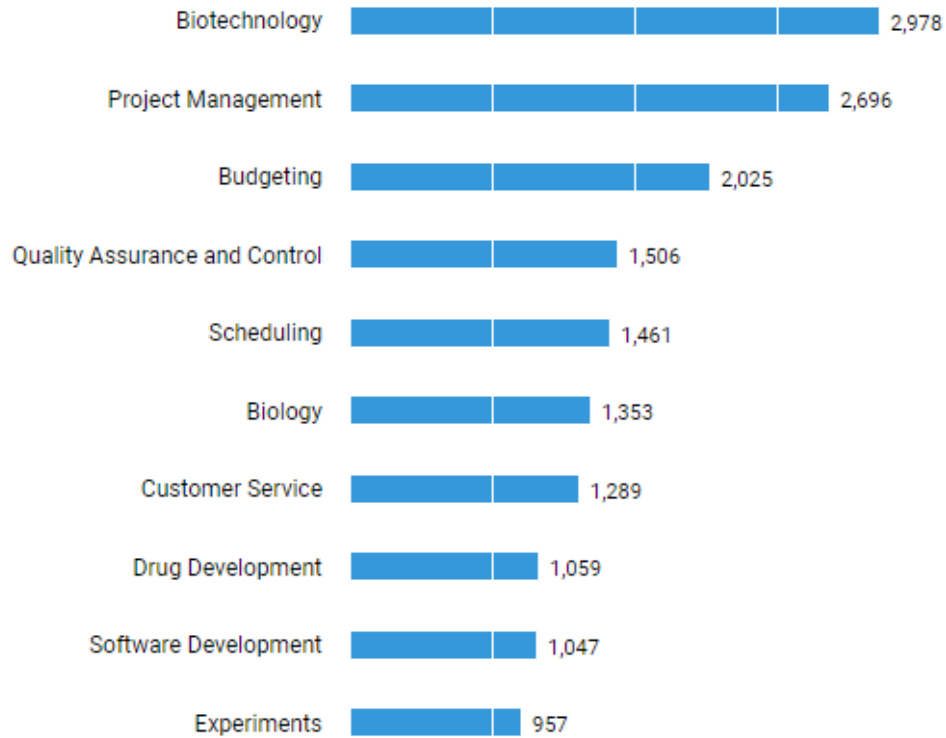
"Specialized" Skills



Professional, Scientific, and Technical Services (IT, Life Sciences)- 16,385 total job postings
“Baseline” Skills

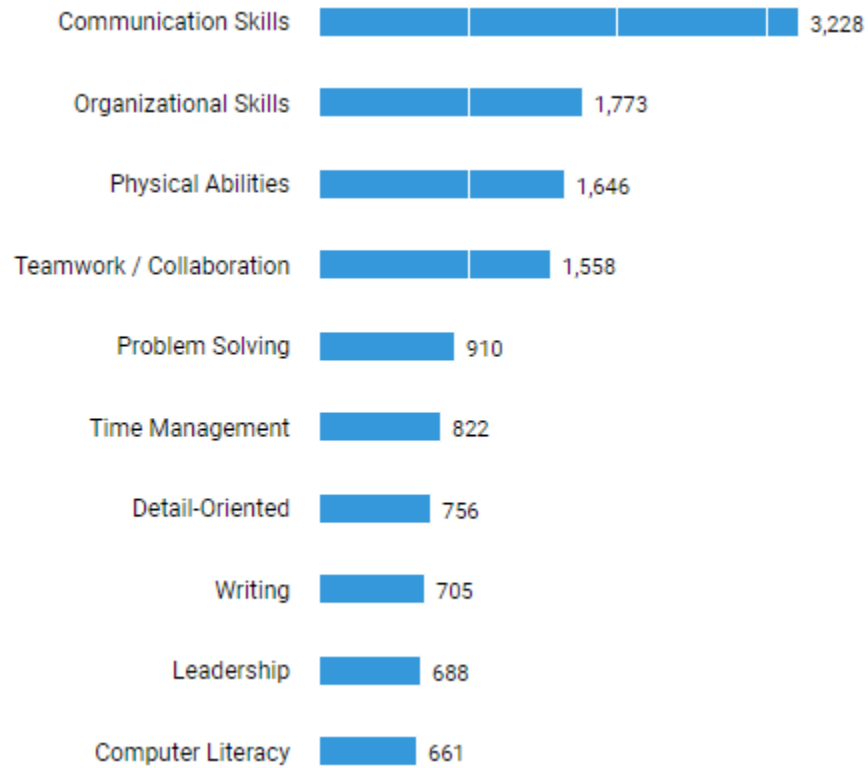


“Specialized” Skills

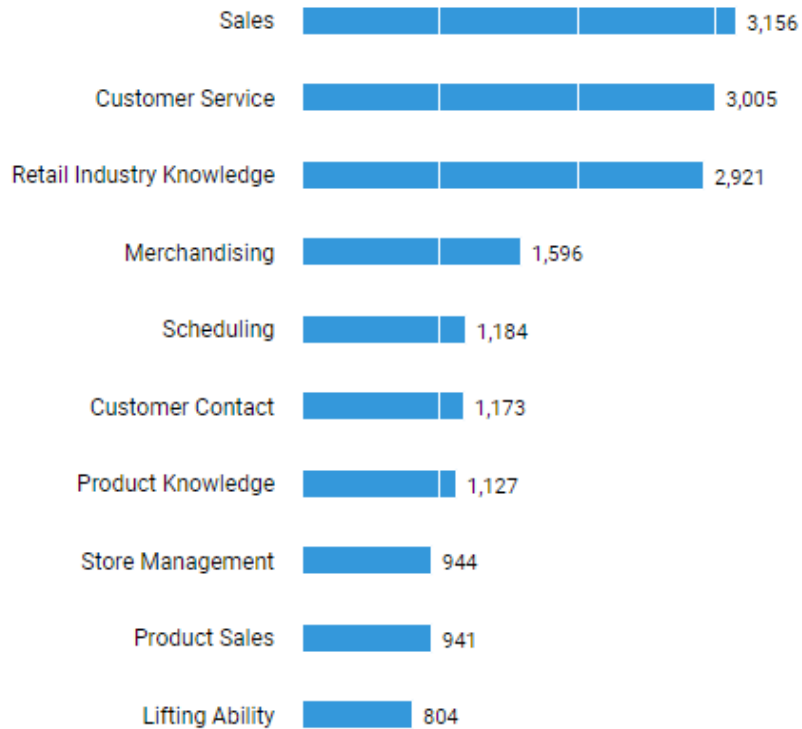


Retail Trade- 8,364 total job postings

“Baseline” Skills

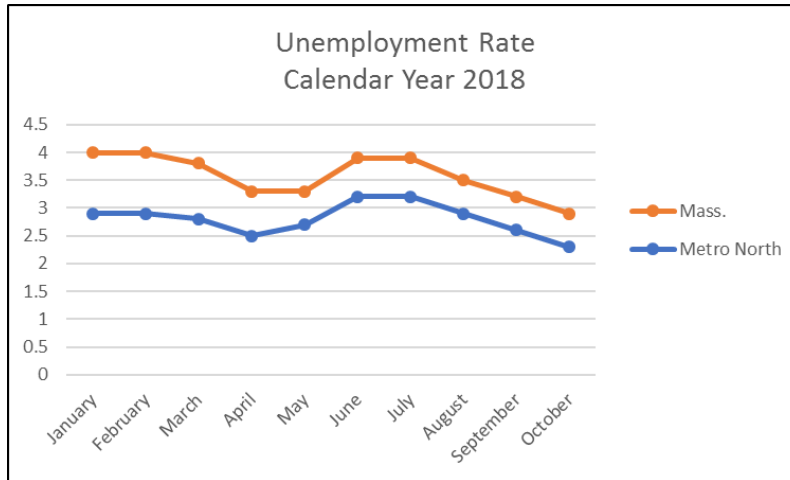


“Specialized” Skills

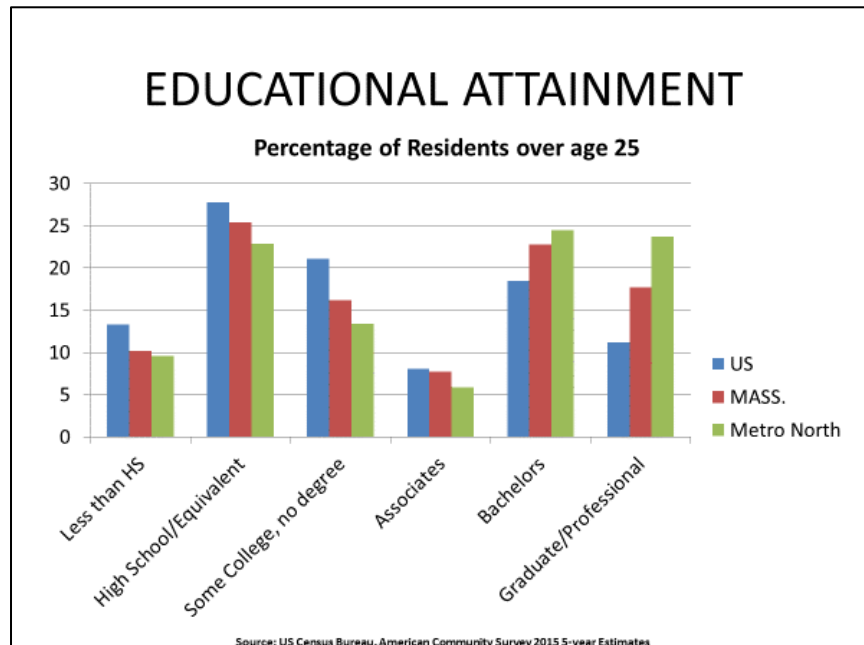


(3) Please provide an analysis of your regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment¹.

According to the Massachusetts Executive Office of Labor and Workforce Development (EOLWD), as of October 2018, the Metro North region had a labor force of 485,901 and an unemployment rate of 2.3%, compared to 2.9% statewide. The Metro North region’s unemployment rate has consistently been below the statewide rate:

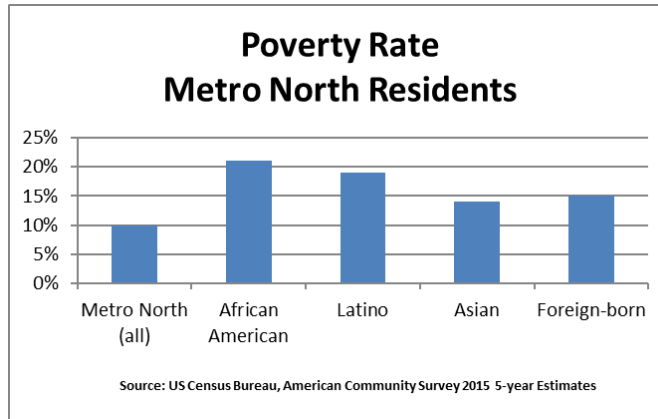


In terms of educational attainment, the Metro North region is a highly educated region. The area has higher rates of residents with Bachelors and Graduate-level degrees and lower rates of residents with less than a Bachelors as compared to the state and nation.

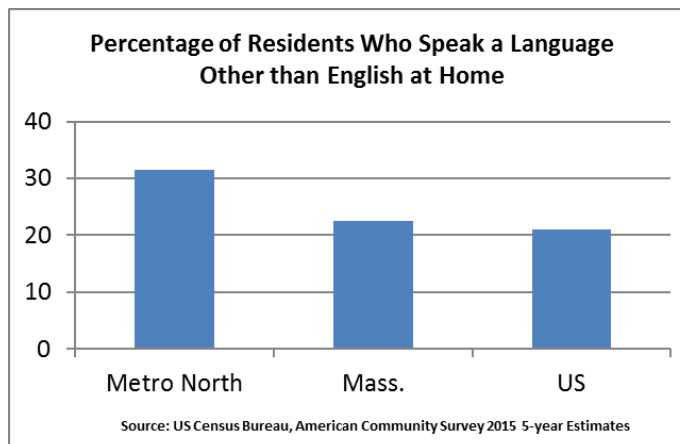
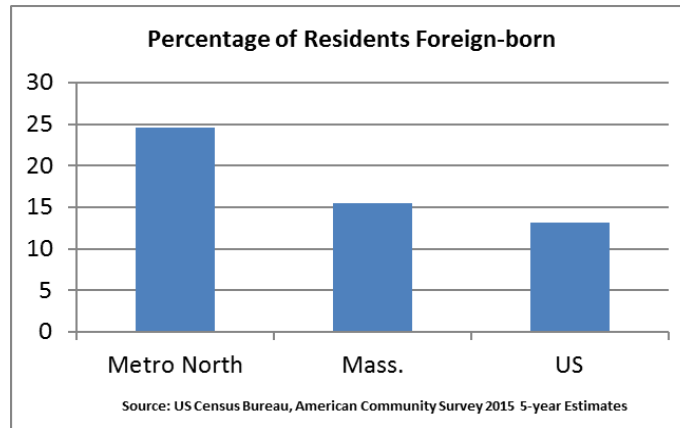


¹ Defined here: <https://community.lincolns.ed.gov/document/workforce-innovation-and-opportunity-act-individual-barrier-employment-definition>

While the Metro North region appears to have strong economic and labor market indicators, too many people are being left out of the strong regional economy. The poverty rate for African Americans and Latinos in the region is double the regional rate. Communities including Chelsea, Malden, Revere, Everett, Somerville, and Cambridge all have poverty rates higher than the Massachusetts rate, which is just over 11%. The median income in nearly **half** of Metro North’s communities would not meet the living wage for a family of four.



The Metro North region also has a significantly higher percentage of residents that are foreign-born and speak a language other than English at home.



(4) Please provide an analysis of workforce development activities, including education and training, in the local area. This analysis must:

- a) include strengths and weaknesses of workforce development activities**
- b) address the capacity to provide the workforce development activities around:**
 - i. education and skill needs of the workforce;**
 - ii. individuals with barriers to employment;**
 - iii. employment needs of businesses.**

The strengths of the workforce development system in Metro North include:

- Extensive list of Eligible Training Providers for WIOA Title I training
- Adoption of goals for the percentage of WIOA Title I Individual Training Accounts (ITAs) going towards training in the two Greater Boston Regional Planning priority industries
- Sector-based training initiatives in advanced manufacturing, hospitality/culinary, and retail
- Several career and technical education (CTE) facilities in the region that can be used as job training sites
- Development of new workforce development facilities in Cambridge
- Committed and involved Workforce Board membership
- Strong partnerships among training providers, community-based organizations, Career Centers, the Workforce Board, and businesses in targeted sector projects

The workforce development system in Metro North could be improved in the following areas:

- Additional job training capacity- many Metro North residents need to commute to Boston in order to participate in job training programs. While MNWB has supported some additional job training capacity in Metro North, i.e. in hospitality and culinary, further capacity is needed.
- Utilization of CTE facilities for job training- the Metro North region has CTE facilities in Medford, Somerville, Cambridge, and Wakefield (Northeast Metro Tech). While some job training has occurred in these facilities, mostly for NAMC manufacturing training, there is much more opportunity to fully utilize these great facilities for job training after school hours.
- Regional gap- most services and programs are currently located in the southern half of the region. Further capacity is needed in the northern half.
- Expansion of sector-based projects in priority industries- given the labor supply gaps described in the Greater Boston Regional Planning Blueprint, the region will need to significantly expand capacity to expand the pipeline of workers in IT/Tech and Healthcare.

MNWB continues to take a leadership role in implementing a workforce development system in Metro North that meets the needs of job seekers and businesses. MNWB has developed and strengthened partnerships with job training providers, community-based organizations, community colleges, and businesses to continually make improvements to the system. In recent years, new partnerships and initiatives in retail and hospitality/culinary, as well as the region's continued involvement in NAMC, have provided blueprints for how the region's workforce development system can successfully meet the needs of job seekers and employers. MNWB looks to continue expanding the system's capacity, particularly in the priority industries outlined in the Greater Boston Regional Planning Blueprint and MNWB's FY17-FY20 Strategic Plan.

(5) Please describe your Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1). The primary indicators of performance include:

- a) The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;***
- b) The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;***
- c) Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;***
- d) The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program***

The MassHire Metro North Workforce Board (MNWB) is a public-private partnership whose mission is to enable area residents to gain the skills to maximize their economic self-sufficiency and provide employers with the workforce they need to effectively compete in the changing world economy. The MNWB convenes and leverages partnerships to satisfy labor demand needs of the Metro North region. The MNWB serves as a resource for local employers by understanding employers' workforce needs and initiating efforts to meet them.

The vision of the MNWB is to reduce poverty and unemployment in the region, maximize employment opportunities and earning for residents, and meet employers' workforce needs.

As described in its FY17-FY20 Strategic Plan, MNWB has identified four overarching priorities in order to meet its mission and vision:

- 1) Align workforce and business needs, focused on employer demand-driven strategies.
- 2) Effectively serve all job seekers, with particular attention to those with barriers.
- 3) Raise resources to achieve goals and create effective partnerships.
- 4) Create a system that has measurable success, accountability and visibility – ensuring performance excellence and strategic use of resources.

More detailed information on MNWB's vision for supporting regional economic growth and economic self-sufficiency, including specific goals for each priority industry, target population, and Board committee, can be found in MNWB's FY17-FY20 Strategic Plan: https://masshiremetronorth.org/wp-content/uploads/MNREBFY17-20StrategicPlan-APPROVEDbyREBVOTE3-15-17_001.pdf

(6) Taking into account analyses described in 1 through 4 above, what is your regions strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described in paragraph (a)(5) of this section.

It is the MNWB's intention to fulfill its mission, vision, and goals of the Strategic Plan utilizing a wide range of partners, including, but not limited to, the region's one stop career centers, employers,

business associations, higher education institutions, community-based organizations, technical/vocational schools, K-12 schools, and labor unions. In addition, standing committees and industry-led consortia will provide critical leadership and direction as the MNWB moves forward. MNWB will continue its role as convener and facilitator, brokering and developing partnerships in order to achieve the goals described in the region's Strategic Plan.

More detailed information on MNWB's strategy for working with partners to achieve the region's goals can be found in MNWB's FY17-FY20 Strategic Plan: https://masshiremetronorth.org/wp-content/uploads/MNREBFY17-20StrategicPlan-APPROVEDbyREBVOTE3-15-17_001.pdf

(b) Under WIOA, the plan must include a description of the following requirements (WIOA secs. 108(b)(2)–(21)):

***(1) Identify the following elements of the workforce development system in your local area:
(i) Programs that are included in your local workforce system (please list programs)***

- Wagner Peyser
- WIOA Title I Adult and Dislocated Worker
- WIOA Title I Youth
- Veterans Programs
- Reemployment Services and Eligibility Assessment (RESEA)
- Trade
- Rapid Response
- Unemployment Insurance Walk-in services
- Core Partner/MOU services- DTA, MCB, MRC, ACLS, SCSEP
- School to Career Connecting Activities
- YouthWorks- Year round and Summer
- National Dislocated Worker Grants
- Ticket to Work
- STEM Network
- Amp It Up! via MassDevelopment
- US Department of Commerce, Economic Development Administration manufacturing initiative
- Mass. Executive Office of Housing and Economic Development Advanced Manufacturing Program
- Apprenticeship Initiative in Manufacturing sector
- US Department of Labor Tech Hire program for Advanced Manufacturing
- Retail incumbent worker initiative via Chicago Cook Workforce Partnership and Walmart Foundation
- Retention Services via private foundation
- Mass. Gaming Commission Community Mitigation Fund Workforce Development Program

(ii) How your Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment;

MNWB will support the strategy identified in the State Plan and work with entities carrying out core programs and other workforce development programs in the following ways:

- Oversight of the MOU with core partners- MNWB will continue to convene core partners and oversee the implementation of the MOU. MNWB convenes quarterly MOU partner meetings and works closely with the Metro North Career Centers to implement the strategies to effectively serve shared customers.
- Convene and facilitate industry consortia and Board subcommittees- MNWB will continue to play an active convener and facilitator role in the Metro North region. Industry consortia and Board subcommittees will continue to meet regularly and engage a variety of stakeholders in the region's workforce development system to support service alignment.
- Development of partnerships and collaborations- As described in MNWB's Strategic Plan, partnership development is a key element of MNWB's strategy for meeting its mission, vision, and goals. MNWB will continue to build and develop partnerships to ensure a coordinated service delivery strategy in Metro North.
- Coordination and integration of youth programs, including Perkins-authorized programs- MNWB directly administers WIOA Youth Framework services, Connecting Activities, and YouthWorks programs. This structure allows MNWB to coordinate youth services across different grants. A key component of youth services includes supporting the region's Perkins-authorized programs, both existing and new. In the past year, MNWB has participated in the consultation process for two school districts applying for new CTE programs in our region and will continue to actively participate in any new applications.

(2) Please describe how your Board will work with entities carrying out core programs to:

(i) Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

(ii) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and

In addition to the activities described in the previous response, MNWB has recently launched a Career Pathways Committee. Comprised of Board members and other key stakeholders within the Metro North workforce development system, the Career Pathways Committee is tasked with evaluating the current system in the region, proposing new ideas for assisting the region's residents in moving along a long-term career pathway, and providing oversight for specific grants and initiatives that serve Metro North's target populations, including individuals with barriers to employment, as described in the FY17-FY20 Strategic Plan. The Committee will work to ensure that the overall system in Metro North is accessible to all eligible individuals and that specific targeted populations are served through MNWB supported initiatives.

(iii) Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);

MNWB will continue to support and develop workforce development initiatives that provide industry-recognized credentials. Across all workforce development investments, including WIOA Title I training investments and sector-based initiatives, MNWB will continue to require programs offer an industry-recognized credential. MNWB will also continue to strengthen partnerships with local community colleges to explore opportunities for connecting customers with postsecondary credential programs.

The issue of postsecondary and industry-recognized credentials will be an important part of the discussion undertaken by the Career Pathways Committee.

**(3) Please describe the strategies and services that will be used in your local area:
(i) To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in in-demand industry sectors and occupations;**

Strategies and services to engage businesses in workforce development programs in Metro North will include:

- Workforce Board engagement- staff of MNWB will be tasked with engaging businesses, particularly in priority industries. MNWB also convenes business-led committees and industry advisory groups.
- Career Center Business Services engagement- Business Services staff at the Metro North Career Centers will be responsible for engaging employers and addressing their workforce needs.
- MOU Partner Employer Engagement Committee- Metro North's core partner MOU includes a provision to create an employer engagement committee. The committee will begin to meet in early 2019 and will be jointly convened by MNWB and the Career Centers.
- Utilization of Mass BizWorks- MNWB, Career Center, and core partners will utilize MassBizWorks as a framework for engaging businesses in the region.
- Regional Planning Implementation- engaging businesses in the Greater Boston Regional Planning priority industries will be critical in effectively addressing labor supply gaps in IT/Tech and healthcare. Leveraging the collaboration of the regional planning team will be a useful strategy to making progress on this front.

Coordination among partners who are engaging businesses in Metro North will be important. To that end, MNWB and the business services staff at the Metro North Career Centers have engaged in regular meetings to coordinate business engagement efforts and will continue to do so throughout this 4-Year Plan. In addition, MNWB has facilitated, and will continue to facilitate, opportunities for Career Center business services staff to engage the business-led Board membership to discuss and evaluate the business service strategy in the region.

As joint facilitators of the MOU core partner employer engagement committee, both MNWB and the Career Centers will ensure further coordination among core system partners. MNWB will continue to play a leadership role in ensuring coordinated and comprehensive efforts to engage Metro North businesses in workforce development efforts, particularly those in priority industries.

(ii) To serve agricultural businesses and how you intend to improve those services;

Agriculture is not a critical/priority industry in the Metro North region.

(iii) To support a local workforce development system that meets the needs of businesses in your area;

In addition to response (3)(i), MNWB's local Strategic Plan clearly describes a shift to a more employer demand-driven system as a primary goal. To measure that progress, MNWB will work in partnership with the Career Centers to implement a regular employer feedback system. This will include surveys of

employers, focus groups, and individual meetings. MNWB will continue to monitor progress towards this goal to ensure the system is truly demand driven and meeting the needs of employers.

(iv) To better coordinate workforce development programs and economic development;

MNWB will continue to take a leadership role in implementing the Greater Boston Regional Planning Blueprint, a process that includes key regional economic development partners. One of the goals of the Regional Planning process was to align workforce development, economic development, and education activities, a goal the MNWB will continue to work towards in collaboration with other Regional Planning partners. In addition, a representative of the Metropolitan Area Planning Council is a member of the MNWB, which allows MNWB to further coordinate its workforce development activities with regional economic development priorities.

On a municipal level, MNWB has developed partnerships with several municipal economic development offices in the Metro North region. In many of the municipalities in Metro North, workforce development activities are housed within economic development departments, if they exist at all. These local partnerships have been critical in aligning MNWB's regional workforce development efforts with local priorities. MNWB has also been able to serve in an advisory capacity for some municipalities as they develop and/or expand their workforce development and economic development initiatives. MNWB will continue to develop these linkages at the municipal level.

(v) To strengthen linkages between the Career Center delivery system and unemployment insurance programs;

Unemployment Insurance staff are co-located at the Metro North Career Centers, ensuring strong linkages between career center services and unemployment insurance programs. The Metro North region also has a robust RESEA service, which will continue through this Plan.

a. What methods are used by the Board to identify and recruit business intermediaries

MNWB has made it a priority to develop partnerships with businesses intermediaries, such as Chambers of Commerce, business associations, and trade associations. MNWB has thus far met with about half of the Chambers in the Metro North region as well as a few business associations. MNWB also coordinates outreach efforts with business services staff at the Career Centers. Moving forward, MNWB will identify and outreach to trade associations in priority industries.

b. Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses

MNWB and the Career Centers meet regularly to coordinate businesses engagement activities. Oftentimes, representatives from both the Workforce Board and Career Center will meet with an employer. Specifically regarding Mass BizWorks, MNWB and the Career Center coordinate joint trainings and have incorporated BizWorks materials in employer meetings. In addition, MNWB staff serve on the statewide Mass BizWorks subcommittees.

(vi) That may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional businesses. These initiatives must support the strategy described in paragraph (b)(3) of this section;

MNWB and its partners work collaboratively to develop and implement initiatives that are tailored to employers' needs. All of the above-listed programs are part of the portfolio of options that can be used to meet those needs, many of which are already developed and implemented in the region as described in previous responses. MNWB and its partners will continue to evaluate, develop, and implement specific program models that are most effective at meeting employers' workforce needs.

(4) Please provide an examination of how your Board will:

- ***Coordinate local workforce investment activities with regional economic development activities that are carried out in the local area***

Please see response to question (3)(iv).

- ***Promote entrepreneurial skills training and microenterprise services;***

Entrepreneurial skills training and microenterprise services has not been a priority for the Metro North region. However, this will be a topic of discussion and review in future Board and committee meetings.

(5) Please describe the Career Center system in your area, including:

(i) How your Board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local businesses, workers and job seekers;

In the past year, MNWB has implemented two new policies to ensure the continuous improvement of eligible training providers in the regional system:

- Implemented specific performance measures providers must maintain in order to remain on Metro North's list of eligible training providers and a process by which a provider may be removed from the list for performance reasons
- Set goals for the percentage of WIOA Title I Individual Training Accounts (ITAs) that are used for training in one of the two Greater Boston Regional Planning priority industries

These new policies are aimed at ensuring eligible training providers are meeting high performance standards and that the training programs the region invests in are for careers in high demand, high quality industries.

(ii) How your Board will facilitate access to services provided through the Career Center system, including in remote areas, through the use of technology and other means;

MNWB will facilitate access to services provided through the Career Center system via:

- Expansion of access points throughout the Metro North region- In addition to the two full-service and one satellite brick-and-mortar locations, there are currently access points in Revere, Wilmington, and Malden. Additional access points in Wakefield, Somerville, and Everett are currently under consideration.
- Extended hours- Currently, the two full-service locations offer extended evening hours one day per week.
- Virtual services- MNWB will work with the Career Center operator to implement a virtual services plan, which could include online-based services for both job seekers and employers.

(iii) How entities within the Career Center system, including Career Center operators and partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities;

The Metro North Career Centers will be fully compliant with ADA regulations and be fully equipped with equipment and other tools to accommodate individuals with disabilities. In addition, the Career Centers and MNWB will work within the core partner MOU framework to ensure all system partners are trained and supported for addressing the needs of individuals with disabilities. Partners have already undertaken cross-training and co-location schedules have been implemented.

(iv) The roles and resource contributions of your partners – how are these relationships sustained and kept productive;

MNWB convenes the MOU partners leadership team on a quarterly basis, with subcommittees meeting in between quarterly leadership team meetings. MNWB works closely with the Career Center to move the work of the MOU forward and ensure progress towards meeting goals are met. MNWB takes the lead in overseeing the implementation of shared infrastructure contributions. The regular meetings of both the leadership team and subcommittees will help to ensure that these partnerships are sustained and result in positive outcomes for customers of the system in Metro North.

(6) Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in your local area.

Adult and dislocated worker employment and training activities in Metro North include:

- Basic Services
 - Outreach, intake, and orientation
 - Initial assessments
 - Job search assistance
 - Access to LMI
 - Eligibility for more in-depth services, including training
- Individualized Services
 - Comprehensive and specialized assessments
 - Development and implementation of an individualized employment plan
 - Individualized career counseling and planning

- Identification of and plan to address barriers to employment
- Paid and unpaid work experiences
- Referral to training
- Follow-up/retention services
- Training
 - Occupational skills training
 - ABE/ESOL training offered in conjunction with occupational skills training
 - OJT
 - Apprenticeships
 - Incumbent worker and customized training
- Follow-up Services
 - All WIOA Adult and Dislocated Workers receive 12 months of follow-up, as required
 - Some Metro North customers receive up to 24 months of more comprehensive post-placement support via a privately-funded program
- Business Services
 - Assist employers with filling job vacancies- job listings, job matching, specialized recruitment events, job fairs
 - Assess employers' workforce needs
 - Recruit employers for regional industry/sector partnerships
 - Dissemination of information related to statewide employer resources- Mass BizWorks, Workforce Training Fund, workplace education grants, tax credits

(7) Describe how your Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

MNWB will maintain regular contact with the state Rapid Response representative stationed at the Metro North Career Center. MNWB will implement regular check-ins with the Rapid Response representative and when notified of impending layoffs, will coordinate with state and local agencies. When appropriate, MNWB will also coordinate with the Rapid Response team on any National Dislocated Worker Grants (NDWGs) that may be needed to address the needs of laid-off workers. As an example, MNWB and the Metro North Career Center collaborated with the Rapid Response team and other state and local officials to address the NECCO factory closing in Revere. The large, coordinated effort resulted in a plethora of needed services to help the laid-off workers obtain new jobs.

(8) Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

a. Please also provide a description of youth workforce investment activity coordination with the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind.

Youth workforce investment activities currently offered through the Metro North workforce development system include:

- WIOA Title I Youth- Three in-school and three out-of-school programs currently provide academic and career programming to eligible Metro North youth.
- School to Career Connecting Activities- Metro North youth staff are co-located at seven partner high schools, providing an array of career awareness and career development services.
- YouthWorks- youth from six Metro North communities are placed in subsidized, summer job placements which include Signal Success soft skills training. A separate year-round program is offered at Everett High aimed at training a small cohort of students in entry-level coding skills.
- Amp It Up- youth from across Metro North are exposed to careers in the manufacturing industry via company tours, information sessions, and workshops.

As core system partners, DTA, MRC, and MCB all participate actively in the Metro North MOU process, including collaboration on youth services where appropriate. MNWB also convenes the Metro North Youth Standing Committee, which oversees the provision of youth investment activities and guides the Board's youth strategy. Moving forward, MNWB will be evaluating the necessity of broadening the membership of the Youth Committee to include system partners that serve youth with disabilities.

(9) Please explain how your Local Board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

MNWB has made it a priority to strengthen partnerships and coordination between the region's workforce development activities and secondary/postsecondary education programs. MNWB will continue this work via:

- Existing grant programs and partnerships, such as the youth workforce investment activities described in the previous response and sector based partnerships such as the Retail Academy incumbent worker program and NAMC advanced manufacturing programs.
- Support for secondary school districts' applications for Chapter 74 programs, Innovation Pathway, and/or Early College Pathway designations- MNWB has, and will continue, to support and collaborate with local school districts who apply for these programs/designations.
- Regional Planning- the Greater Boston Regional Planning team has both secondary and postsecondary representatives on the core planning team. MNWB will work to take this regional-level coordination down to the local level.

(10) How will your Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please also describe how other programs and services in your local area are leveraged to compliant workforce investment activities.

MNWB has a Board-approved Support Services Policy which sets aside funds for the provision of support services, including transportation, to eligible WIOA Title I customers. In addition, the Career Center staff coordinates with local agencies and organizations, including core system partners, to fill in gaps and leverage the resources available throughout the region.

(11) What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the Career Center delivery system?

The Metro North Career Center Operator is responsible for the provision of Wagner-Peyser services in addition to WIOA activities. This integrated structure allows the Operator to manage service delivery, maximize coordination, and avoid duplication of services. MNWB, in its monitoring role, works closely with the Operator to ensure all services, including Wagner-Peyser, are delivered in compliance with state, federal, and local regulations. MNWB and the Operator meet on a monthly basis to review and discuss issues pertaining to the Career Center system in Metro North, which provides a regular system for discussion, identification of issues, and implementation of any needed improvements.

(12) How will career and training services, required under WIOA, be provided to Migrant Seasonal Farm Workers (MSFWs) through the Career Center(s)?

MSFW signage is posted at all career center locations and is included in the Career Center Services (CCS) orientation presentation given to new customers. Any identified MSFW will be provided career and training services as required by WIOA in accordance with the service delivery process given to all career center customers.

(13) How will the Board coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II? This description must include how the Board will carry out the review of local applications submitted under title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232:

Each eligible provider desiring a grant or contract from an eligible agency shall submit an application to the eligible agency containing such information and assurances as the eligible agency may require, including a description of –

- i. of how funds awarded under this title will be spent consistent with the requirements of this title;***
- ii. any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;***
- iii. how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;***
- iv. how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;***
- v. how the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;***
- vi. how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and***
- vii. information that addresses the considerations described under section 231(e), as applicable.***

MNWB will coordinate with adult education activities under WIOA Title II in the following ways:

- MNWB staff will review adult education proposals and participate on funding decision teams

- MNWB staff will participate in program quality reviews/monitoring
- MNWB will support and provide guidance to adult education programs in the region in the areas of employer engagement, career pathways, and development of region-wide workforce partnerships.
- MNWB will coordinate activities with adult education providers via the core partner MOU, Career Pathways Committee of the Board, and the Regional Planning process. All of these groups provide avenues for further coordination and collaboration between adult education and workforce development.

(14) Provide copies of executed cooperative agreements, MOUs, ISAs, or other agreements between required partners which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in your local Career Center delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Board or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with businesses, and other efforts at cooperation, collaboration, and coordination.

Please see Attachment A for Metro North WIOA partner MOU.

Describe how the Local Board/Career Center intends to build upon/increase collaboration with existing partners and in establishing new partnerships with local service providers (including any approximate timelines for establishing agreements or building upon existing agreements). (Note: There is a statewide collaborative agreement in place between DCS and the New England Farm Workers' Council (NEFWC), the WIOA Sec. 167 Grantee. A copy of the agreement will be included as part of the consolidated State Plan).

MNWB, in partnership with the Career Center, will work to build upon/increase collaboration with existing and new partners in the following ways:

- WIOA Partner MOU- MOU partners have created two main subcommittees, one focused on the shared customer process, and the other focused on employer engagement. These subcommittees will be focused on further integrating the system in Metro North and deepening collaboration among all partners.
- Regional Planning- MNWB will be working with Career Center and other partners to implement strategies that address the two priority areas identified in the Greater Boston Regional Planning Blueprint: IT/Tech and Healthcare.
- Access Points- MNWB will work with the Career Center community engagement staff to expand collaborations with local partners and set up additional access points throughout the region. A goal of six access points by end of FY19 has been identified.

- Sector Partnerships- MNWB will continue to evaluate industry trends and implement sector strategies where necessary. Collaboration with new and existing partners will be necessary to address any industry-wide, region-wide workforce problem.
- Board and Subcommittees- Local partners are well represented on the MNWB Board and Subcommittees. MNWB will continue to evaluate the membership of the Board and Subcommittees in order to ensure sufficient representation and increased collaboration with key stakeholders.

(15) Please provide the name and contact information of your Fiscal Agent.

- Richard Dalton, Chief Financial Officer: rdalton@masshiremetronorth.org; 617-864-1595

(16) Please detail the competitive process that will be used to award the sub grants and contracts for WIOA title I activities.

Please see Attachment B for MNWB’s Procurement Policy for WIOA Title I activities.

(17) Please provide the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the Career Center system in the local area. Local Boards may insert or provide a link to requested performance goals.

The following are Metro North’s WIOA performance goals as submitted to MassHire DCS:

Performance Measure	FY2019 Proposed Local Goal	FY2020 Proposed Local Goal
WIOA ADULT MEASURES		
Employment Q2	86.0%	86.5%
Employment Q4	78.0%	78.0%
Median Earnings Q2	\$5,200	\$5,300
Credential Rate	71.0%	72.0%
WIOA DISLOCATED WORKER MEASURES		
Employment Q2	86.0%	86.0%
Employment Q4	85.0%	85.0%
Median Earnings Q2	\$7,700	\$7,800
Credential Rate	60.0%	62.0%
WIOA YOUTH MEASURES		
Employment/Education Q2	80.5%	81.0%
Employment/Education Q4	73.0%	73.5%
Median Earnings Q2		
Credential Rate	70.5%	70.5%

The following are performance requirements for WIOA Title I eligible training providers in Metro North:

Contractors must meet the following performance requirements in order to remain on the Eligible Training Provider List for ITAs in Metro North:

- a) 70% program completion rate
- b) 65% job placement rate, at least 65% of which must be training-related
 - i. Job placements must be unsubsidized employment for a minimum of 20 hours per week and retained for at least 30 days in order to count as a job placement.

Performance will be measured each fiscal year. Performance is calculated based on customers who received Metro North ITAs. For programs with less than five individuals in the fiscal year, performance from previous years will be combined in order to reach the minimum of five individuals. Failure to meet performance requirements will result in programs being removed from the Eligible Training Provider List for ITAs in Metro North.

The following are additional performance metrics for the Career Center as approved by the Metro North Workforce Systems Committee:

Measure	FY'19 Goal
EMPLOYER MEASURES	
# of new Employers served	550
# of repeat Employers served	550
Total # of Employers served	1100
# Employers receiving enhanced services	505
# of Employers listing job orders	700
Total # of job orders	Baseline year
# of Employers receiving job seeker referrals	560
# of Employers who hired a job seeker referral	Baseline year
# of Employers by industry who received an enhanced service	Baseline year
Employer customer satisfaction	Baseline Year
#of new hires by industry	Baseline Year
JOB SEEKER MEASURES	
Job Seeker customer satisfaction	Baseline Year
Placement rate for job seekers served	35% Will raise for FY 20
Total entered employment	5,950

Total entered full time employment	4,250
Placement rate for full time employment	25%
TARGETED POPULATION MEASURES	
Total Individuals served	17,000
Customers with less than high school diploma	1,700
Customers age 55+	4,700
Customers age 55+ Placement Rate	18%
Customers linguistic minority served	Baseline year
Customers linguistic minority Placement Rate	Baseline year
Customers age 21 and under	1,400
Customers age 21 and under Placement Rate	22%
Persons with disabilities served	1,100
Persons with Disabilities Placement Rate	21%
Veterans served	800
Veterans Placements Rate	29%

(18) What are the actions and activities that support the local boards continued status as a high-performance workforce board?

a). What trainings are applicable to Board members?

All new board members meet individually with the President/CEO of MNWB and attend a new member orientation. The orientation covers all information relevant to being a Board member, including WIOA and other funding sources supporting the workforce development system in Metro North; MNWB’s mission, vision, strategic plan, and governance structure; current programs and initiatives; and Board committees. New board members are also assigned a “mentor,” a fellow Board member with experience who provides guidance and assistance with the roles and responsibilities of being a Board member.

b). How do business Board members contribute to workforce development in your region?

The responsibilities of all Board members, as approved by the Board membership, include:

- Support the MNWB’s mission and goals as established in the strategic plan, assisting in developing the strategic plan and providing strategic direction
- Attend and actively participate in MNWB meetings

- Actively participate in at least one committee of interest (attend and participate in at least 75% of meetings) and/or lead and actively participate in industry partnerships in members' sector field
- Bring your special knowledge and expertise to the table – including industry workforce knowledge, finance, fundraising, and community expertise
- Connect MNWB to key outside organizations, boards, businesses, training and education providers, and elected officials – open doors for workforce development partnerships
- Become familiar with the work and impact of the workforce development system and the customers it serves
- Act as a spokesperson for the MNWB and represent the MNWB to the outside community and within your organization with enthusiasm and integrity, requesting information when needed
- Assist in the recruitment, orientation, and mentoring of new Board members
- Help ensure the MNWB's financial sustainability
- Willing to accept and support decisions that are democratically made
- New Board members attend onboarding training including required trainings

c). How does your Board support the business services in the career centers?

The MNWB members actively engage with the business services staff at the Career Center. Members meet individually with BSR staff to discuss their specific businesses and provide guidance to staff on how to engage employers. In addition, MNWB provides opportunities for BSR staff to engage with Board members as a group at quarterly Board meetings. These individual and group engagements have been invaluable to guiding the BSR staff at the Career Center with ensuring the highest quality employer services in the region.

d). To what extent does inter-/intra-Board collaboration result in positive outcomes for job-seekers and businesses?

The active involvement of the MNWB members with the workforce investment activities and local partners engaged in the system has been critical in meeting the needs of job seekers and businesses. MNWB staff actively recruit potential members who believe in the mission and vision of the MNWB and bring expertise and insight that can move the work in a positive direction. MNWB members have shown a great willingness to collaborate with stakeholders across the system as well as with each other, which has resulted in many positive outcomes for the region. MNWB staff will continue to support these collaborations between the Board members and partners and among Board members themselves.

(19) How will training services outlined in WIOA sec. 134 be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how your Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

MNWB oversees the WIOA Title I eligible training provider list in Metro North and works collaboratively with the Career Center to ensure delivery of WIOA training services that includes informed customer choice. Once the Career Center determines a customer to be eligible for WIOA training services and requests an Individual Training Account (ITA), MNWB staff reviews the file for every ITA customer to

ensure proper eligibility. The review of every ITA customer file ensures that every customer receiving WIOA training funds meet all eligibility requirements, including ensuring informed customer choice.

MNWB, in its monitoring capacity, also reviews the ITA process on an annual basis as part of the annual Career Center monitoring process. Part of this review includes ensuring that Career Center staff are implementing informed customer choice sufficiently and appropriately.

MNWB also oversees training programs funded through other sources targeted at Career Center customers. MNWB works with the Career Center to ensure all Career Center customers are informed of all the available training programs and are referred to the appropriate program, regardless of how the training services are to be provided or funded.

(20) Please describe the local area strategy and service plans for utilization of the following work-based training models:

a. On-the-Job Training, including use of the Commonwealth's waiver to provide up to 90% employee wage reimbursement to businesses with fewer than 50 employees

MNWB has an executed Master Agreement with MassHire Hampden County Workforce Board for the statewide Workforce Training Fund Program- On the Job Training (WTFP-OJT). MNWB and Career Center staff are informed and aware of this program and it is included as one of many "tools" in the employer engagement tool box when staff engage employers.

b. Apprenticeship

MNWB is one of four workforce boards leading the Northeast Advanced Manufacturing Consortium (NAMC), a statewide leader in the development and implementation of apprenticeships in the manufacturing sector. Through a state grant, NAMC has expanded registered apprenticeships to dozens of manufacturers in Northeast Massachusetts, and aims to expand the work statewide.

MNWB also stays up-to-date on apprenticeship developments in the IT/Tech and Healthcare sectors, the two priority industries in the Greater Boston Regional Planning Blueprint and two areas in which MNWB will coordinate with state supported efforts.

c. Incumbent Worker Training

MNWB supports customized incumbent worker training in specific sectors, such as a Board-led retail incumbent worker program and incumbent worker training in the manufacturing sector through the NAMC partnership, as well as the promotion of incumbent worker training programs such as the Workforce Training Fund and workplace education grants through Mass. DESE. MNWB will continue to work collaboratively with the Career Center to promote and develop incumbent worker training programs that meet the needs of employers.

d. Work Experiences (paid or unpaid)

MNWB supports paid/unpaid work experiences primarily through its youth programs. Paid experiences such as the subsidized summer jobs via YouthWorks and unpaid experiences such as some of the placements in the Connecting Activities program are both vital to youth developing workforce skills and gaining an awareness of key industries in Metro North.

e. Transitional jobs (§ 680.190 – one that provides a time-limited work experience, that is wage-paid and subsidized, and is in the public, private, or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have inconsistent work history, as determined by the Local Board. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to unsubsidized employment).

MNWB does not currently prioritize transitional jobs. MNWB will evaluate the need for transitional jobs in the Metro North workforce system.

f. Online remediation tools (such as WorkKeys Curriculum) for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies.

i. Does the local area utilize the National Career Readiness Curriculum (NCRC) to measure job-seekers work ethic and discipline, basic skills abilities, and job-ready qualifications?

The Metro North Career Centers primarily use the Career Ready 101 tool for testing and remediation for different training programs, including apprenticeship programs. The Centers utilize all three learning module categories of the Career Ready 101 suite.

(21) Please describe the process used by your Board, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of your local plan, particularly for representatives of businesses, education, and labor organizations.

a). make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local news media;

b). allow members of the public to submit comments, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available;

c). include with the local plan submitted to the Governor any such comments that represent disagreement with the plan.

MNWB posted the draft local plan on its website and distributed to its distribution list via email. The distribution list includes Board members, employers, training and education providers, elected officials, local government partners, and other community partners. The draft local plan will be posted for 30 days and any comments that represent disagreement with the plan will be included in the submission to the Governor.

(22) Describe how your Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by system partners.

The shared customer subcommittee of the local MOU team will be discussing the intake and case management system for shared customers across agencies. Currently, the Career Center utilizes the MOSES system to track and document all intake and case management services. The subcommittee will be discussing how to best implement a process for shared customers which may include the use of

technology and other means. In addition, MNWB and its partners will coordinate with state-level efforts to develop a comprehensive, technology-enabled tool for shared customers across agencies.

(23) What is the direction given by the Governor and your local Board to the career center operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600 –

***POS for Veterans: <https://www.mass.gov/service-details/priority-of-service-for-veterans>
State Plan: <https://www.mass.gov/files/documents/2018/02/09/ma-wioa-state-plan-final-4-7-16.pdf>***

Please describe the local board's policy and process related to Priority of Service for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (100 DCS 08-116).

MNWB follows state guidance related to Priority of Service for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. This is included in the One-Stop Career Center Charter and annual fiscal contracts with the Career Center Operator.

(24) Please describe the local policy and process that ensures priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E), § 680.600 and 100 DCS 18.101.1 (Attachment C) in the absence of a priority of services policy.

- ***Veterans and eligible spouses***
- ***Recipients of public assistance***
- ***Other low-income individuals***
- ***Individuals who are basic skills deficient***

The Local Board may establish a process that also gives priority to other individuals eligible to receive such services outside the groups given priority under WIOA, provided that it is consistent with the priority of service for Veterans. Please note the local policy and process must be consistent with WIOA sec. 134(c)(3)(E) and § 680.600 in the absence of a priority of service policy.

As stated in the previous response, MNWB follows state guidance related to Priority of Service for adult career and training services. In addition to the statutory-required priorities listed above, MNWB has established one additional priority of service locally:

- **Individuals that lack a postsecondary credential from a US institution.**

MNWB will update its Priority of Service policy when the state releases its final Priority of Service policy (pending as of the date of this draft local plan).

(c) Your local plan must include any additional information required by the Governor.

No additional information has been requested at this time.

(d) Your local plan must identify the portions that the Governor has designated as appropriate for common response in the regional plan where there is a shared regional responsibility, as permitted by § 679.540(b):

The Governor may issue regional planning guidance that allows Local Boards and chief elected officials in a planning region to address any local plan requirements through the regional plan where there is a shared regional responsibility. Incorporate anything from your Regional Plan content as appropriate.

This local plan includes information from the Regional Plan as appropriate.

(e) Comments submitted during the public comment period that represent disagreement with the plan are required to be included with your local plan.

No comments were received during the public comment period.