



Metro North Regional Employment Board

**Metro North Regional Employment Board
Strategic Plan
FY 2017 – FY 2020
July 1, 2016 – June 30, 2020**

Approved at REB Quarterly Meeting: March 15, 2017

Table of Contents

I. Executive Summary.....	3
II. The Metro North Regional Employment Board Mission and Vision.....	5
III. REB Overview.....	5
IV. Metro North Labor Market Analysis – the General Context.....	9
V. Strategic Planning Process.....	12
VI. Strategic Priorities: FY 2017 - FY 2020.....	13
VIII. Conclusion.....	23
Attachment A: REB Committees and Consortia.....	24
Attachment B: Advanced Manufacturing.....	25
Attachment C: Healthcare.....	27
Attachment D: Information Technology.....	30
Attachment E: Life Sciences.....	33
Attachment F: Hospitality.....	34
Attachment G: Retail.....	37
Attachment H: Construction/Property Management.....	39
Attachment I: Science, Technology, Engineering, and Math (STEM).....	40
Attachment J: Youth.....	44
Attachment K: Individuals with Disabilities.....	46
Attachment L: Adult Basic Education (ABE).....	47

I. Executive Summary

In the context of today's changing economic landscape on both the state and federal level, the Metro North Regional Employment Board (REB) is entering a stage of development that is guided by new opportunities as well as challenges. As it moves forward, the REB must continue identifying creative new approaches, consider diverse sources of funding, and streamline existing systems to optimize efficacy and efficiency. The REB will continue to focus on its "dual-customer" philosophy of serving both businesses and job seekers, with a renewed emphasis on employer demand as the starting point. It is the REB's view that this realignment of strategic direction will ultimately serve both businesses and job seekers more effectively.

The REB is operating within the context of a diverse region within a complex system of workforce development. Specific upcoming challenges include:

- The diversity of the Metro North region- 20 different municipalities, each with different leadership, priorities, populations, and needs.
- The skills gap- many industries projected to have shortfall of qualified workers.
- Low unemployment- although unemployment rate is low, many populations continue to struggle to obtain employment, particularly those with barriers.
- Funding uncertainty- federal leadership change, low unemployment rate reduces public funding, high reliance on public dollars.

In order to address these challenges and successfully achieve its goals, the REB has identified four overarching priorities:

- 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.

In addition, the REB will be poised to understand current and future workforce trends, anticipating changes in the world of work, workforce policies, and state and federal trends. As the REB launches our new strategic plan, we seek to rebrand our services so that employers perceive the REB as an important resource in addressing their workforce needs, political leaders rely on the REB as an effective leader of workforce development policy and program development, and education and training providers seek to partner with the REB. The REB will be a convener and leader, developing strategic partnerships and policies to address the region's burgeoning workforce needs.

Based on prominence in the region and current growth opportunities, the REB will target the following industries/occupational clusters:

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

In addition to these industries/occupational clusters, the REB will continue to target Science, Technology, Engineering, and Math (STEM), which is not an industry unto itself but is incorporated in many different industries. The REB has chosen to specifically name STEM as a separate area of focus due to the separate goals and priorities associated with this initiative.

The REB will also strive to effectively serve all job seekers, particularly those with barriers. Specific populations the REB will target include:

- Youth
- Individuals with Disabilities
- Job Seekers with Adult Basic Education (ABE) Needs

It is the REB's intention to fulfill its mission, vision, and goals of this FY 2017-2020 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 REB moves forward over the next four years with fulfilling the goals outlined in this strategic plan. The accompanying Benchmarking Chart (separate document) outlines the specific tasks and timeline for each goal and should be used in conjunction with this strategic plan narrative.

II. The Metro North Regional Employment Board Mission and Vision

The Metro North Regional Employment Board (REB) will provide visionary leadership of workforce development policy and programming for the region. The REB leadership seeks to understand the workforce challenges and opportunities in the region and create a comprehensive and innovative strategy to address those challenges. The REB will seek to understand the regional labor market and its strengths and weaknesses, offering comprehensive solutions by bringing together partners to execute a shared vision. The REB will solicit continuous feedback from stakeholders and play the pivotal role of convener.

The Metro North Regional Employment Board 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 REB convenes and leverages partnerships to satisfy labor demand needs of the Metro North region. The REB serves as a resource for local employers by understanding employers' workforce needs and initiating efforts to meet them. The vision of the REB is to reduce poverty and unemployment in the region, maximize employment opportunities and earning for residents, and meet employers workforce needs.

III. REB Overview

The Metro North Regional Employment Board (REB), incorporated in 1995, serves as the Workforce Development Board (WDB) for the Metro North region of Massachusetts. As one of sixteen local Workforce Development Boards established in Massachusetts by the Workforce Investment Act of 1998 and the Workforce Innovation and Opportunity Act (WIOA) of 2014, the REB was formed to: set local workforce policy, determine how state and federal funds are best used for workforce development, align the needs of employers to the needs of area residents, leverage partnerships to meet the regions workforce needs, and oversee the Metro North One-Stop Career Centers where both job search and employer services are provided.

The Metro North region consists of the following twenty cities and towns north of Boston: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham, Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn. The southern part of the region is urban and densely populated, with universities and biotech companies defining an atmosphere of growth and invention. The northern communities lie along the Route 128 belt, known for its clusters of high tech companies. The City of Cambridge, home of Harvard University and MIT and one of the pre-eminent centers of intellectual thought and innovation in this country, acts as the lead city for the Metro North region.

In July of 2007, in order to reduce administrative costs through merging functions, the REB became the fiscal agent for WIOA funds at the request of the City of Cambridge, which is the grant recipient of those funds by federal statute. The REB staff currently consists of ten full-time staff, who annually oversee and administer about \$8M in workforce funding.

The functions of the REB include the following:

- Address business' workforce needs through strategic partnership building
- Coordinate local workforce activities with economic development strategies
- Develop industry-specific consortia focusing on strategic planning and implementation
- Match the needs of business for skilled employees with training opportunities in the area
- Explore and initiate actions that will increase involvement of the private sector in employment, education and training activities for the benefit of residents and employers
- Charter one-stop career centers in the Metro North region and monitor and evaluate their performance along with all existing programs based on the effectiveness and responsiveness of employment and training services
- Develop local workforce development policies and guidelines as necessary to address employer and customer needs
- Lead efforts to develop and implement career pathways
- Oversee the employment and training system in accordance with state and federal policies and guidelines, including coordination with WIOA-mandated partners
- Facilitate linkages between employers and training and education providers
- Assemble and interpret labor market data concerning the growth of economic sectors and specific occupations
- Identify gaps in services and promote linkages among the various programs, providing the broadest possible range of services to residents
- Select eligible providers of youth education and training services through an open, competitive procurement process
- Coordinate youth and adult employment activities

The REB is responsible for leading industry related forums and task forces within the Metro North region and coordinating with other workforce regions when a broader geographic or sectoral strategy is warranted. The vision the REB develops must take into account both the needs of business and of workers, including low-wage workers, long-term unemployed, youth, older workers, ex-offenders, immigrants and refugees, veterans, low-income individuals, and people with disabilities. The REB will take into account the varying needs of these populations and work with its partners to develop strategies tailored to their various needs. In addition, the REB will be a leader in increasing awareness about the need for training, post-secondary education, and adult basic education.

The Regional Employment Board Members are, by law, made up of a majority of business leaders with other members representing education, training, labor and economic and community development. The Members drive the work of the REB largely through REB committees and industry consortia. Key partners include the Chief Elected Officials of the cities and towns in the region, business executives and human resources personnel, one-stop career centers, training providers, colleges, vocational technical schools, economic development organizations, community organizations, government, as well as job seekers and workers. The REB standing committees include:

Career Center/ Policy, Funding and Oversight Committee

The REB's Career Center Committee reviews career center performance annually, conducts a more in-depth rechartering process every four years, and establishes policies guiding career center priorities and operations. Planning the priorities for and the allocation of federal funds is the responsibility of the REB's Policy, Funding, and Oversight Committee, which also determines the funding for each career center, based on a funding formula that takes into account demographic and performance factors.

Metro North Youth Council

The Metro North Youth Council supports the development and implementation of effective workforce training programs to help ensure that local youth experience a successful transition into a productive working adulthood. The key functions of the Metro North Youth Council include: developing portions of the local plan relating to eligible youth; reviewing and recommending youth and education services to be awarded on a competitive basis; networking and sharing best practices; sponsoring other youth activities; supporting efforts to increase funding; coordinating youth service activities in the region; consistently involving youth in planning and evaluation activities, and advising the REB on youth employment issues.

Metro North Committee for Inclusive Employment Services

The Metro North Committee for Inclusive Employment Services identifies and develops effective solutions to address, education and employment-related issues for people with disabilities. Members include representatives from career centers, local non-profits, community colleges, disability rights advocates and other relevant stakeholders within the region.

Adult Basic Education Transitions to College and Careers Committee

The Adult Basic Education (ABE) Transition to College and Careers Committee was established to address ABE issues within the region and the state as a whole. The primary goals include identifying barriers that ABE students face while advancing their education and careers, as well as developing solutions to address those barriers. Committee members include representatives from career centers, ABE programs, community colleges, and other ABE stakeholders within the region.

The REB also leads the following industry partnerships/consortia:

Metro North Retail Advisory Council

The Metro North Retail Advisory Council is focused on developing strategies that assist retail employers with critical workforce needs and help job seekers be prepared for careers in the retail industry. Comprised of local employers, the council will work with the REB and Metro North Career Centers to ensure a detailed and mutual understanding of the workforce needs of retail industry and effective strategies to meet these needs. These efforts will inform the overall design and implementation of the Metro North Program for Retail Opportunities Project, which will address the talent needs of the local retail industry through providing training for job seekers to enter retail careers, job placement, and training for incumbent workers.

Metro North Healthcare Partnership

The Metro North Healthcare Partnership is focused on aligning curricula with employer needs, and developing career pathways.

Boston and Metro North STEM (Science, Technology, Engineering, and Math) Network

The Boston and Metro North STEM (Science, Technology, Engineering, and Math) Network is a combined network of the REB and the Boston Private Industry Council (PIC) focused on ensuring a pipeline to technical occupations for youth and adults making career transitions, through promoting a skilled and sustainable STEM workforce in the two regions. It is one of four STEM Networks across the state that have been charged with promoting STEM careers and coordinating regional STEM activities.

Northeast Advanced Manufacturing Consortium (NAMC)

NAMC is a collaboration among industry, academia, and workforce development that was created to define and implement the Commonwealth's advanced manufacturing strategy within the Northeast region of Massachusetts, covering the four workforce development regions of Metro North, North

Shore, Greater Lowell, and Merrimack Valley. This four-region partnership consists of community colleges, vocational technical schools, workforce development boards, and one-stop career centers. Key areas of focus include: developing the pipeline for job openings; developing training and aligning education/training curricula with employer needs; and promoting manufacturing as a career option.

Please refer to Attachment A for REB Committee and Consortia organizational chart.

Metro North One-Stop Career Centers

The REB charters the career centers to serve the 20-community Metro North region. The career centers are the front door for employers, job seekers, and workers to receive services, which include job readiness, job matching, and training. The career centers provide a diverse offering of workshops for job seekers focused on job readiness skills, such as resume writing, interviewing skills, and computer classes. The career center staff members develop expertise in the workforce needs of employers and seek to match job seekers with appropriate vacant positions based on skills and interests. The career centers manage the training vouchers and assess which job seekers can best benefit from skills training and which programs are best designed to meet labor market needs. The career centers also provide services to the region's in and out of school youth to prepare them for college and career.

IV. Metro North Labor Market Analysis – the General Context

Demographic Characteristics¹

The Metro North region is a highly diverse region comprising 20 cities and towns north of Boston. In terms of demographic characteristics, there is wide variance among the region's cities and towns. The region has a total population of approximately 761,000, which ranges from just below 15,000 in North Reading to as high as over 105,000 in Cambridge. The majority of the region's cities and towns have populations ranging from 20,000 to 60,000.

In terms of race and ethnicity, only 6% of North Reading's population report being a member of a racial minority or Latino/Hispanic ethnicity, compared to three-quarters of Chelsea's population identifying as a racial minority and/or of Latino/Hispanic ethnicity. In between these two extremes, there is wide variance. Twelve of the region's cities and towns have racial minority/Latino/Hispanic ethnicity populations below 20%, while the other 6 have populations over 30%.

Looking at educational attainment, a fifth of North Reading's population and a quarter of Chelsea's have not earned their high school credential, compared to Cambridge where only 2.2% of the population have not earned their high school credential. On the other end of the spectrum, both Arlington and Somerville have over 40% of their populations with a bachelor's degree or higher, while in Everett, Chelsea, and Revere, 13% or less of the population have attained a bachelor's degree.

Poverty is another issue that many of the region's cities and towns face, with wide variance throughout the region. At the extremes, nine of the region's cities and towns have poverty rates² below 5% (Arlington, Burlington, Melrose, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester), compared to 7 cities and towns with poverty rates in the double-digits (Cambridge, Chelsea, Everett, Malden, Medford, Revere, Somerville). Chelsea has the highest poverty rate at 22% and Wilmington the lowest at 2.2%.

Leading Industries

According to the Massachusetts Executive Office of Labor and Workforce Development's (EOLWD) Labor Force and Unemployment report, of the state's 16 workforce development areas (WDAs), the Metro North region has the second largest labor force in the state at nearly 410,000, accounting for about 13% of the state's labor force as of September 2016 (most recent data available). According to EOLWD's Employment and Wage report, the ten largest industries, ranked by average monthly employment in the first quarter of 2016 (most recent data available), account for approximately 83% of all regional employment:

¹ Demographic data from US Census Bureau's 2014 American Community Survey, with the exception of the race/ethnicity data, which is from the 2010 census.

² "Poverty rate:" percentage of people whose income in the past 12 months was below the federal poverty level.

NAICS Code	Industry	Average Monthly Employment (1st Quarter 2016)	% of Region's Employment
54	Professional and Technical Services	59,953	15%
62	Health Care and Social Assistance	57,029	14%
61	Educational Services	51,223	12%
44-45	Retail Trade	38,326	9%
72	Accommodation and Food Services	31,944	8%
56	Administrative and Waste Services	23,943	6%
31-33	Manufacturing	23,746	6%
23	Construction	17,954	4%
42	Wholesale Trade	17,729	4%
51	Information	16,690	4%

Most of these industries are also identified by EOLWD's long-term projection report as being among the fastest growing industries in the Metro North region. The ten industries projected to have the highest increase in number of employees between 2014 and 2024 are:

NAICS Code	Title	Employment 2014	Employment 2024	Change Level
62	Health Care and Social Assistance	55,847	66,130	10,283
54	Professional and Technical Services	56,321	60,605	4,284
72	Accommodation and Food Services	30,346	32,273	1,927
61	Educational Services	47,743	49,118	1,375
51	Information	15,923	17,085	1,162
56	Administrative and Waste Services	25,115	26,157	1,042
81	Other Services (except Government)	13,137	14,108	971
42	Wholesale Trade	17,534	18,354	820
52	Finance and Insurance	13,676	14,411	735
44	Retail Trade	38,625	39,266	641

Identifying Key Industries and Populations of Focus

Population demographics and labor market information (LMI) help to inform which industries and populations the REB will target in the next four years. However, these data are one component of a process that takes into account multiple factors. For industries/occupational clusters, LMI is combined with direct conversations with the region's employers to identify which industries/occupational clusters to target. Most target industries/occupational clusters are identified in the largest and/or fastest growing reports discussed above, while others are industries in which employers have expressed a specific workforce need. Overall, the REB is committed to serving all employers across the region.

In regard to target populations, most target populations are groups for which the REB has existing initiatives, while others are identified due to gaps in the current system. Demographic data and direct conversations and feedback from job seekers can play an important role by assisting the REB and its partners with focusing its efforts on the communities and populations in the region with the most need. Overall, the REB is committed to serving all job seekers in all communities.

V. Strategic Planning Process

The FY 2017-2020 strategic planning process began with a REB Strategic Planning Task Force meeting in October 2015. The Task Force was comprised of about 20 REB Board Members, REB staff, and one-stop career center directors. The Task Force discussed goals, objectives, and priorities that would inform the key elements of the FY 2017-2020 plan. The Task Force met monthly between October 2015 and January 2016, leading up to a March 2016 Task Force meeting at which a summary of recommendations was formulated.

In March 2016, a new REB Chair and Vice Chair were elected, and a new Executive Director began in June 2016. REB staff then updated the Benchmarking Chart and other elements of the strategic plan narrative.

In November 2016, the Task Force finalized the strategic plan draft and decided to recommend it to the full board. At the December 13th, 2016 REB meeting, the full board discussed the strategic plan and provided input. On March 15, 2017, the REB Members voted to accept this strategic plan.

VI. Strategic Priorities: FY 2017 - FY 2020

Challenges

The REB is operating within the context of a diverse region within a complex system of workforce development. Specific upcoming challenges include:

- 1) **The Metro North region is large, complex and highly diverse.** The Metro North region includes 20 municipalities each with its own mayor/city manager and school district. As demonstrated by the data described in Section IV, the region is split between urban and suburban communities, those with high and low poverty rates, those with high diversity and those that are mostly white, those with individuals with high and low rates of higher education. Effectively managing workforce development policy, programming, and priorities for such a diverse region is a challenge.
- 2) **The Skills Gap.** While residents remain unemployed, there are job vacancies that cannot be filled, and the need will grow. A report by the Massachusetts Department of Higher Education in partnership with economic consultancy Emsi analyzed key industry clusters and skill gaps³ across Massachusetts. Comparing an analysis of projected job openings and completions of relevant programs at the area's public higher education institutions, the report concluded that most statewide occupational clusters have gaps at the sub-Bachelor's Degree level, with the largest gaps in engineering and production technologists. In the Greater Boston area in particular, which includes the Metro North workforce development area, the report projects a 42% ten-year gap at the sub-Bachelor's Degree level for the area's key industry clusters. Interestingly, the only gap that requires a Bachelor's Degree or higher the report projected is in the computer and IT professional occupational cluster, one of Metro North's top-ten industries. Overall, Greater Boston is the area with the largest projected gaps in the state across *all key industry clusters*. These data show that a multi-prong approach is needed if the gaps are to be filled, including increasing the completion rates at the area's higher education institutions (the report noted that, for example, in the engineering sector, a very small percentage of enrollees were actually finishing college-level engineering programs) and looking at other training approaches since most of the gaps are at the sub-Bachelor's level.
- 3) **Low unemployment.** While low unemployment is good for the economy, it has its challenges. For employers, it is more difficult to find talent as fewer people are searching for work. Additionally, those who remain unemployed tend to be people with significant barriers to employment, including the long-term unemployed, youth, and individuals with disabilities, criminal backgrounds and basic skill deficiencies, among others. Thus, increased and specialized services and additional resources are required to help the unemployed enter the labor market.
- 4) **Funding uncertainty.** The REB and its career centers receive significant resources through the U.S. Department of Labor Workforce Innovation and Opportunity Act (WIOA). In FY16, 63% of the REB's resources came from federal government sources. With lower unemployment, the WIOA allocation to the state and region decreases. In FY '17, the Metro North region received a 19% cut in its WIOA allocation, compared with FY '16 and a 32% cut compared with FY '12. In addition, with unknown and untested federal government leadership, the future of federal government spending on workforce development is uncertain. In these times, it is imperative that the REB diversify funding in order to continue and expand programming.

³ "Gap": shortfall between projected demand for skilled workers and supply of workers with necessary skills and credentials (expressed as a percentage of total projected 10-year job openings).

In order to sustain a workforce board that is ready to take on the workforce challenges of the future, it is critical that the REB be adaptable and ready for change as needs arise.

Strategic Priorities

To address these challenges and lead a highly effective workforce development system, the REB's FY 2017-2020 strategic priorities are:

- 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

Priority #1: Align workforce and business needs focused on employer demand-driven strategies

This first priority is the principle that employer needs will drive the vision of the REB and its strategy. The vision and programming will be designed to address business needs including filling vacancies through targeted training, increasing productivity through incumbent worker training, and reducing turnover through promoting good labor practices. It is the REB's vision that focusing on employer demand-driven strategies will ultimately benefit both employer and job seeker. For all levels of employment, starting with an understanding of employers' requirements ensures job seekers and workers are prepared for actual jobs.

While the current career centers serve employers, the career center activities are largely focused on individual job seekers. Therefore, existing programs provided by the career center are to a large extent driven by individual need. Employer services currently provided are largely focused on job fairs, onsite and specialized recruitment events, providing information on employer-targeted state programs, and job postings. Similarly, the REB has not fully engaged employers in workforce development activities in several of its targeted industries. In this strategic plan, the REB and its career centers will be driven by, and be responsive to, the demands of the employers in the local labor market. Activities and services provided will tie back to employer demand. The career centers will focus more on job matching, and the REB will engage employers in key strategic initiatives of training, planning, and partnership building. The REB and its career centers will be responsive to employers' workforce needs, which will promote success for job seekers, ensuring that they are being prepared to satisfy employer demand. **A key goal is that the REB and career centers are valued by employers because staff understand the workforce needs of industry and companies and respond quickly to their needs for talent.**

Given that there are a vast number of employers in the region, the REB will prioritize investing in companies that:

- Have jobs with defined career pathways for those with the desire and willingness to pursue them, or are committed to partnering with the career center to develop defined career pathways
- Are experiencing a talent shortage
- Have a need to fill jobs or promote staff to jobs which have a family supporting wage and benefits
- Provide opportunities for on-the-job-training, internships, mentoring, and follow up support.

In its work with business and industry, the REB will strive to:

- Provide quality business services
- Design and implement practices that engage industry sectors, use economic and labor market information, sector strategies, and career pathways
- Assist businesses in identifying and hiring skilled workers and accessing other supports, including education and training for their current workforce
- Develop a business strategy that:
 - Aligns with regional workforce development priorities
 - Aligns with economic development efforts in the region
 - Provides a plan to reach employers across the whole Metro North region
 - Responds well to the demands of the employers in the local labor market
 - Aligns business workforce needs with job seekers' assets.

Utilizing an employer driven philosophy, the REB has identified the following industries/occupational clusters as the key areas of focus in FY '17-'20 based on labor market information and direct conversations with employers:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Life Sciences
- Hospitality
- Retail
- Construction/Property Management
- Science, Technology, Engineering, and Math (STEM)

The specific work to be done in each industry/occupational cluster will vary. Some industries are industries in which the REB has extensive experience while others are newly identified in this strategic plan. For example, in the advanced manufacturing industry, the REB has been a partner in a well-established consortium for many years, and thus the work in the next four years will primarily be focused on continued support of training and initiatives that build off of the established consortium. In contrast, the construction/property management industry is a newly identified target industry, and thus the work will focus primarily on research, exploration, and partnership development.

This does not mean, however, that the REB will solely be focused on the areas listed above. There are other industries/occupational clusters not listed above, such as banking, financial services, and transportation, which may become focus industries in the future. The REB will continue to conduct research, engage employers, and implement innovative solutions for any industry of need in the Metro North region.

Please refer to Attachments B-I for more detailed information on labor market information, highlights of past accomplishments, and goals for FY 17-20 for each of these target industries/occupational clusters.

Priority #2: Effectively serve all job seekers, with particular attention to those with barriers

This priority speaks to the other side of the REB’s “dual customer” mission, ensuring that both employer and job seeker are sufficiently served. With that in mind, the REB understands there are certain populations of job seekers that require more services and attention. The REB and its career centers will work with partners to serve all job seekers and workers in the region including individuals with barriers to employment such as the long-term unemployed, individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance. The REB will support programs and services that not only lead to jobs with family-sustaining wages for these populations, but also focus on job retention and career advancement.

In alignment with WIOA guidelines, the REB, through its career centers and other partners, will continue to prioritize low-income populations. These populations include individuals and families receiving public assistance, as well as others who are not receiving public assistance but are still living in poverty. Currently, Metro North’s career centers serve low-income populations through the WIOA Adult program, which includes job search, direct placement, occupational training, and ABE/ESOL services, and partnerships with agencies such as the Massachusetts Department of Transitional Assistance (DTA), the state agency that oversees the Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) programs. The REB will continue to maintain this focus in the next four fiscal years.

In FY ’17-’20, the REB will continue to lead committees and track specific goals/success indicators for the following target populations:

- Youth
- Individuals with Disabilities
- Job Seekers with Adult Basic Education (ABE) Needs

Youth

The REB’s youth work will focus on serving both in-school and out-of-school youth and both younger and older youth. These efforts will be broadly categorized into career awareness activities, primarily aimed at younger youth, and career preparation/employment activities, primarily aimed at older youth. Currently, the REB manages several youth initiatives including WIOA Youth, YouthWorks and School to Career Connecting Activities. This work is important for the region to ensure future employment opportunities for young people in the region and a pipeline of skilled workers for companies. With WIOA’s direction of expanding the portion of funds dedicated to out of school youth to 75% (30% under WIA), the REB will continue to work with and expand providers serving this population. The REB will continue to operate these initiatives on a dual track—for both college and career readiness. The REB will continue to advocate for additional resources to expand the YouthWorks and Connecting Activities funding and encourage providers to place youth in private sector jobs where they can attain real world work experience to prepare them for future employment. Research has shown the strong positive connection between work experience in high school and future employment opportunities. As part of the strategy for Science, Technology, Engineering and Mathematics (STEM) initiative, the REB will expand engagement with high schools and STEM employers, fostering career awareness and employment opportunities for youth. The REB will seek funding to expand its work with youth for college and career readiness and employment services. In addition, the Metro North Youth Council will be essential in moving the REB’s youth work forward in FY 17-20.

Individuals with Disabilities

The REB manages two grants focused on individuals with disabilities, the Disability Employment Initiative (DEI) and Ticket to Work. The REB will maintain a strong focus on serving job seekers with disabilities, primarily through its one stop career centers. Utilizing strategic partnerships with providers and employers, the REB will focus on how to better provide accommodations for job seekers with disabilities (i.e. via assistive technologies) and promote the skills and credentials of these job seekers with employers. The Metro North Committee for Inclusive Employment Services (MNCIES) Committee will lead the REB's efforts on these initiatives.

Job Seekers with Adult Basic Education (ABE) Needs

The REB will continue to support focused efforts to all individuals with ABE needs, including those in need of basic skills development, those without a high school diploma/equivalency credential, and English for Speakers of Other Languages (ESOL) learners. The REB currently manages a Massachusetts Department of Elementary and Secondary Education (DESE) Adult Basic Education (ABE) grant focused on career pathways in the healthcare industry. Given that many of Metro North's cities and towns have high percentages of its populations without basic education credentials, the REB will support efforts that enable the region's residents to attain the necessary skills needed for the region's jobs. The REB will look to explore its ABE work beyond the healthcare industry and explore ways to address the various barriers to employment that ABE students face. The ABE Transitions to College and Careers (ABETCC) Committee will help to inform the REB's work in this area.

Please refer to Attachments J-L for more detailed information on current initiatives and goals for FY 17-20 for each of these target populations and associated committees.

Priority #3: Raise resources to achieve goals and create effective partnerships

The REB needs to raise resources to carry out its vision. In FY '16, 99% of the REB's funds were from the public sector. There are significant opportunities to bring in additional resources and expand workforce development funding for the Metro North REB. The REB has a record of success in securing funding from the U.S. Department of Labor, Workforce Competiveness Trust Fund, Massachusetts Department of Elementary and Secondary Education, and National Emergency Grants, among others. The funding from these sources will be expanded with an aggressive and strategic focus on partnership building and grant writing. In addition, other sources that will be targeted include:

- Corporate foundations
- Other State and Federal programs outside the Department of Labor
- Expansion of MA Workforce Training Fund grants
- Advocate for increased state spending on workforce development
- Advocate for a jobs linkage in some of the Metro North cities and towns, where developers pay a small fee which is used for job training

To accomplish these fundraising goals, the REB will dedicate staff time toward resource development—grant writing, advocating for increased funding, and engaging businesses to become funders. Given the unique opportunity of the Workforce Training Fund in Massachusetts and shrinking unemployment, incumbent worker training will become even more critical to move low wage workers up the career ladder and keep workers trained for the jobs of the future. The REB will dedicate staff time to expanding Workforce Training Fund grants in the region and applying for consortium grants. Additional funds beyond WIOA will allow for flexible and creative strategies such as sector based training, incumbent worker training, and integration of adult basic education and occupational training.

The REB will work with other partners in the system to increase their funding to be able to serve more people and address critical workforce needs. The REB serves as a convener and leverages partnerships to satisfy labor demand needs of the Metro North region. Thus, the REB will foster partnerships among key workforce development entities in the region, engaging and empowering stakeholders to be involved and play leadership roles. The REB will foster partnerships that build on the strengths of each partner including:

- One-stop career centers: Provide job readiness services such as resume development and interview preparation, match employers and job seekers, provide services to businesses such as job fairs, onsite recruitments, and job postings, and serve as an access point for unemployment claims through co-location of Department of Unemployment Assistance staff. Front door for the unemployed, jobseekers and employers.
- Employers: Provide input into skills needed for jobs, hire workers, mentor workers, and promote worker. Become champions and models to other businesses.
- Higher education institutions: Provide academic remediation, college credit, certificates, degrees, and access to financial aid.
- Community-based organizations and related government assistance agencies: Provide wrap around services (case management, housing assistance, entitlement coaching, job placement, job retention), English for Speakers of Other Languages, adult basic education, skills training, and job readiness.
- Vocational technical schools: Lead vocational training including access to facilities, equipment, and instructional expertise.

- K-12 schools: Educate youth through high school graduation. Provide career readiness and career awareness training to students and engage students in summer and after school employment.
- Labor unions: Assist with identifying job openings and developing new training programs, particularly for targeted populations. Engage workers in incumbent worker training and advancement and work with management to execute.

Collaborations that integrate the strengths of each partner will be encouraged and facilitated through the REB. In addition, employers will be involved in every partnership to ensure the training and services provided to job seekers and workers matches industry need.

Key strategies will include leveraging resources to focus on sector based partnerships and training for industry recognized credentials including:

- Developing more sector partnerships focusing training on high demand industries and occupations. Organize industry employers to cooperate together to jointly address workforce needs.
- Emphasizing training that leads to an industry recognized credential and facilitating more partnerships involving colleges with other providers to increase access to college credit, financial aid, and credentials.
- Exploring the utilization of the region's vocational education facilities for adult education in the afternoon and evening to expand adult access to vocational training.
- Initiating training partnerships between community-based organization, vocational technical schools, and colleges to leverage the strengths of each partner.
- Ensuring youth graduate high school, have access to college, and understand career options and the labor market.

Priority 4: Create a system that has measurable success, accountability and visibility – ensuring performance excellence and strategic use of resources.

It is the REB's priority to create a workforce development system in this region that is transparent, accountable, and visible, both internally and externally. The REB must operate with well-informed data and be transparent about funding distributions. Based on an analysis of the labor market and evaluation of current services, the REB will determine the best use of resources.

The REB will measure its progress on these success indicators:

Internal success indicators:

- Employers perceive the REB and career centers as an important resource in addressing their needs. Employer contacts are tracked over time and year to year increases are measured.
- Political leaders see and look to the REB as an effective regional leader of workforce development policy.
- A strategic plan guides the work of the REB and is updated regularly as the labor market changes.
- The REB Members drives the work of the REB with a strong employer voice.
- Stakeholders involved in the system are at the table, contributing ideas and implementing coordinated strategies. The REB tracks the number and types of partnerships and the education and skill gains and job placements associated with each effort.
- REB revenue is diversified. The REB increases outside funding support and the additional resources are targeted for workforce development activities in the region as prioritized by the REB.
- More individuals receive education, training and employment services resulting in job placements and advancement.
- Evaluation and labor market information determines future distribution of resources.

External success indicators:

- Unemployment decreases.
- Poverty decreases.
- Companies grow their workforce as they can find the trained talent they need to fill vacant positions.
- Business leaders and workers understand the career pathways in the industry and the steps that are needed to advance.
- Workers in lower wage jobs receive the skills and support they need to climb the career ladders. Those entry level jobs are filled by unemployed residents entering the workforce. In turn, after they gain work experience, the new entry level workforce is trained to move up the career ladder if desired and replaced with new employees entering the workforce.
- More revenue is secured for workforce development services and programs in the region.

Career Center Success

A key role of the REB is leadership and oversight of the one stop career centers. The career centers in the Metro North workforce region have been effective in serving large numbers of customers (16,558 FY2016). The priorities of WIOA and the Baker administration require the REB to position the One-Stop Career Centers to be increasingly demand driven. To accomplish this, the REB will require the Career

Centers to focus on developing solutions that address businesses' workforce problems as the top priority. The demand driven strategies will enable them to provide significant value to employers by saving them time and money in recruitment. With an effective demand driven strategy, employers will seek their assistance with filling vacancies and solving other workforce problems. Thus, clients will be helped with increased job placement and advancement.

Career Center success indicators:

- High job placement rate.
- All job seekers are effectively served, including those with barriers to employment.
- Employers are engaged in the work supported by the REB and report value in working with the Career Centers.
- Employers reach out to the Career Centers when they have vacancies.
- Employers become champions who reach out to and involve other employers in their industry.

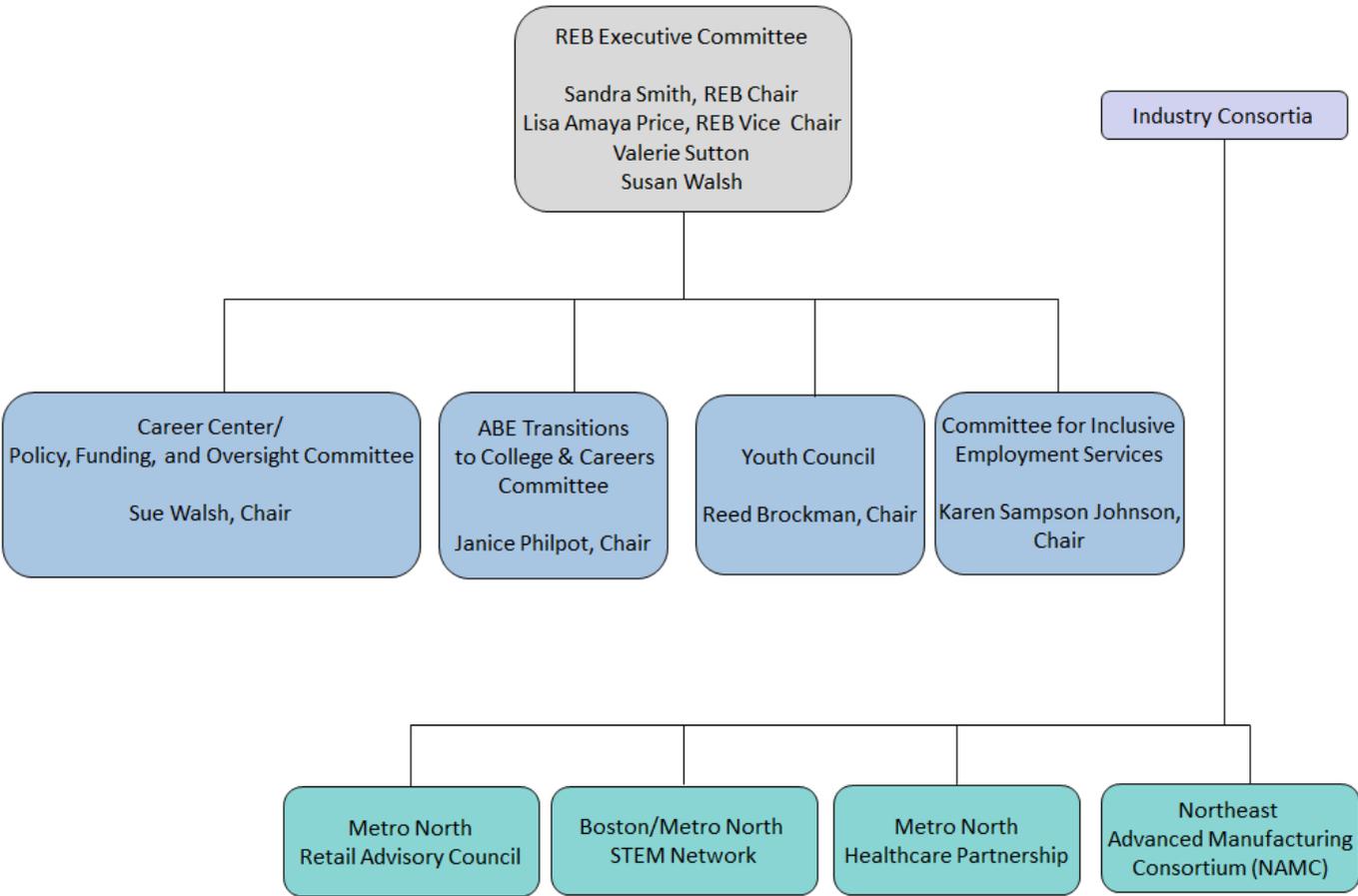
VIII. Conclusion

Over the next four years, the REB will apply best practices and innovative approaches to enhance and expand its work. The region is committed to an all-out effort to address residents' and businesses' workforce development needs. The Metro North REB will make a concerted effort to implement new strategies that will address skills gaps, enable vulnerable residents to success in the labor market, and increase business productivity with a stellar workforce. In FY 2017 - FY 2020, the REB will work to engage all workforce development stakeholders into meaningful partnership building and bring resources to the region to address workforce needs for youth, adults, and employers. The REB will continue its efforts to: create deeper, effective relationships with businesses; enhance the capacity of career centers to provide focused services tailored to the needs of job seekers and employers; ensure access to career center services by customers with barriers to workforce participation; create new partnerships that foster effective communication among employers, labor, training providers, education providers, community-based organizations, public agencies, and career centers in order to create career pathways and to align education and training with business needs; and expand the horizons for youth most in need.

Attachment A: REB Committees and Consortia

Metro North Regional Employment Board Committee Structure

Updated 10/25/16



Attachment B: Advanced Manufacturing

Current Labor Market Information (LMI)

The Advanced Manufacturing sector presents numerous career pathway opportunities for the region's residents to enter into a growing sector. Below is a list of advanced manufacturing positions in the Metro North region and related occupational information.

Occupation	SOC Code	Typical Education	# employees in the Metro North Region	Income Range in the Metro North Region
Manufacturing Production Technician	17-3029.09	Associate's Degree	170	\$44,948 - \$62,489
Manufacturing Engineer	17-2199.04	Bachelor's Degree	560	\$56,527 - \$156,311
Manufacturing Engineer Technologist	17-3029.06	Associate's Degree	170	\$44,948 - \$62,489
Electrical Engineer	17-2071.00	Bachelor's Degree	1,110	\$74,865 - \$118,194
Industrial Engineer Technician	17-3026.00	Associate's Degree	270	\$47,371 - \$70,066
Sales Representative. Wholesale and Manufacturing. Except Technical and Scientific Products	41-4012.00	High school diploma or equivalent	4,140	\$43,867 - \$107,391
Mechanical Engineer	17-2141.00	Bachelor's Degree	1,570	\$68,497 - \$106,992
Sales Representative. Wholesale and Manufacturing. Technical and Scientific Products	41-4011.00	Bachelor's Degree	3,090	\$54,464 - \$113,049
Industrial Engineer Technician	17-2112.00	Bachelor's Degree	1,020	\$69,422 - \$111,201
Industrial Production Manager	11-3051.00	Bachelor's Degree	590	\$78,789 - \$127,573
Engine and Other Machine Assembler	51-2031.00	High school diploma or equivalent		
Team Assembler	51-2092.00	High school diploma or equivalent	1,960	\$20,650 - \$36,798
Cutting. Punching. And Press Machine Setters. Operators and Tenders, Metal and Plastic	51-4031.00	High school diploma or equivalent	270	\$26,796 - \$40,443
Mechanical Engineering Technologist	17-3029.07	Associate's Degree	170	\$44,948 - \$62,489
Materials Engineer	17-2131.00	Bachelor's Degree	***	\$62,275 - \$82,464
Electronics Engineer. Except Computer	17-2072.00	Bachelor's Degree	1,750	\$74,309 - \$136,210
Mechatronics Engineer	17-2199.05	Bachelor's Degree	560	\$56,527 - \$156,311

Highlights of Accomplishments to Date

- Created a multi-regional, multi-partner consortium called the Northeast Advanced Manufacturing Consortium (NAMC), consisting of four workforce development boards, seven one stop career centers, three community colleges, multiple technical/vocational high schools, and dozens of employer partners. The consortium was also able to hire three NAMC-focused staff: a director and manager focused on employer engagement and a training manager.
- NAMC has engaged 150 employers in workforce development, training, and hiring activities.
- To date, NAMC has placed 114 out of 142 graduates (80%) at an average hourly wage of \$17.57 across 12 cycles of training. 108 of the 114 placed remain employed, a 95% retention rate.
- Awarded 2015 Massachusetts Executive Office of Housing and Urban Development (EOHED) Advanced Manufacturing outreach grant to increase the “pipeline” of area residents interested and able to enter into an advanced manufacturing career.
- Awarded Mass Development Amp it Up! grant three consecutive years (2013 – 2016) to promote advanced manufacturing career awareness in the region’s high schools.
- Awarded two National Emergency Grant (NEG) programs: a job-driven grant and a sector partnership grant to support slots in NAMC training cycles.
- Awarded a grant from the US Department of Labor (DOL) to expand apprenticeship opportunities to the advanced manufacturing sector, including funds for the related instruction component of registered apprenticeship.

Goals for FY 17-20

- Increase pipeline development activities, including increased awareness of advanced manufacturing careers among the region’s residents (especially to underserved populations, i.e. youth, women, minorities), academic remediation to prepare area residents to meet entry requirements to NAMC training cycles, and increased soft skills training to prepare residents for jobs in the advanced manufacturing sector.
- Research, prepare, and submit funding proposals to support further training cycles, pipeline development, and other initiatives that will address the advanced manufacturing sector’s workforce and business needs.
- Evaluate current NAMC administration and staffing structure to ensure maximum efficiency, efficacy, and impact for all partners in the consortium.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within advanced manufacturing. Expand partnership to include these additional partners, including Bunker Hill Community College.

Attachment C: Healthcare

Current Labor Market Information (LMI)

The healthcare industry has the second highest employment in Metro North, under the Professional, Technical, and Scientific industry, with 56,739 workers employed in the Metro North region.⁴ When compared to the state as a whole, the location quotient⁵ for healthcare (the Healthcare and Social Assistance Industry Sector) in the Metro North region is .77 (13.8% of Metro North's employment). The table below shows that private hospitals, offices of physicians, nursing care facilities, and home healthcare services have the highest number of jobs in the Metro North region within the healthcare industry.

*Table 2: Occupational Employment in Healthcare Industry (2013-2015)**

NAICS Code	Description	2013 Jobs	2015 Jobs	Change	% Change	2015 Avg Weekly Wage
6221	General Medical and Surgical Hospitals (Private)	15,121	15,677	556	23.7%	\$1,306
6211	Offices of Physicians (except Mental Health Specialists)	4,953	4,925	-28	-0.6%	\$1,854
6231	Nursing Care Facilities	4,679	4,472	-207	-4%	\$747
6216	Home Health Care Services	3,629	4,547	918	25%	\$817
6212	Offices of Dentists	2,667	2,826	159	6%	\$952
6219	Ambulatory Health Care Services	1,346	1,298	-48	-3.6%	\$907
6232	Residential Mental Health Facilities	1,860	1,736	-124	-6.7%	\$659
6233	Community Care Facility for the Elderly	1,923	2,260	337	17.5%	\$601

* Executive Office of Labor and Workforce Development average Employment and Wage Report, Second Quarter 2013 and 2015, Metro North WIA.

As shown in Table 2, Home Health Care Services added the highest number of jobs from 2013 to 2015. Regionally, looking at specific cities in Metro North, Burlington (2015 location quotient compared to the state is .90), Cambridge (location quotient is .53), and Winchester (location quotient is 2.41) demonstrate a high healthcare employment concentration in Metro North. The sheer volume of employment in the healthcare sector virtually demands a REB focus on the healthcare industry. Further, the growing number of retirees in the healthcare workforce in combination with the growth in the aging population in need of healthcare services also presents future workforce areas to address.

⁴ Executive Office of Labor and Workforce Development average Employment and Wage (ES-202), Second Quarter 2015 using 2-digit NAICS code, Metro North WIA.

⁵ Location quotient is a comparison of a local area's density of jobs compared to statewide. The higher the number, the denser the concentration of jobs in that local area compared to statewide.

Highlights of Accomplishments to Date

- The REB convened the Healthcare Partnership meetings to discuss the current needs of local employers and educators, and to analyze how healthcare reform will affect the workforce. The Partnership had several guest speakers, including representatives from Blue Cross Blue Shield of Massachusetts Foundation and Jobs for the Future CareerSTAT, present throughout FY13-FY16.
- In December 2013, the Healthcare Partnership submitted a Healthcare Workforce Transformation Planning Grant proposal to Commonwealth Corporation and was awarded \$32,500 in late March of 2014. The partnership included Cambridge Health Alliance, Hallmark Health Systems, Home Care Aid Council, Middlesex Community College, Just A Start, The Career Place, Career Source, Medical-Legal Partnership/Boston, and consultant Brandynn Holgate.
- In the Planning project the partnership engaged in an assessment of frontline healthcare skill needs in health systems transitioning to a patient-centered medical home model. The assessment identified frontline positions in the health clinic, hospital, and physician practice settings. Observations, focus groups, interviews, and online surveys were conducted to identify the roles and responsibilities of the frontline healthcare workers and how their roles were evolving as health systems transitioned to a Patient-Centered Medical Home delivery of care.
- The Metro North Healthcare Partnership then submitted a proposal for the Healthcare Workforce Transformation Fund Training Grant that was awarded \$179,000 to support a two-year effort beginning in February 2015 through January 2017. Mount Auburn Hospital and Bunker Hill Community College joined the healthcare partnership adding on to the original Planning project partners.
- In the Training project the partnership developed four training modules that were used for incumbent worker training as well as add-on modules to existing training programs. The modules were focused on preparing current and new workers on features of the Affordable Care Act related to changing work roles, the Patient-Centered Medical Home model, and ability to understand and assist patients regarding life issues that may significantly impact health.
- In the Training project Modules 1-3 were developed and delivered to 52 Medical Assistant students by Bunker Hill Community college. The training focused on: operational changes healthcare providers are undertaking to align with patient-centered medical home (PCMH), who are the key healthcare professionals in a PCMH, and skills needed to provide team-based care and preventive care.
- Module 4 was developed and delivered to incumbent workers by Medical Legal Partnership Boston. Module 4 is an innovative curriculum that focuses on supporting the workforce in helping patients overcome barriers to accessing resources. This module is called Social Determinants of Health: Helping Patients Access Needed Community Resources and it introduces trainees to income supports to support low-resource households, strategies to help patients overcome barriers to affordable housing and utilities, and key strategies for supporting vulnerable populations including people with disabilities or survivors of interpersonal violence. The Medical Legal Partnership facilitated nine trainings at Hallmark Health System, Inc., Cambridge Health Alliance, and Mount Auburn Hospital reaching 163 incumbent workers.

- Participated in a regional partnership that focused on serving individuals with disabilities and providing training and placement in healthcare with funding from the Commonwealth Corporation Sector Regional Strategies (SRS) – Employment Programs: Individuals with Disabilities grant. As of June 30, 2016, 20 individuals with disabilities were enrolled in healthcare training and 14 were placed in jobs.

Goals for FY 17-20

- The Metro North Healthcare Partnership will continue to assess current labor market information and occupational needs, and discuss skills gaps and training alignment needs.
- The Partnership will continue to work on the Training project providing professional development workshops to the career centers and creating an online training format for the developed training modules.
- In the Training project the REB will finalize all evaluation and develop a final business impact assessment.
- Develop proposal(s) as a lead or a partner for healthcare workforce in order to support additional healthcare training.
- Distribute finalized career pathways tool to: schools, youth programs, career centers, and education/training providers. Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within healthcare.
- Continue to strengthen and recruit more members for the Healthcare Partnership, and to provide opportunities for hospitals, long-term care associations, health clinics, educators, and career centers to align workforce needs and create innovative strategies to address healthcare reform in a region leading in the healthcare industry.

Attachment D: Information Technology

Current Labor Market Information (LMI)

Most occupations in the IT sector have a bright outlook, especially in the Metro North region. The chart below shows recent employment and wage data as of May 2015 (most recent data available) for a variety of occupations within this sector. Note that every listed occupation's median wage is over \$55,000 per year with several in the six figures.

SOC Code	Occupation Title	Employment	Wage Data as of May 2015			
			Median	Mean	Entry	Experienced
15-1111	Computer and Information Research Scientists	680	\$111,570	\$124,424	\$77,975	\$147,649
15-1121	Computer Systems Analysts	2,740	\$85,958	\$90,129	\$63,516	\$103,436
15-1122	Information Security Analysts	270	\$87,764	\$96,251	\$59,583	\$114,585
15-1131	Computer Programmers	1,420	\$95,298	\$98,849	\$67,325	\$114,611
15-1132	Software Developers, Applications	7,360	\$104,106	\$106,285	\$61,086	\$128,885
15-1133	Software Developers, Systems Software	5,340	\$112,633	\$112,500	\$81,384	\$128,058
15-1134	Web Developers	750	\$83,921	\$86,232	\$55,659	\$101,518
15-1141	Database Administrators	640	\$89,628	\$89,815	\$59,778	\$104,833
15-1142	Network and Computer Systems Administrators	1,440	\$84,194	\$88,742	\$63,371	\$101,427
15-1143	Computer Network Architects	620	\$100,306	\$111,089	\$71,076	\$131,096
15-1151	Computer User Support Specialists	3,870	\$59,264	\$63,794	\$40,766	\$75,308
15-1152	Computer Network Support Specialists	350	\$72,078	\$76,796	\$51,764	\$89,312
15-1199	Computer Occupations, All Other	1,460	\$88,635	\$89,782	\$52,346	\$108,500

Overall, the IT industry has seen major growth nationally and regionally and will continue to do so. Employers within the Metro North Region have expressed the challenges they have faced in recruiting IT professional for positions domestically and therefore have had to apply for H1B visas in order to fill local positions. In Metro North, employment for IT occupations is projected to increase 21% from 2012 to 2022. The majority of growth was in the sectors of software and IT services. The table below shows these computer and IT occupations in Metro North as well as the change over the ten years span.

SOC	Title	Employment 2012	Employment 2022	Change	% Change	Education Level
151111	Computer and Information Research Scientists	592	664	72	1.20%	Doctoral or professional degree
151121	Computer Systems Analysts	2,072	2,591	519	2.30%	Bachelor's degree
151122	Information Security Analysts	401	565	164	3.50%	Bachelor's degree
151131	Computer Programmers	1,809	1,992	183	1.00%	Bachelor's degree
151132	Software Developers, Applications	4,939	6,140	1,201	2.20%	Bachelor's degree
151133	Software Developers, Systems Software	5,416	6,709	1,293	2.20%	Bachelor's degree
151134	Web Developers	1,362	1,644	282	1.90%	Post-secondary certificate
151141	Database Administrators	847	1,004	157	1.70%	Bachelor's degree
151142	Network and Computer Systems Administrators	1,599	1,794	195	1.20%	Bachelor's degree
151143	Computer Network Architects	1,200	1,432	232	1.80%	Bachelor's degree
151151	Computer User Support Specialists	2,976	3,749	773	2.30%	Post-secondary certificate
151152	Computer Network Support Specialists	1,175	1,380	205	1.60%	Post-secondary certificate
151199	Computer Occupations, All Other	894	1,000	106	1.10%	Information Not Available

Domestic training in the IT sector would be beneficial in reducing the number of H1B visas needed while simultaneously filling the growing number of IT positions within the region.

Highlights of Accomplishments to Date

- Convened meetings with regional partners to begin discussions on the opportunities to support IT career pathways locally. Two collaborative efforts with other regions resulted in writing two proposals and applying for two different opportunities. Neither proposal was funded, but the partnership and program development will inform future efforts.
- Conducted substantial research and collaborated with Bunker Hill Community College to develop a career pathway chart that illustrates the entry points and advancement in the IT industry.

Goals for FY 17-20

- Develop an information technology consortium that will assist in identifying workforce development issues related to the IT industry as well recommend solutions to address issues. Members of the consortium will include employers, training providers, industry associations, career centers, community organizations, and other IT workforce stakeholders and partners.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within IT and computer science.
- Develop an effective IT workforce development program model that promotes entry into the IT career path and allows for advancement within the sector.
- Develop funding proposals with input from consortium and secure funding for IT training, pipeline development, and other key initiatives informed by consortium needs.

Attachment E: Life Sciences

Current Labor Market Information (LMI)

The life sciences industry remains one of the largest and fastest-growing industries in Metro North. The Commonwealth employs over 113,000 life science workers with a vast concentration in the Metro North/Boston region. According to MassBioEd, the Massachusetts life sciences industry is expected to grow 6.7% with 4,325 jobs needed to be filled by May 2018. With the extraordinary growth in the industry in recent years, employers are having difficulty filling positions. It is critical the region strengthens connections with employers and building bridges to valuable training, in order to develop qualified workers from diverse populations and provide other resources to support the field.

The table below lists occupations with the highest number of jobs in the life science industry in Metro North.

Occupation	# Employees in Metro North	Median Salary in Metro North	Most Common Education Level
Medical Scientist	3,400	\$95,775	Doctoral/Professional
Clinical Research Coordinator	1,200	***	Bachelor's
Biological Technician	1,210	\$49,149	Bachelor's
Regulatory Affairs Manager	1,180	\$118,907	Bachelor's
Regulatory Affairs Specialist	1,120	\$84,331	Bachelor's
Quality Control Systems Manager	830	\$113,114	Bachelor's
Quality Control Analyst	670	\$55,603	Bachelor's
Medical and Clinical Lab Technicians	590	\$41,406	Bachelor's
Medical and Clinical Lab Technologists	570	\$70,684	Bachelor's

Occupational Employment and Wage Statistics Survey, Metro North WDA, Bureau of Labor Statistic, May 2015

Goals for FY 17-20

- Increase awareness of life sciences career pathways among the region's youth. The REB will connect educators, youth, and employers to ensure youth gain a better understanding of the occupations and career pathways available in the industry. Undertakings will include conducting job shadows, company tours, career exploration days, and facilitating potential internships.
- Investigate and explore the feasibility and necessity for a life sciences industry-wide consortium. The REB will conduct research, analyze LMI, engage employers, and meet with providers to decide if a consortium is feasible and necessary, and, if so, what the goals of the consortium should be.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within life sciences.

Attachment F: Hospitality

Current Labor Market Information (LMI)

To address the needs of jobseekers with barriers, it is important to promote industry sectors with a variety of entry level options. The accommodation and food service sector offers such opportunities. The chart below shows recent employment and wage data as of May 2015 (most recent data available) for a variety of hospitality occupations within this sector. A few of the occupations enable experienced workers to make well over \$50,000 annually.

SOC Code	Occupation Title	Employment	Wage Data as of May 2015			
			Median	Mean	Entry	Experienced
35-1011	Chefs and Head Cooks	360	\$64,382	\$63,955	\$44,605	\$73,629
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	2,060	\$34,229	\$39,873	\$25,363	\$47,128
35-2012	Cooks, Institution and Cafeteria	700	\$38,006	\$38,233	\$27,678	\$43,510
35-2014	Cooks, Restaurant	4,240	\$27,868	\$28,615	\$21,659	\$32,093
35-2021	Food Preparation Workers	2,730	\$24,950	\$27,585	\$21,279	\$30,739
35-3011	Bartenders	1,330	\$24,486	\$29,056	\$19,045	\$34,062
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	6,540	\$19,671	\$22,239	\$19,119	\$23,799
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	4,340	\$19,583	\$20,601	\$19,296	\$21,253
35-3031	Waiters and Waitresses	7,570	\$25,222	\$27,101	\$19,138	\$31,082
35-3041	Food Servers, Nonrestaurant	470	\$21,435	\$23,468	\$19,383	\$25,510
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	580	\$23,248	\$25,179	\$20,254	\$27,641
35-9021	Dishwashers	2,350	\$21,830	\$23,568	\$19,293	\$25,706
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	1,420	\$22,615	\$23,308	\$20,356	\$24,783
11-9081	Lodging Managers	30	\$60,414	\$76,809	\$54,393	\$88,018
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	580	\$53,189	\$55,178	\$41,757	\$61,889
37-2012	Maids and Housekeeping Cleaners	2,110	\$25,661	\$28,247	\$19,776	\$32,483
39-6012	Concierges	40	\$38,729	\$37,433	\$29,511	\$41,393
43-4081	Hotel, Motel, and Resort Desk Clerks	270	\$30,034	\$31,695	\$24,654	\$35,216

Moreover, employers in the Metro North Region have reached out to the career centers for assistance in hiring workers in the accommodation and food service sector, especially in the Burlington area where the major shopping center is located. Overall, this sector is projected to employ over 35,000 people in the Metro North Region by 2022 with a 15% increase over a span of ten years. The table below shows this growth over a ten year period.

SOC	Title	Employment 2012	Employment 2022	Change	% Change	Education Level
351011	Chefs and Head Cooks	584	652	68	1.10%	High school diploma or equivalent
351012	First-Line Supervisors of Food Preparation and Serving Workers	2,012	2,411	399	1.80%	High school diploma or equivalent
352012	Cooks, Institution and Cafeteria	1,041	1,192	151	1.40%	Less than high school
352014	Cooks, Restaurant	2,811	3,446	635	2.10%	Less than high school
352021	Food Preparation Workers	1,711	1,820	109	0.60%	Less than high school
353011	Bartenders	2,691	3,263	572	1.90%	Less than high school
353021	Combined Food Preparation and Serving Workers, Including Fast Food	5,051	5,936	885	1.60%	Less than high school
353022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	2,871	2,963	92	0.30%	Less than high school
353031	Waiters and Waitresses	6,418	7,261	843	1.20%	Less than high school
353041	Food Servers, Nonrestaurant	834	1,020	186	2.00%	Less than high school
359011	Dining Room and Cafeteria Attendants and Bartender Helpers	849	959	110	1.20%	Less than high school
359021	Dishwashers	1,502	1,698	196	1.20%	Less than high school
359031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	1,297	1,459	162	1.20%	Less than high school
371011	First-Line Supervisors of Housekeeping and Janitorial Workers	655	724	69	1.00%	High school diploma or equivalent
396012	Concierges	166	219	53	2.80%	High school diploma or equivalent
434081	Hotel, Motel, and Resort Desk Clerks	235	295	60	2.30%	High school diploma or equivalent

Highlights of Accomplishments to Date

- Participated in a regional partnership that focused on serving individuals with disabilities and providing training and placement in culinary arts with funding from the Commonwealth Corporation Sector Regional Strategies – Employment Programs: Individuals with Disabilities grant. As of June 30, 2016, 22 individuals with disabilities were enrolled in culinary arts training and 17 were placed in jobs.
- Conducted research on grant opportunities to promote career pathways in culinary arts and secured a US Department of Labor – Disability Employment Initiative grant. Awarded over \$530,000 for the region over a 3.5-year period to promote career pathways in culinary arts as well as train and place individuals with disabilities in culinary arts jobs. As of June 30, 2016, 23 individuals with disabilities were enrolled in culinary arts training.
- Conducted research on grant opportunities to promote career pathways in hospitality and secured a Workforce Competitive Trust Fund grant. Awarded \$160,000 for the region over a 2-year period to promote a career pathway in hospitality as well as train and place immigrants in hospitality jobs.

Goals for FY 17-20

- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within culinary arts and hospitality.
- Fund as well as leverage existing partnership and program model to provide training to individuals with disabilities, which will result in earning industry recognized certifications and being placed in the culinary arts sector.
- Develop and fund a successful regional partnership and program model focused on supporting a career pathway in hospitality, resulting in training and placing residents in hospitality careers.
- Expand training capacity to meet labor market demand for hospitality careers, especially the major influx of jobs expected to be created, directly and indirectly, from the Wynn Boston Harbor casino project. Wynn expects to hire over 1,000 hospitality employees when the casino opens in summer 2019, necessitating an increase in capacity to prepare local job seekers for those positions.

Attachment G: Retail

Current Labor Market Information (LMI)

The local retail industry includes a broad range of building materials and other home-related retail supplies, general merchandise and food stores, auto dealers, apparel stores, home furnishings and miscellaneous retail. There is a large number and variety of retailers within the Metro North boundaries. Specifically, there are 210 retail establishments with 50 or more employees (excluding full-service restaurants,) according to AtoZ Databases, including 80 establishments with 100 or more employees, 30 with 200 or more. As the chart shows below, there are several entry-level occupations in the retail industry with modest salaries.

SOC Code	Occupation Title	Employment	Wage Data as of May 2015			
			Median	Mean	Entry	Experienced
41-1011	First-Line Supervisors of Retail Sales Workers	2,110	\$43,419	\$50,228	\$29,078	\$60,803
41-2011	Cashiers	8,130	\$20,254	\$23,805	\$19,104	\$26,155
41-2021	Counter and Rental Clerks	680	\$30,254	\$32,837	\$23,290	\$37,611
41-2022	Parts Salespersons	310	\$42,464	\$42,465	\$24,851	\$51,272
41-2031	Retail Salespersons	9,960	\$24,075	\$29,617	\$20,789	\$34,031
41-3099	Sales Representatives, Services, All Other	3,680	\$78,116	\$86,456	\$47,515	\$105,927

Moreover, there were 1,121 job ads in the retail sector within the Metro North communities, as of January 2016, 514 of which are for "retail salespersons," and the remainder for managers and other retail occupations (according to WantedAnalytics.com). Information from retail employers suggests that the large number of openings is due in large part to the high employee turnover rate. With regard to the mismatch between retail labor supply and employer demand, the BLS Job Openings and Labor Turnover Survey (JOLTS) reports that "Job Openings" in Retail Trade, as measured by the JOLTS report (a better indicator of labor demand than job ads), rose from 3.1% of total retail employment in 2014 to 3.8% in 2015, an increase of 23%.

An indicator of labor turnover, the national "quits rate" in Retail Trade averaged 2.9% of total retail employment from July to October 2015, vs. 1.9% for Total Nonfarm employment during the same time period. It is anticipated that this rate will increase as the economy continues to improve. The chart below shows projections over a ten year span with a 6.8% increase within the Metro North Region. More specific to the Metro North region, discussions between the region's career center staff and major retailers have indicated significant difficulty in hiring retail workers due to the percentage of applicants who do not possess the requisite customer service skills or who fail drug testing and/or credit checks⁶. Therefore, additional training and case management for participants interested in the sector would be beneficial to the employment landscape for the region.

⁶ From first hand conversations, companies expressing the difficulty include Macy's, Lord and Taylor, Target, Sears, CVS, and Home Depot.

SOC	Title	Employment 2012	Employment 2022	Change	% Change	Education Level
411011	First-Line Supervisors of Retail Sales Workers	4,023	4,116	93	0.20%	High school diploma or equivalent
412011	Cashiers	9,672	10,090	418	0.40%	Less than high school
412021	Counter and Rental Clerks	1,053	1,117	64	0.60%	Less than high school
412022	Parts Salespersons	296	322	26	0.80%	Less than high school
412031	Retail Salespersons	10,169	10,980	811	0.80%	Less than high school
413099	Sales Representatives, Services, All Other	3,073	3,596	523	1.60%	High school diploma or equivalent

Highlights of Accomplishments to Date

- Conducted research on grant opportunities to promote career pathways in retail and secured a foundation grant. Resulted in being awarded \$400,000 from the Walmart Foundation for the region to promote a career pathway in retail, train and place jobseekers in retail jobs, and provide incumbent worker training to help employees advance in the retail sector. There is also an opportunity to earn an additional \$400,000 the following year if the program is effective the first year.

Goals for FY 17-20

- Develop a retail advisory council that will assist in aligning retail related training to the employers needs as well as identifying other workforce development issues in the retail industry. Members of the consortium will include employers, career centers, economic development, and other retail workforce stakeholders and partners.
- Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within retail and customer service.
- Meet deliverables of Walmart Foundation funded training program that includes customer service training for entry-level retail positions, incumbent worker training for existing employees to move up in their careers and meet the workforce needs of retail employers, and preparation for National Retail Federation certifications.
- Seek additional funding after Walmart Foundation grant is completed if there is a sustained need for pre-employment and incumbent worker training.

Attachment H: Construction/Property Management

Current Labor Market Information (LMI)

The construction and property management occupation clusters are two growing clusters in Metro North that provide many opportunities for the region’s residents to gain entry into long-term careers at family sustaining wages. The construction industry is already one of Metro North’s top-ten industries, and both occupation clusters are projected to add many more jobs over the next ten years. Below are some examples of occupations in these clusters, growth rate projection, required education level, and mean wages:

SOC Code	Title	Change Level (2014-2024)	Education Level	2015 Mean Annual OES Wage
372012	Maids and Housekeeping Cleaners	229	Less than high school	\$28,247
372011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	183	Less than high school	\$36,540
499071	Maintenance and Repair Workers, General	161	High school diploma or equivalent	\$48,186
472111	Electricians	158	High school diploma or equivalent	\$62,335
373011	Landscaping and Groundskeeping Workers	93	Less than high school	\$34,723
472152	Plumbers, Pipefitters, and Steamfitters	89	High school diploma or equivalent	\$77,731
472031	Carpenters	70	High school diploma or equivalent	\$69,030
472061	Construction Laborers	59	Less than high school	\$55,527

Goals for FY 17-20

- Develop and distribute career pathway charts to one-stop career centers, adult education providers, and other stakeholders. Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within construction/property management.
- Investigate feasibility/necessity of an industry-wide consortium.
- Meet with relevant stakeholders (employers, providers, job seekers, unions) to develop a plan for training and/or other relevant initiatives.
- Develop relationships with the region’s labor unions, particularly those in the building trades
- Increase access to construction and property management employment for non-traditional populations including women and minorities.
- Secure funding to support initiatives.

Attachment I: Science, Technology, Engineering, and Math (STEM)

Current Labor Market Information (LMI)

Metro North is a region rich with Science, Technology, Engineering, and Math (STEM) employers and higher education. Compared to MA the location quotient for STEM (using the Professional, Scientific, and Technical Services industry as a proxy for STEM occupations) in the Metro North Region is 1.64 (14% of Metro North's employment). More specifically, certain communities within the Metro North including Cambridge (2015 location quotient compared to MA is 3.2), Watertown (location quotient 1.3), and Burlington (location quotient 1.9) show some of the highest STEM employment concentrations in Metro North. With about 57,901 workers employed in occupations relating to STEM, the REB has made it a priority to support the development of a highly educated and skilled workforce that is grounded in the subject knowledge of science, technology, engineering, and math.

As of December 2015, 164,400 individuals were unemployed in MA.⁷ While there are job opportunities available, a significant portion of current job openings require highly skilled workers in STEM. There is still an inability to supply employers with a labor force that meets the skill requirements necessary to fill STEM positions.⁸

In order to identify specific STEM occupations that are needed, and to analyze job growth in Metro North, the REB categorized STEM into five high-level occupational categories. The REB defines STEM using these five high-level occupational categories:

- Computer and Mathematical
- Life, Physical, and Social Science
- Architecture and Engineering
- Healthcare Practitioners and Technical Occupations
- Production Occupations

The table below shows registered nurses, software developers, and computer systems analysts has the highest number of jobs within STEM in the region.

⁷ MA Executive Office of Labor and Workforce Development Department of Unemployment Assistance; Labor Force, Employment and Unemployment Massachusetts and Labor Areas, http://lmi2.detma.org/lmi/LaborArea_comparison.asp.

⁸ Jobs Creation Commission Final Report, Jobs Creation Commission pursuant to Chapter 7 of the Acts of 2008 as amended by Section 127 of Chapter 359 of the Acts of 2010, 2012

SOC	Description	2013 Jobs	2014 Jobs	Change	% Change	Median	Avg.
15-0000	Computer and Mathematical Occupations	28,100	27,140	-960	-3.5%	\$93,784	\$97,858
15-1132	Software Developers, Applications	5,810	6,260	450	8%	\$104,548	\$110,046
15-1133	Software Developers, Systems Software	5,890	5,430	-460	-8%	\$114,307	\$115,237
15-1121	Computer Systems Analysts	3,890	4,010	120	3%	\$83,797	\$89,132
19-0000	Life, Physical, and Social Science	15,670	14,690	-980	-6%	\$73,951	\$83,226
19-2031	Chemists	1,400	1,290	-110	8%	\$70,510	\$79,499
19-4021	Biological Technicians	960	890	-70	-7%	\$48,515	\$52,026
19-1029	Biological Scientists, All Other	810	690	-120	-15%	\$57,155	\$77,274
17-0000	Architecture and Engineering	13,790	15,050	1,260	9%	\$84,966	\$91,185
17-2051	Civil Engineers	1,910	1,850	-60	-3%	\$79,008	\$85,429
17-2072	Electronics Engineers, Except Computer	1,690	1,750	60	3.6%	\$109,444	\$115,577
17-2141	Mechanical Engineers	1,120	1,570	450	40%	\$91,088	\$94,160
29-0000	Healthcare Practitioners and Technical Occupations	28,640	29,930	1,290	4.5%	\$66,616	\$80,874
29-1141	Registered Nurses	8,730	8,500	-230	-2.6%	\$85,474	\$85,906
29-2061	Licensed Practical/Licensed Vocational Nurses	1,830	2,060	230	12.6%	\$50,970	\$51,180
29-2041	Emergency Medical Technicians and Paramedics	1,050	1,120	70	7%	\$34,981	\$36,526
51-0000	Production Occupations	17,240	17,630	390	2%	\$35,736	\$39,788
51-2092	Team Assemblers	2,210	1,960	-250	11%	\$28,724	\$31,415
51-9198	Helpers – Production Workers	1,210	1,460	250	21%	\$23,585	\$27,110
51-1011	First-Line Supervisors and Operating Workers	1,230	1,270	40	3%	\$62,181	\$68,954
Total		103,440	104,440	1,000	1%		

Table 3: Metro North Employment in STEM Occupations. Sub-category STEM occupations represent top three highest number of jobs within each of the five high-level STEM occupational categories.*

Highlights of Accomplishments to Date

- The STEM Partnership met quarterly. The partnership reviewed labor market information concerning occupations and skill sets needed in the STEM field, and discussed current goals.
- In June 2013, the REB STEM Partnership hosted its 3rd annual STEM event designed for educators, training providers, and career center staff entitled "Bridging the Workforce Gap: In-Demand STEM Occupations in the Metro North Region."
- On September 23, 2013 the Governor's STEM Council announced that the REB was awarded \$75,000 to implement the @Scale Future City Working Cities Expansion Project. In collaboration with the Boston Society of Civil Engineers (BSCES) the REB had submitted an @Scale STEM proposal to the Department of Higher Education to expand the BSCES lead regional Future City

Competition to ten Working Cities in Metro North, North Shore, Greater Lowell, and Merrimack Valley Workforce Investment Regions. The @Scale Future City Working Cities Expansion Project was successfully refunded and received another \$75,000 to expand outreach to implement Future Cities in working cities through December 2015.

- On November 13, 2013 at the 10th Annual MA STEM Summit, Governor Deval Patrick announced that the Metro North Regional Employment Board had been designated to lead the 8th Regional STEM Network, to be called the “Metro North STEM Network.” The designation acknowledged the REB’s leadership in STEM activities and was accompanied by \$40,000 per year to support administration of the network.
- In April 2015 the STEM Network held its 5th Annual STEM event as part of the Cambridge Science Festival. The event drew 135 attendees.
- The STEMPower Workforce Network, a project funded by @Scale and coordinated by the Central MA WIB, began in January 2014. In this project, all sixteen Massachusetts WIBs/REBs and their One-Stop Career Centers collaborated to create a statewide network committed to developing and sustaining a skilled workforce that meets the needs of STEM sectors.
- Submitted a proposal to the Commonwealth of Massachusetts to combine the Boston and Metro North STEM Networks starting in FY 17 into a single, bi-regional network. If funded, the Boston Private Industry Council (PIC) and the REB will work together on an integrated, coordinated approach to STEM activities across the two regions.

Goals for FY 17-20

- Build on the efforts of the Metro North and Boston Regional STEM Networks by integrating into a single, bi-regional network. It will reflect the regional development perspective that policy makers, educators and corporations are adopting, and will reflect the needs and realities of students and workers.
- Unify regional efforts and strengthen overall alignment with industry and early education, K-12, higher education, and the workforce systems.
- Focus on and align STEM Network’s initiatives with the Governor’s STEM Council priorities:
 - Expand Work-based Learning Programs
 - Compile information about STEM-based summer jobs across the expanded region and expand the number of youth in STEM related jobs and internships
 - Promote employer partnerships for STEM-based internships and career exploration activities
 - Expand STEM Early College and Career Pathways
 - Promote pathway programs at community colleges and other providers to expose and connect more local high school students
 - Provide labor market information and career panels to schools
 - Collaborate with Community Lab Programs in Boston and Cambridge

- Broaden and Deepen Computer Science and Engineering Initiatives
 - Collaborate with local partners to promote state digital literacy standards and technology curricula
- Support out of school time activities to promote STEM interest and awareness in elementary and middle grades
 - Recruit and prepare STEM volunteers
 - Cultivate partnerships to deploy volunteers across schools
- Connect STEM-industry representatives, educators, and community partners to develop greater exposure, interest, and preparation in STEM-related fields of study and professions. Educate workforce development partners (i.e. Adult Basic Education providers, high schools, training providers, community colleges, and their constituents) about the various pathways within STEM.

Attachment J: Youth

The REB's Youth work includes leading the Metro North Youth Council and managing/administering the following grants and initiatives:

- WIOA Youth Services- Supported by funding from the Workforce Innovation and Opportunity Act (WIOA), staff from Metro North's one-stop career centers visit community-based and other local organizations to conduct outreach to high school dropouts and other disconnected youth to encourage them to return to school, attend alternative WIOA programs, and/or to assist them with job search. Under WIOA Youth programming, career center youth staff provide career exploration and employment readiness workshops and case management services to in-school and out-of-school youth enrolled in about 10 programs each year.
- School to Career Connecting Activities- Supported by funding from the Commonwealth of Massachusetts, staff at Metro North's one-stop career centers connect youth in area high schools to internships, targeting opportunities in priority industries. Youth staff are currently working with students in the following communities: Chelsea, Malden, Revere, Somerville, and Woburn, in many cases exposing them to their very first employment experience.
- YouthWorks- Supported by funding from the Commonwealth of Massachusetts, the REB supports YouthWorks programs focused on placing youth in employment in six communities: Cambridge, Chelsea, Everett, Malden, Revere, and Somerville. The Metro North Youth Council meets bimonthly to coordinate these regional youth activities and to support career exploration events, such as Construction Career Day.
- The Metro North Youth Council supports the development and implementation of effective workforce training programs to help ensure that local youth experience a successful transition into a productive working adulthood. The key functions of the Metro North Youth Council include: developing portions of the local plan relating to eligible youth; reviewing and recommending youth and education services to be awarded on a competitive basis; networking and sharing best practices; sponsoring other youth activities; supporting efforts to increase funding; coordinating youth service activities in the region; consistently involving youth in planning and evaluation activities, and advising the REB on youth employment issues.

Highlights of Accomplishments to Date

- In FY 16, the "WIOA Transition Services" program served over 200 youth in the region. Youth enrolled in these programs are high school dropouts (55%), most of whom lack basic skills (63%), and many with a disability (40%). Seventy-five percent (75%) of WIOA Youth funds are dedicated to serving out-of-school youth, to assist them in attaining a GED, exploring career options, and pursuing further education opportunities.
- In FY 16, the Summer YouthWorks program placed about 460 youth in summer jobs.
- In FY 16, the Connecting Activities program assisted in the successful annual career fairs were hosted at Malden and Somerville High School. In Revere activities included working with the alternative school at Coast Collaborative by providing one on one sessions for the full range of

workforce readiness services. At Woburn High School an evening interview preparation workshop, a hiring event, and an industry panel discussion which attracted 100 students was held.

Goals for FY 17-20

Goals for Metro North Youth Council:

- Continue to meet bi-monthly, strengthen partnerships, and increase youth involvement with the Council.
- Outreach to engage more employers to support summer and year round job opportunities for youth.
- Participate in current youth outreach programs such as the Cambridge Science Festival.
- Identify gaps and develop more career awareness opportunities for youth through job shadows, career panels, and company tours.
- Utilize and share career development resources to educators and youth like Dr. Kit and Massachusetts Career Information System.
- Expand the number of youth accessing year round and summer jobs.
- Seek and secure funding to meet needs for youth employment and career awareness.
- Compile a list of programs and services currently available to youth in the region, including wrap-around supports, in order to identify gaps in services and programming.

Youth related success indicators:

- Numbers of youth receiving a job, internship or skill credential is increased.
- Numbers of youth retaining employment and advancing their careers is increased.
- Numbers of out of school youth served increases dramatically and outcomes tracked for skill credential attainment and job placement.
- High school graduation rates and college enrollment increases.
- Number of youth jobs and internships increases, including in the STEM fields.
- More employers are engaged in providing YouthWorks, Connecting Activities, and other youth jobs leading to more private sector jobs for youth enrolled in these programs.

Attachment K: Individuals with Disabilities

The REB's work with individuals with disabilities includes leading the Metro North Committee on Inclusive Employment Services (MNCIES) and managing/administering the following grants and initiatives:

- Disability Employment Initiative (DEI)- Supported by funding from the U.S. Department of Labor (DOL) and administered through the Massachusetts Department of Career Services (DCS), the REB's DEI initiative is focused on training and preparing area residents with disabilities for careers in healthcare and culinary arts. Partners include Metro North's one stop career centers, Triangle, and Bunker Hill Community College.
- Ticket to Work- Supported by the Social Security Administration (SSA), the Ticket to Work program is focused on placing individuals with disabilities into employment so they may transition from public support to economic self-sufficiency.
- The Metro North Committee for Inclusive Employment Services identifies and develops effective solutions to address, education and employment-related issues for people with disabilities. Members include representatives from career centers, local non-profits, community colleges, disability rights advocates and other relevant stakeholders within the region.

Highlights of Accomplishments to Date

- Became an Employment Network as well as funded and will continue to fund a program that supports individuals with disabilities finding employment and becoming financial self-sufficient so that they no longer need to utilize disability insurance.

Goals for FY 17-20

Goals for Metro North Committee on Inclusive Employment Services (MNCIES):

- Conduct focus groups with relevant stakeholder groups to formulate recommendations to One Stop Career Centers to improve their service delivery to job seekers with disabilities
- Investigate and fund assistive technologies that will assist One-Stop Career Centers with serving job seekers with disabilities
- Information gathering on current services will inform new strategies for the career centers to better serve and accommodate people with disabilities

Disability related success indicators:

- Expand outreach to job seekers with disabilities beyond just those currently receiving Unemployment Insurance assistance.
- One-stop Career Centers are able to sufficiently accommodate job seekers with disabilities via assistive technology.
- An assessment is conducted to evaluate the region's ability to serve job seekers with disabilities and an action plan is formulated to address needs identified in the assessment.
- People with disabilities know about career center services, feel well served by the career centers, and gain meaningful employment.
- Numbers of individuals with disabilities gaining and retaining employment is increased.

Attachment L: Adult Basic Education (ABE)

The REB's work on Adult Basic Education (ABE) includes leading ABE Transitions to College and Careers (ABETCC) Committee and managing/administering the following grant/initiative:

- Adult Career Pathways- Supported by funding from the Massachusetts Department of Elementary and Secondary Education (DESE), the Adult Career Pathways program is focused on contextualized adult basic education geared towards the healthcare industry. Area providers serve ABE students through traditional ABE classes as well as curriculum contextualized for the healthcare industry.
- The Adult Basic Education (ABE) Transition to College and Careers Committee was established to address ABE issues within the region and the state as a whole. The primary goals include identifying barriers that ABE students face while advancing their education and careers, as well as developing solutions to address those barriers. Committee members include representatives from career centers, ABE programs, community colleges, and other ABE stakeholders within the region.

Highlights of Accomplishments to Date

- Funded and will continue to fund in FY17 contextualized ABE training programs focused on career pathways in healthcare which results in ABE students either moving into healthcare training programs, higher education, or employment.

Goals for FY 17-20

Goals for Adult Basic Education Transition to College and Careers (ABETCC) Committee:

- Develop process to enable a two-way referral process between One Stop Career Centers and ABE providers, utilizing the WIOA Memorandum of Understanding (MOU) process.
- Formulate solutions to address barriers to employment for ABE students.
- Formulate opportunities to serve ABE students who are identified as ESOL and already possess higher education credentials from their countries of origin.
- Advocate for a broadly defined meaning of the term "barriers" to ensure that learners with the most limited formal education and those without documentation and other marginalized learners have representation.

ABE related success indicators:

- Specific career pathways targeted to ABE students are explored and identified.
- Explore expansion of ABE work beyond healthcare career pathway.
- ABE services are well integrated into career center services.
- Increased emphasis on job retention and career advancement in addition to initial placement.