

## Priority 1: Infrastructure and Systems Development

	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
1.1	<b>Resource Development:</b> Maintain or exceed current funding and diversify revenue streams	<ul style="list-style-type: none"> <li>• Identify and apply for 4 grant opportunities each fiscal year (e.g., WCTF, Rapid Response Set Asides/NEGs, Ticket to Work, H1B, MassDevelopment, USDOL, DESE, foundations, private, etc.)</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>• Support 2 companies or consortia each fiscal year with Workforce Training Fund (WTF) applications</li> </ul>	End of each fiscal year		
		<ul style="list-style-type: none"> <li>• Outline a comprehensive legislative outreach strategy (emailing, visiting, etc.)</li> </ul>	12/14	50%	
		<ul style="list-style-type: none"> <li>• Implement legislative strategy; visit or phone key legislators or their staff; invite to events</li> </ul>	Nov & Apr of each year	25%	
		<ul style="list-style-type: none"> <li>• Host an event each fiscal year to educate legislative representatives on workforce development issues</li> </ul>	End of each fiscal year	25%	
1.2	<b>Partnership Development:</b> Increase collaboration among workforce development stakeholders (businesses, education and training providers, career centers, etc.)	<ul style="list-style-type: none"> <li>• Develop an industry partnership/consortium in each of the 4 priority industries and STEM (see Priority #2)</li> </ul>	6/15	60%	
		<ul style="list-style-type: none"> <li>• Fund or participate in at least 3 pilot projects that test innovative ideas/best practices through collaboration, e.g., CONNECT, MNCCP, etc.</li> </ul>	6/16	67%	
		<ul style="list-style-type: none"> <li>• Development an employer engagement strategy to identify employees who are interested in volunteering and add employees to an employer engagement list (pilot strategy with ABE)</li> </ul>	12/14		
1.3	<b>REB Membership Development:</b> Increase REB membership in priority industries and regularly engage REB members	<ul style="list-style-type: none"> <li>• Recruit and maintain a total of 3 board members from Advanced Manufacturing companies</li> </ul>	6/14	100%	
		<ul style="list-style-type: none"> <li>• Recruit and maintain a total of 3 board members from Healthcare companies</li> </ul>	6/14	100%	
		<ul style="list-style-type: none"> <li>• Recruit and maintain a total of 3 board members from Life Sciences companies</li> </ul>	6/15	67%	
		<ul style="list-style-type: none"> <li>• Recruit and maintain a total of 3 board members from Info Technology companies</li> </ul>	6/16	33%	
		<ul style="list-style-type: none"> <li>• Recruit and maintain a board member for Youth Council Chair</li> </ul>	12/13	100%	
		<ul style="list-style-type: none"> <li>• Recruit and maintain at least 4 board members for the PFO Committee including a co-chair</li> </ul>	6/14	80%	
		<ul style="list-style-type: none"> <li>• Recruit and maintain at least 4 board members for the Career Center Committee including a co-chair</li> </ul>	6/14	75%	
		<ul style="list-style-type: none"> <li>• Recruit and maintain at least 4 board members for the ABE Transitions Committee including a co-chair</li> </ul>	6/14	25%	
		<ul style="list-style-type: none"> <li>• Implement a board meeting feature of highlighting one or two members, their work, company, industry challenges, and expectations regarding the value of REB membership</li> </ul>	12/14		
		<ul style="list-style-type: none"> <li>• Implement an approach of highlighting various REB members (by featuring articles and/or interviews with REB members) on the website and through press releases to local papers</li> </ul>	12/13	100%	8/13
1.4	<b>Efficiency and Effectiveness:</b> Streamline and simplify internal systems and processes in order to make more time available for high-priority items	<ul style="list-style-type: none"> <li>• Move contract preparation to fiscal department as feasible</li> </ul>	12/14		
		<ul style="list-style-type: none"> <li>• Simplify career center funding formula to reduce staff time spent by 50% in order to focus on high-priority items</li> </ul>	6/14		
		<ul style="list-style-type: none"> <li>• Cross-train staff and develop written training materials as time allows</li> </ul>	6/14		
		<ul style="list-style-type: none"> <li>• Update and systematize policies as well as update personnel handbook (vacation policy)</li> </ul>	6/14	20%	
		<ul style="list-style-type: none"> <li>• Revise procurement policy to accommodate unique situations identified in FY'13</li> </ul>	12/13	100%	9/13
		<ul style="list-style-type: none"> <li>• Update career center charter</li> </ul>	11/13		
		<ul style="list-style-type: none"> <li>• Compile and/or develop standard operating procedures</li> </ul>	6/14		

## Priority 2: Alignment of Workforce and Business Needs

2.1 Advanced Manufacturing					
	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
2.11	<b>Northeast Advanced Manufacturing Consortium (NAMC):</b> Develop consortium or link to/build upon existing consortium	<ul style="list-style-type: none"> <li>• Create and co-lead a partnership called Northeast Advanced Manufacturing Consortium (NAMC) with four (4) Northeast MA regions (Metro North, Greater Lowell, Merrimack Valley, North Shore) that include at least: 4 WIBs, 3 Community Colleges, 5+ Voc Techs, 5 Career Centers, 1 Trade Association, 16+ Manufacturing Companies (and their Labor Reps), and representatives from economic development</li> </ul>	6/12	100%	10/12
		<ul style="list-style-type: none"> <li>• Develop an MOU that clearly defines roles for all NAMC partners</li> </ul>	12/13	50%	
		<ul style="list-style-type: none"> <li>• Obtain funding for and hire a Manufacturing Market Manager whose primary role is to engage manufacturing employers (from Metro North and the North Shore) in the work of the NAMC</li> </ul>	1/14		
2.12	<b>Career Pathways:</b> Articulate career pathways	<ul style="list-style-type: none"> <li>• Develop a pathways chart that includes detailed occupational tracks and outlines various entry points (along with education/training level required)</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>• Disseminate finalized pathways chart to all of the following entities: Metro North career centers, education and training providers, high schools, voc techs, and community colleges</li> </ul>	End of each fiscal year		
2.13a	<b>Curriculum Alignment:</b> Ensure alignment of training with business needs	<ul style="list-style-type: none"> <li>• Link one or more advanced manufacturing employers to one or more ABE providers to develop a contextualized curriculum or module</li> </ul>	6/13	100%	1/13
		<ul style="list-style-type: none"> <li>• NAMC to support community college/voc tech in development of training curricula aligned with business needs</li> </ul>	6/13	100%	6/13
		<ul style="list-style-type: none"> <li>• Market Manager visits at least 25 Metro North businesses and conducts field research by talking to managers and workers about current opportunities for growth or educational/training needs</li> </ul>	6/15		
2.13b	<b>Training and Job Placement:</b>	<ul style="list-style-type: none"> <li>• Provide training to 18 jobseekers (through NAMC) based on needs of advanced manufacturing employers</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>• Provide ABE training (contextualized advanced manufacturing module) to 10 participants</li> </ul>	6/13	100%	6/13
		<ul style="list-style-type: none"> <li>• Place 300 jobseekers each fiscal year (through Career Centers) into manufacturing jobs</li> </ul>	End of each fiscal year	25%	
2.14	<b>Resource Development:</b> Support industry research and training needs	<ul style="list-style-type: none"> <li>• Apply for funding (through the NAMC) for a Workforce Competitiveness Training Fund Grant to support career development in advanced manufacturing</li> </ul>	6/13	100%	1/13
		<ul style="list-style-type: none"> <li>• Apply for funding from MassDevelopment to support NAMC staffing and employer outreach</li> </ul>	6/13	100%	12/12
		<ul style="list-style-type: none"> <li>• Apply for one or more WTF grants to support training for incumbent workers from a consortium of manufacturers with common training needs</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>• Apply for funding for AMP It Up Grant</li> </ul>	6/13	100%	12/12
2.15	<b>Knowledge-Sharing:</b>	<ul style="list-style-type: none"> <li>• Sponsor 4 info sessions for educators, career centers, and youth through AMP it Up</li> </ul>	6/13	100%	4/13 and 5/13
		<ul style="list-style-type: none"> <li>• Develop a web resource (like the STEM Resource) for advanced manufacturing</li> </ul>	6/15	10%	
2.16	<b>Exposure to Career Options:</b>	<ul style="list-style-type: none"> <li>• Recruit 10 - 15 youth to enroll in hands-on advanced manufacturing workshops</li> </ul>	6/13	100%	6/13
		<ul style="list-style-type: none"> <li>• Develop an online (and hard-copy) brochure on careers in manufacturing for distribution to youth as part of AMP it Up</li> </ul>	6/14		

2.2 Healthcare					
	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
2.21	<b>Healthcare Partnership:</b> Develop consortium or link to/build upon existing consortium	• Recruit 4 additional members for Healthcare Partnership from either hospitals, EMTs, long-term care, home health, or community health works	6/15		
		• Recruit 1 Program Navigator or high school guidance counselor for Healthcare Partnership to attend periodically	6/14	100%	6/13
2.22	<b>Career Pathways:</b> Articulate career pathways	• Update current career pathways tool (through Healthcare Partnership) to reflect changes resulting from healthcare reform	6/15		
		• Distribute finalized career pathways tool to: schools, youth programs, career centers, education/training providers, ABE providers	End of each fiscal year		
2.23a	<b>Curriculum Alignment:</b> Ensure alignment of training with business needs	• Link healthcare employers to education and training providers as well as career centers for purposes of curriculum development, through partnership meetings or subcommittee	6/15		
2.23b	<b>Training and Job Placement:</b>	• Provide occupational training (through ITAs) in healthcare to 50 jobseekers per year	6/16	25%	
		• Provide ABE training that is contextualized around healthcare (through DESE Career Pathways) to 100 participants	6/14		
		• Provide Allied Healthcare training with certification (through CONNECT/WIF) to 15 participants	6/15		
		• Place 400 jobseekers each fiscal year (through Career Centers) into jobs in the healthcare industry	End of each fiscal year	25%	
2.24	<b>Resource Development:</b> Support industry research and training needs	• Develop proposal(s) as lead or partner for Healthcare Workforce Transformation Funds and/or Workforce Training Fund in order to support additional healthcare training for new or incumbent workers	6/14		
2.25	<b>Knowledge-Sharing:</b>	• Develop a healthcare listserv and distribute information quarterly to listserv members (partnership, schools, career centers, education/training providers, employers)	3/13	100%	9/12
2.26	<b>Exposure to Career Options:</b>	• Participate in a career event each fiscal year (info sessions and career fairs) by providing healthcare information and resources	End of each fiscal year	25%	
		• Promote one or more tours or job shadow opportunities at a healthcare venue for a component of in-school and out-of-school youth programs	6/15		
2.3 Information Technology					
	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
2.31	<b>Information Technology:</b> Develop consortium or link to/build upon existing consortium	• Recruit for info technology consortium a minimum of 3 employers and 3 representatives from the training and education community (1 community colleges, 1 vocational technical school, other training providers, or ABE; 1 representative from alternative staffing firms, other WIBs, and/or career centers)	12/14		
2.32	<b>Career Pathways:</b> Articulate career pathways	• Develop career ladders chart with various entry points and education/training criteria	6/15		
		• Disseminate career ladders chart to: Metro North career centers, education and training providers, high schools, voc techs, and community colleges	6/16		

2.33a	<b>Curriculum Alignment:</b> Ensure alignment of training with business needs	<ul style="list-style-type: none"> <li>Link one or more info technology employers to one or more ABE providers to develop a contextualized curriculum or module</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>Collect information from 3-5 companies on needs and/or growth opportunities through partnership meetings or focus groups, or via one-on-one meetings, visits, etc.; share with education and training providers, schools, career centers, and community colleges</li> </ul>	6/14		
2.33b	<b>Training and Job Placement:</b>	<ul style="list-style-type: none"> <li>Provide occupational training (through ITAs) in info technology to 40 jobseekers each year</li> </ul>	6/16	25%	
		<ul style="list-style-type: none"> <li>Place 200 jobseekers each fiscal year (through Career Centers) into computer and mathematical occupations</li> </ul>	End of each fiscal year	25%	
2.34	<b>Resource Development:</b> Support industry research and training needs	<ul style="list-style-type: none"> <li>Identify two funding opportunities that would help to position a new IT consortium</li> </ul>	6/16		
		<ul style="list-style-type: none"> <li>Assist with WTF or other incumbent or new worker training opportunities</li> </ul>	6/16		
2.35	<b>Knowledge-Sharing:</b>	<ul style="list-style-type: none"> <li>Develop an info technology listserv and distribute information on an as needed basis to listserv members (partnership, schools, career centers, education/training providers, employers)</li> </ul>	6/15		
2.36	<b>Exposure to Career Options:</b>	<ul style="list-style-type: none"> <li>Participate in or collaborate on a career event (info sessions and career fairs) by providing info technology information and resources</li> </ul>	6/15		
<b>2.4 Life Sciences</b>					
	<b>Goals</b>	<b>Objectives and Related Action Steps</b>	<b>Deadline</b>	<b>4-Year Progress %</b>	<b>Date Attained</b>
2.41	<b>Life Sciences Partnership:</b> Develop consortium or link to/build upon existing consortium	<ul style="list-style-type: none"> <li>Form a preliminary Strategic Advisory Committee with 3-6 business reps from life science companies</li> </ul>	3/14		
		<ul style="list-style-type: none"> <li>Recruit for life science consortium a minimum of 6 employers and 4 representatives from the training and education community (2 community colleges, 1 vocational technical school, other training providers, or ABE; 1 representative from alternative staffing firms, other WIBs, and/or career centers)</li> </ul>	9/14		
2.42	<b>Career Pathways:</b> Articulate career pathways	<ul style="list-style-type: none"> <li>Develop a career pathways tool (with various entry points and education/training criteria) for life science or adapt an existing career pathways tool</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>Disseminate finalized career pathways tool to schools, career centers, education/training providers, community-based organizations, community colleges</li> </ul>	End of each fiscal year		
2.43	<b>Curriculum Alignment:</b> Ensure alignment of training with business needs	<ul style="list-style-type: none"> <li>Link one or more life science employers to one or more ABE providers to develop a contextualized curriculum or module</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>Collect information from 3-5 life sciences companies on needs and/or growth opportunities through partnership meetings, focus groups, one-on-one meetings, visits, etc.; share with education and training providers</li> </ul>	6/15		
	<b>Training and Job Placement:</b>	<ul style="list-style-type: none"> <li>Provide occupational training (through ITAs) in life sciences to 10 jobseekers per year</li> </ul>	6/16	25%	
		<ul style="list-style-type: none"> <li>Place 80 jobseekers each fiscal year (through Career Centers) into scientific occupations</li> </ul>	End of each fiscal year	25%	
2.44	<b>Resource Development:</b> Support industry research and training needs	<ul style="list-style-type: none"> <li>Apply for a Workforce Training Fund Technical Assistance Grant or another grant to support a needs assessment/and business engagement strategy</li> </ul>	6/14		
		<ul style="list-style-type: none"> <li>Apply for a Workforce Training Fund Program Grant or another grant to train entry-level workers and/or incumbent workers</li> </ul>	6/15		

2.45	<b>Knowledge-Sharing:</b>	<ul style="list-style-type: none"> <li>Develop a life science listserv and distribute information quarterly to listserv members (partnership, schools, career centers, education/training providers, and employers)</li> </ul>	12/14		
2.46	<b>Exposure to Career Options:</b>	<ul style="list-style-type: none"> <li>Provide one or more company tours or job shadow opportunities (through the Youth Council)</li> </ul>	6/14; 6/15		
		<ul style="list-style-type: none"> <li>Participate in or collaborate on a career event each fiscal year (info sessions and career fairs) by providing life sciences information and resources</li> </ul>	End of each fiscal year		
2.5	<b>STEM</b>				
	<b>Goals</b>	<b>Objectives and Related Action Steps</b>	<b>Deadline</b>	<b>4-Year Progress %</b>	<b>Date Attained</b>
2.51	<b>STEM Partnership:</b> Develop consortium or link to/build upon existing consortium	<ul style="list-style-type: none"> <li>Recruit 4 representatives of education providers or employers for STEM partnership</li> </ul>	6/14	50%	
2.52	<b>Career Pathways:</b> Articulate career pathways	<ul style="list-style-type: none"> <li>Create STEM resource guides for 2 events that identify pathways to key occupations and outline education, skills, and qualifications required</li> </ul>	6/15	50%	
		<ul style="list-style-type: none"> <li>Participate in clean energy events to identify opportunities for growth and connect to STEM</li> </ul>	6/14		
2.53	<b>Curriculum Alignment:</b> Ensure alignment of training with business needs	<ul style="list-style-type: none"> <li>Interview 4 business reps in STEM occupations to collect information and give guidance to education and training providers as well as career centers</li> </ul>	6/14	100%	6/13
2.54	<b>Resource Development:</b> Support industry research and training needs	<ul style="list-style-type: none"> <li>Apply for 2 STEM funding opportunities, e.g., through the STEM Network, to support the pursuit of STEM occupations by youth and adult career changers</li> </ul>	6/14	100%	7/13
2.55	<b>Knowledge-Sharing:</b>	<ul style="list-style-type: none"> <li>Develop a STEM listserv and distribute information quarterly to listserv members (partnership, schools, career centers, education/training providers, employers)</li> </ul>	3/13	100%	9/12
		<ul style="list-style-type: none"> <li>Sponsor a STEM event each fiscal year that connects education providers and STEM employers (high schools, voc. techs, community colleges, career centers, etc.)</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Participate with STEM power network and offer 2 STEM orientations for career centers</li> </ul>	1/14	75%	
		<ul style="list-style-type: none"> <li>Develop and distribute STEM newsletter semi-annually</li> </ul>	End of each fiscal year		
2.56	<b>Exposure to Career Options:</b>	<ul style="list-style-type: none"> <li>Promote 2 STEM-related activities for youth as an integral part of WIA Youth programs, Connecting Activities, and/or YouthWorks</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>Update the STEM Resource on REB website each year</li> </ul>	End of each fiscal year	25%	
2.6	<b>Other Industries/Occupations</b>				
2.61	<b>Training and Job Placement</b>	<ul style="list-style-type: none"> <li>Continue to provide occupational training in non-priority industries/occupations as appropriate based on customer choice and education/skill levels, e.g., hospitality, transportation, installation and repair occupations; train 175 in non-priority occupations each year</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Participate as lead or partner in the development of 4 programs designed to serve special target populations, e.g., persons with disabilities, veterans, ex-offenders, homeless</li> </ul>	6/16	50%	

		<ul style="list-style-type: none"> <li>Operate a summer youth employment program in 4 - 6 communities each year</li> </ul>	August of each year	25%	
		<ul style="list-style-type: none"> <li>Provide at least 150 youth internship opportunities via Connecting Activities in priority and other industries each year</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Offer ABE career pathways programs to approximately 100 adult learners each year</li> </ul>	End of each fiscal year	25%	
<b>Priority 3: Accountability and Visibility</b>					
	<b>Goals</b>	<b>Objectives and Related Action Steps</b>	<b>Deadline</b>	<b>Progress %</b>	<b>Date Attained</b>
3.1	<b>REB as Resource:</b> Enhance the REB's visibility as a disseminator of information, a provider of technical assistance, and a valuable workforce development resource	<ul style="list-style-type: none"> <li>Prepare and disseminate labor market and industry trend reports semi-annually to career centers, education and training programs, schools, businesses, etc. via email or information sessions</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Develop a marketing plan to include newsletters, social media, etc. (research ways other WIBs or workforce development organizations leverage social media)</li> </ul>	6/15		
		<ul style="list-style-type: none"> <li>Enhance REB website by including resources for each priority industry and links to social media as well as continuing to update the website with relevant news items and opportunities</li> </ul>	6/14	50%	
		<ul style="list-style-type: none"> <li>Distribute a REB newsletter quarterly that highlights events and news of interest</li> </ul>	6/14		
		<ul style="list-style-type: none"> <li>Distribute Executive Director update email quarterly on the work of the REB</li> </ul>	6/13		
3.2	<b>REB as Convener of Partners and as Active Partner:</b> Position the REB as the convener in the workforce development system; actively participate in meetings convened by other stakeholders	<ul style="list-style-type: none"> <li>Convene at least 2 meetings each fiscal year for each developed industry partnership/consortia</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Convene at least 2 meetings each fiscal year for training providers, ABE providers, and career centers to share information, collect input for planning purposes, and enhance collaboration.</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Convene at least 8 youth related meetings each fiscal year: Youth Council, YouthWorks, WIA Youth, Connecting Activities</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Convene at least 2 meetings each fiscal year for each REB committee and/or industry partnership/consortium (once developed)</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Attend at least 10 meetings each fiscal year held by community partners to enhance collaboration and REB's visibility (includes meetings with businesses, education/training providers, OSCC, etc.)</li> </ul>	End of each fiscal year	25%	
3.3	<b>Performance Excellence:</b> Oversee, track, and report workforce development performance and outcomes	<ul style="list-style-type: none"> <li>Achieve or exceed performance goals for WIA and other grants each fiscal year</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Review performance for all grant sub-recipients at least twice per year; monitor progress against goals</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Compile career center performance reports at least twice each fiscal year to keep stakeholders abreast of progress</li> </ul>	End of each fiscal year	25%	
		<ul style="list-style-type: none"> <li>Track REB performance and activities against benchmarks and report out at least annually</li> </ul>	End of each fiscal year	25%	