

Priority 1: Infrastructure and Systems Development

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	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
1.1	Resource Development: Maintain or exceed current funding and diversify revenue streams	<ul style="list-style-type: none"> • 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.) 	End of each fiscal year	75%	
		<ul style="list-style-type: none"> • Support 2 companies or consortia each fiscal year with Workforce Training Fund (WTF) applications 	End of each fiscal year	75%	
		<ul style="list-style-type: none"> • Outline a comprehensive legislative outreach strategy (emailing, visiting, etc.) 	12/14	75%	
		<ul style="list-style-type: none"> • Implement legislative strategy; visit or phone key legislators or their staff; invite to events 	Nov & Apr of each year	75%	
		<ul style="list-style-type: none"> • Host an event each fiscal year to educate legislative representatives on workforce development issues 	End of each fiscal year	75%	
1.2	Partnership Development: Increase collaboration among workforce development stakeholders (businesses, education and training providers, career centers, etc.)	<ul style="list-style-type: none"> • Develop an industry partnership/consortium in each of the 4 priority industries and STEM (see Priority #2) 	6/15	100%	11/14
		<ul style="list-style-type: none"> • Fund or participate in at least 3 pilot projects that test innovative ideas/best practices through collaboration, e.g., CONNECT, MNCCP, etc. 	6/16	100%	12/13
		<ul style="list-style-type: none"> • 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) 	12/14	40%	
1.3	REB Membership Development: Increase REB membership in priority industries and regularly engage REB members	<ul style="list-style-type: none"> • Recruit and maintain a total of 3 board members from Advanced Manufacturing companies 	6/14	100%	3/13
		<ul style="list-style-type: none"> • Recruit and maintain a total of 3 board members from Healthcare companies 	6/14	100%	3/13
		<ul style="list-style-type: none"> • Recruit and maintain a total of 3 board members from Life Sciences companies 	6/15	33%	
		<ul style="list-style-type: none"> • Recruit and maintain a total of 3 board members from Info Technology companies 	6/16	33%	
		<ul style="list-style-type: none"> • Recruit and maintain a board member for Youth Council Chair 	12/13	100%	5/13
		<ul style="list-style-type: none"> • Recruit and maintain at least 4 board members for the PFO Committee including a co-chair 	6/14	80%	
		<ul style="list-style-type: none"> • Recruit and maintain at least 4 board members for the Career Center Committee including a co-chair 	6/14	80%	
		<ul style="list-style-type: none"> • Recruit and maintain at least 4 board members for the ABE Transitions Committee including a co-chair 	6/14	50%	
		<ul style="list-style-type: none"> • Implement a board meeting feature of highlighting one or two members, their work, company, industry challenges, and expectations regarding the value of REB membership 	12/14	100%	6/14
		<ul style="list-style-type: none"> • 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 	12/13	100%	8/13
1.4	Efficiency and Effectiveness: Streamline and simplify internal systems and processes in order to make more time available for high-priority items	<ul style="list-style-type: none"> • Move contract preparation to fiscal department as feasible 	12/14	100%	6/14
		<ul style="list-style-type: none"> • Simplify career center funding formula to reduce staff time spent by 50% in order to focus on high-priority items 	6/14	100%	1/15
		<ul style="list-style-type: none"> • Cross-train staff and develop written training materials as time allows 	6/14	75%	
		<ul style="list-style-type: none"> • Update and systematize policies as well as update personnel handbook (vacation policy) 	6/14	75%	
		<ul style="list-style-type: none"> • Revise procurement policy to accommodate unique situations identified in FY'13 	12/13	100%	9/13
		<ul style="list-style-type: none"> • Update career center charter 	11/13	100%	6/15
		<ul style="list-style-type: none"> • Compile and/or develop standard operating procedures 	6/14	100%	11/13

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	Northeast Advanced Manufacturing Consortium (NAMC): Develop consortium or link to/build upon existing consortium	<ul style="list-style-type: none"> • 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 	6/12	100%	10/12
		<ul style="list-style-type: none"> • Develop an MOU that clearly defines roles for all NAMC partners 	12/13	75%	
		<ul style="list-style-type: none"> • 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 	1/14	100%	3/1/14
2.12	Career Pathways: Articulate career pathways	<ul style="list-style-type: none"> • Develop a pathways chart that includes detailed occupational tracks and outlines various entry points (along with education/training level required) 	6/15	75%	
		<ul style="list-style-type: none"> • 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 	End of each fiscal year	0%	
2.13a	Curriculum Alignment: Ensure alignment of training with business needs	<ul style="list-style-type: none"> • Link one or more advanced manufacturing employers to one or more ABE providers to develop a contextualized curriculum or module 	6/13	100%	1/13
		<ul style="list-style-type: none"> • NAMC to support community college/voc tech in development of training curricula aligned with business needs 	6/13	100%	6/13
		<ul style="list-style-type: none"> • 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 	6/15	80%	
2.13b	Training and Job Placement:	<ul style="list-style-type: none"> • Provide training to 18 jobseekers (through NAMC) based on needs of advanced manufacturing employers 	6/15	94%	
		<ul style="list-style-type: none"> • Provide ABE training (contextualized advanced manufacturing module) to 10 participants 	6/13	100%	6/13
		<ul style="list-style-type: none"> • Place 300 jobseekers each fiscal year (through Career Centers) into manufacturing jobs 	End of each fiscal year	75%	
2.14	Resource Development: Support industry research and training needs	<ul style="list-style-type: none"> • Apply for funding (through the NAMC) for a Workforce Competitiveness Training Fund Grant to support career development in advanced manufacturing 	6/13	100%	1/13
		<ul style="list-style-type: none"> • Apply for funding from MassDevelopment to support NAMC staffing and employer outreach 	6/13	100%	11/12
		<ul style="list-style-type: none"> • Apply for one or more WTF grants to support training for incumbent workers from a consortium of manufacturers with common training needs 	6/15	0%	
		<ul style="list-style-type: none"> • Apply for funding for AMP It Up Grant 	6/13	100%	12/12; 12/13; 12/14
2.15	Knowledge-Sharing:	<ul style="list-style-type: none"> • Sponsor 4 info sessions for educators, career centers, and youth through AMP it Up 	6/13	100%	4/13 and 5/13
		<ul style="list-style-type: none"> • Develop a web resource (like the STEM Resource) for advanced manufacturing 	6/15	30%	
2.16	Exposure to Career Options:	<ul style="list-style-type: none"> • Recruit 10 - 15 youth to enroll in hands-on advanced manufacturing workshops 	6/13	100%	6/13
		<ul style="list-style-type: none"> • Develop an online (and hard-copy) brochure on careers in manufacturing for distribution to youth as part of AMP it Up 	6/14	100%	3/14

2.2 Healthcare					
	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
2.21	Healthcare Partnership: 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 organizations	6/15	100%	5/15
		• Recruit 1 Program Navigator or high school guidance counselor for Healthcare Partnership to attend periodically	6/14	100%	6/13
2.22	Career Pathways: Articulate career pathways	• Update current career pathways tool (through Healthcare Partnership) to reflect changes resulting from healthcare reform	6/15	75%	
		• Distribute finalized career pathways tool to: schools, youth programs, career centers, education/training providers, ABE providers	End of each fiscal year	0%	
2.23a	Curriculum Alignment: 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	75%	
2.23b	Training and Job Placement:	• Provide occupational training (through ITAs) in healthcare to 50 jobseekers per year	6/16	75%	
		• Provide ABE training that is contextualized around healthcare (through DESE Career Pathways) to 100 participants	6/14	100%	3/14
		• Provide Allied Healthcare training with certification (through CONNECT/WIF) to 15 participants	6/15	100%	9/14
		• Place 400 jobseekers each fiscal year (through Career Centers) into jobs in the healthcare industry	End of each fiscal year	75%	
2.24	Resource Development: 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	100%	7/14
2.25	Knowledge-Sharing:	• 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	Exposure to Career Options:	• Participate in a career event each fiscal year (info sessions and career fairs) by providing healthcare information and resources	End of each fiscal year	75%	
		• 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	75%	
2.3 Information Technology					
	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
2.31	Information Technology: 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	100%	11/14
2.32	Career Pathways: Articulate career pathways	• Develop career ladders chart with various entry points and education/training criteria	6/15	75%	
		• Disseminate career ladders chart to: Metro North career centers, education and training providers, high schools, voc techs, and community colleges	6/16	0%	

2.33a	Curriculum Alignment: Ensure alignment of training with business needs	• Link one or more info technology employers to one or more ABE providers to develop a contextualized curriculum or module	6/15	0%	
		• 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	6/14	60%	
2.33b	Training and Job Placement:	• Provide occupational training (through ITAs) in info technology to 40 jobseekers each year	6/16	68%	
		• Place 200 jobseekers each fiscal year (through Career Centers) into computer and mathematical occupations	End of each fiscal year	75%	
2.34	Resource Development: Support industry research and training needs	• Identify two funding opportunities that would help to position a new IT consortium	6/16	100%	2/14
		• Assist with WTF or other incumbent or new worker training opportunities	6/16	50%	
2.35	Knowledge-Sharing:	• Develop an info technology listserv and distribute information on an as needed basis to listserv members (partnership, schools, career centers, education/training providers, employers)	6/15	0%	
2.36	Exposure to Career Options:	• Participate in or collaborate on a career event (info sessions and career fairs) by providing info technology information and resources	6/15	50%	
2.4 Life Sciences					
	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
2.41	Life Sciences Partnership: Develop consortium or link to/build upon existing consortium	• Form a preliminary Strategic Advisory Committee with 3-6 business reps from life science companies	3/14	75%	
		• 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)	9/14	75%	
2.42	Career Pathways: Articulate career pathways	• Develop a career pathways tool (with various entry points and education/training criteria) for life science or adapt an existing career pathways tool	6/15	75%	
		• Disseminate finalized career pathways tool to schools, career centers, education/training providers, community-based organizations, community colleges	End of each fiscal year	0%	
2.43	Curriculum Alignment: Ensure alignment of training with business needs	• Link one or more life science employers to one or more ABE providers to develop a contextualized curriculum or module	6/15	0%	
		• 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	6/15	50%	
	Training and Job Placement:	• Provide occupational training (through ITAs) in life sciences to 10 jobseekers per year	6/16	75%	
		• Place 80 jobseekers each fiscal year (through Career Centers) into scientific occupations	End of each fiscal year	75%	
2.44	Resource Development: Support industry research and training needs	• Apply for a Workforce Training Fund Technical Assistance Grant or another grant to support a needs assessment/and business engagement strategy	6/14	0%	
		• Apply for a Workforce Training Fund Program Grant or another grant to train entry-level workers and/or incumbent workers	6/15	0%	

2.45	Knowledge-Sharing:	<ul style="list-style-type: none"> Develop a life science listserv and distribute information quarterly to listserv members (partnership, schools, career centers, education/training providers, and employers) 	12/14	0%	
2.46	Exposure to Career Options:	<ul style="list-style-type: none"> Provide one or more company tours or job shadow opportunities (through the Youth Council) 	6/14; 6/15	75%	
		<ul style="list-style-type: none"> Participate in or collaborate on a career event each fiscal year (info sessions and career fairs) by providing life sciences information and resources 	End of each fiscal year	75%	
2.5 STEM					
	Goals	Objectives and Related Action Steps	Deadline	4-Year Progress %	Date Attained
2.51	STEM Partnership: Develop consortium or link to/build upon existing consortium	<ul style="list-style-type: none"> Recruit 4 representatives of education providers or employers for STEM partnership 	6/14	100%	2/14
2.52	Career Pathways: Articulate career pathways	<ul style="list-style-type: none"> Create STEM resource guides for 2 events that identify pathways to key occupations and outline education, skills, and qualifications required 	6/15	100%	5/14
		<ul style="list-style-type: none"> Participate in clean energy events to identify opportunities for growth and connect to STEM 	6/14	75%	
2.53	Curriculum Alignment: Ensure alignment of training with business needs	<ul style="list-style-type: none"> Interview 4 business reps in STEM occupations to collect information and give guidance to education and training providers as well as career centers 	6/14	100%	6/13
2.54	Resource Development: Support industry research and training needs	<ul style="list-style-type: none"> 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 	6/14	100%	7/13
2.55	Knowledge-Sharing:	<ul style="list-style-type: none"> Develop a STEM listserv and distribute information quarterly to listserv members (partnership, schools, career centers, education/training providers, employers) 	3/13	100%	9/12
		<ul style="list-style-type: none"> Sponsor a STEM event each fiscal year that connects education providers and STEM employers (high schools, voc. techs, community colleges, career centers, etc.) 	End of each fiscal year	75%	
		<ul style="list-style-type: none"> Participate with STEM power network and offer 2 STEM orientations for career centers 	1/14	100%	1/14
		<ul style="list-style-type: none"> Develop and distribute STEM newsletter semi-annually 	End of each fiscal year	0%	
2.56	Exposure to Career Options:	<ul style="list-style-type: none"> Promote 2 STEM-related activities for youth as an integral part of WIA Youth programs, Connecting Activities, and/or YouthWorks 	6/15	100	12/14
		<ul style="list-style-type: none"> Update the STEM Resource on REB website each year 	End of each fiscal year	75%	
2.6 Other Industries/Occupations					
2.61	Training and Job Placement	<ul style="list-style-type: none"> 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 	End of each fiscal year	72%	
		<ul style="list-style-type: none"> 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 	6/16	100%	6/14

		<ul style="list-style-type: none"> Operate a summer youth employment program in six communities each year 	August of each year	75%	
		<ul style="list-style-type: none"> Provide at least 150 youth internship opportunities via Connecting Activities in priority and other industries each year 	End of each fiscal year	72%	
		<ul style="list-style-type: none"> Offer ABE career pathways programs to approximately 100 adult learners each year 	End of each fiscal year	75%	
Priority 3: Accountability and Visibility					
	Goals	Objectives and Related Action Steps	Deadline	Progress %	Date Attained
3.1	REB as Resource: 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"> 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 Develop a marketing plan to include newsletters, social media, etc. (research ways other WIBs or workforce development organizations leverage social media) 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 Distribute a REB newsletter quarterly that highlights events and news of interest Distribute Executive Director update email quarterly on the work of the REB 	End of each fiscal year	75%	
			6/15	75%	
			6/14	75%	
			6/14	20%	
			Quarterly	75%	
3.2	REB as Convener of Partners and as Active Partner: 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"> Convene at least 2 meetings each fiscal year for each developed industry partnership/consortia 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. Convene at least 8 youth related meetings each fiscal year: Youth Council, YouthWorks, WIA Youth, Connecting Activities Convene at least 2 meetings each fiscal year for each REB committee 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.) 	End of each fiscal year	75%	
			End of each fiscal year	75%	
			End of each fiscal year	75%	
			End of each fiscal year	75%	
3.3	Performance Excellence: Oversee, track, and report workforce development performance and outcomes	<ul style="list-style-type: none"> Achieve or exceed performance goals for WIA and other grants each fiscal year Review performance for all grant sub-recipients at least twice per year; monitor progress against goals Compile career center performance reports at least twice each fiscal year to keep stakeholders abreast of progress Track REB performance and activities against benchmarks and report out at least annually 	End of each fiscal year	75%	
			End of each fiscal year	75%	
			End of each fiscal year	75%	
			End of each fiscal year	75%	