

Greater New Bedford Workforce Investment Board, Inc. Strategic Plan *Revised* for 2010 - 2013

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Introduction and Planning Methodology

2008

Initial Strategic Plan Development: The Greater New Bedford Workforce Investment Board, Inc. (GNBWIB) is the organization that funds and oversees workforce development programs in New Bedford, Massachusetts, and nine surrounding towns: Acushnet, Dartmouth, Fairhaven, Freetown, Lakeville, Marion, Mattapoisett, Rochester, and Wareham. During the summer of 2008, GNBWIB retained independent consultant Alan Brickman to facilitate a strategic planning process. This original five-year plan addressed both programmatic and organizational aspects of the GNBWIB's operations, and was intended to position the GNBWIB to maximize the impact of its resources on workers and job seekers in the region, on the workforce needs of local employers, and on the economic development of the region as a whole. The plan was integral to the GNBWIB's application to be designated a High Performing Workforce Board by the Massachusetts Executive Office of Labor and Workforce Development.

A Strategic Planning Committee was established to work with the consultant on the development of the plan, and met four times during July and August. The Committee identified the key strategic issues to be deliberated in the process; specified the quantitative and qualitative data to be gathered to inform the development of the plan; designed a full-day retreat open to GNBWIB members, Youth Council Members, GNBWIB staff, and other stakeholders; and refined and further developed the consensus from the retreat. In addition, the consultant worked extensively with GNBWIB staff between meetings of the Committee to develop draft documents for review by the Committee. The GNBWIB Finance and Performance Measurement Committee and the Executive Committee reviewed a draft of the strategic plan at two separate meetings on September 4, 2008, and the plan was adopted by the full Board at a special meeting on September 8, 2008. (Note: A list of stakeholders who participated in the planning process is attached as Appendix A.)

2009

Operations Review: The WIB was charged by the Mayor to focus on conducting an Operations Review to identify and strategize how the career centers could become more efficient at the start of the economic decline, while also ramping up to serve more people than it had in its history. Developed over two months in collaboration with the lead operator of the career centers in New Bedford and Wareham, the results of these efforts produced 22 action items that were implemented over the course of the following year and brought about new innovations in how the career center and WIB were operating.

Regional Implementation Team (under ARRA): Immediately afterwards the WIB was to see an infusion of \$2.9M through the American Recovery and Reinvestment Act. The WIB convened a Regional Implementation Team of 35 local stakeholders (including those from critical industries, labor, public/private businesses, education, economic development, and CBO/FBOs) that were tasked with providing strategic input for plans to allocate and expend ARRA funds for the region. The group developed regional priorities that resulted in the procurement of services in 5 priority areas.

Leadership Strategy Session: Also during 2009, the WIB moved to update its strategic plan with more definitive *labor market* and *skills gap* data, as well as to *refine its goals*. The GNBWIB asked Commonwealth Corporation to help it with this process through facilitation of a leadership strategy session that included the WIB’s Executive Committee, senior WIB staff, lead operator staff, the New Bedford Economic Development Council, the University of Massachusetts Dartmouth, Bristol Community College, New Bedford Area Chamber of Commerce and the Mayor’s office as well as other stakeholders. The intent was to create a “living” document to which the board could more easily refer as it tried to monitor its progress toward impacting specific goals that it determined better align with regional need.

The group of 26 stakeholders reviewed key data and provided input through roundtable, small group and open discussion. The information was consolidated and presented to the Board in the form of specific goals oriented around priority populations and industries.

Although the initial strategic plan from 2008 included a series of objectives and projected benchmarks, following state technical assistance and feedback, the board determined that the strategic plan goals and benchmarks needed to be reevaluated to align more closely with labor market/skills gap data and the needs of the region. The board also found that the original 2008 plan was too cumbersome and that there were too many variables to maintain. In addition, it was determined that the goals were too broad.

The GNBWIB took into consideration the recommendations and feedback from the HPB review team’s scoring, the welcomed technical assistance from Commonwealth Corporation, and the feedback from the leadership strategy session. After this reevaluation, GNBWIB developed a more concise focus for the region that better aligns with local labor market information and needs of employers and jobseekers in the region.

The results from the session yielded three priority industries and four priority populations that provided a solid, realistic focus for the GNBWIB over a three year period. Each priority industry was given its own benchmark under a goal for years one, two, and three.

(Find attendance sheets for strategic planning session, 2008; RIT/ARRA, 2009; Leadership Strategy Session, 2009 – at the back of this plan)

This plan is a natural continuation of the GNBWIB’s ongoing commitment to documentation and planning, is well rooted in both labor market data and stakeholder input, and represents an exciting vision of the future of the GNBWIB.

NOTE: For the purposes of this report, “stakeholders” refers to the diverse range of community constituencies that have an interest, or stake, in the success of the GNBWIB. This includes: residents of the communities in the region, employers and employer associations, community-based organizations, municipal and state government officials, schools and school systems, postsecondary institutions, etc.

Summary of Assessment Findings (2008)

A substantial amount of quantitative and qualitative data was gathered and compiled, reviewed and discussed by the Strategic Planning Steering Committee, and presented to the participants at the retreat. That data included:

- An extensive report on Greater New Bedford and Southeastern Massachusetts labor market data prepared by Northeastern University's Center for Labor Market Studies and the Commonwealth Corporation, presented at the retreat by Bob Vinson from CLMS;
- Interviews (10) conducted by consultant Alan Brickman with representatives of Southeast Massachusetts economic development entities (Steve Smith, SRPEDD; Buddy Rocha, Mass Office of Business Development; Marilyn Whalley, Town of Wareham; Tom Davis, Greater New Bedford Industrial Foundation), selected industry associations (Tom Sommer, Mass Medical Device Industry Council; Pete Abair, Mass Biotechnology Council), local employers (Amy Brownell, Symmetry Medical; Mark Eisenberg, NATCO; Brian Rocney, Morgan Advanced Ceramics), and postsecondary institutions (Terry Romanovitch, BCC New Bedford Campus);
- Responses (21) to an online survey sent to GNBWIB and Youth Council members;
- The Greater New Bedford Career Center's service statistics, FY2006 through FY2008
- Presentation by the Mayor at the retreat including an analysis of the region's labor market dynamics and the economic development initiatives in which the City is currently involved.

The detailed data reports presented at the retreat are available upon request. A summary of the findings is presented below:

The Region's Workforce

- a) Educational attainment in the region is among the lowest of Massachusetts' other 15 WIB regions. As a related matter, the high school dropout rate in New Bedford is significantly higher than the state average and is viewed as a critical issue to address. However, there is a noteworthy counter-trend: the region's rate of increase in attainment of bachelor degrees is more than double the Massachusetts average.
- b) Workers with more education and higher skill levels tend to either move or commute from the region for employment.
- c) Between 2000 and 2006 the region's working-age population increased by a modest 1.8%, and this increase was overwhelmingly immigrants, with almost 5-to-1 new workers foreign born. However, 48.9% of the foreign-born, working-age population does not have a high school diploma or equivalent vs. 17.1% of the native-born, working-age population.
- d) Approximately 1,000 users of the Career Center (of a total customer base of over 11,000) have Associates degrees or better.

- e) There is a need for improved tracking of Career Center users with coordination among state and federal entities. About 88% of Career Center users could not be tracked to their point of employment or other end result.

Employers and Jobs

- a) The largest employment sectors in the region currently are: Manufacturing (13.9%), Healthcare and Social Assistance (17.1%), Retail Trade (13.3%), and Accommodation/Food Services (9%).
- b) Regional employment rose from third quarter 2004 to third quarter 2007 in the following industries: Finance & Insurance Industry (21.7%), Administrative/Waste Services (20%), and Educational Services (11.9%).
- c) Regional employment dropped from third quarter 2004 to third quarter 2007 in the following industries: Information Industry (-27.7%), Construction (-15.8%), and Non-durable Manufacturing (-10.8%).
- d) 129 of the region's largest employers (100 or more employees) have more than 40% of the jobs.
- e) There are a significant number of job vacancies due to lack of availability of workers with the necessary skills and/or education, and the industries and occupations with highest vacancy rates are those that require higher educational attainment, with Professional & Technical Services the highest. Occupations in the industries that project job growth in the region are likely to require at least some college. There is a persistent unmet need for engineers, scientists, and researchers.
- f) There is a perceived need for better alignment of vocational school curricula with the needs of regional employers.
- g) Employers feel they should be more involved in designing training programs for occupations in their industries.
- h) Larger companies (100 or more employees) typically have greater capacity for in-house trainings and greater ability to carry salaries while people are being trained.
- i) There is a desire to hire locally because those hires are more likely to stay with the company and in the area.

Economic Development

- a) Inadequate public transportation is a barrier to economic development.
- b) There is a major disconnect between economic development/business recruitment entities and the workforce development system. This is due in part to a "chicken-and-egg" dilemma that can be a barrier to the involvement of workforce development in economic development. The GNBWIB must find a way to balance developing training programs that generate a pipeline of prospective employees to recruit business and develop training in response to the needs of employers who have already moved into the area.
- c) Because business recruitment is so competitive between municipalities, economic development entities hold their efforts and plans "close to the vest." This is a barrier to the involvement of the workforce development system earlier in the process.
- d) The GNBWIB (and perhaps multiple WIBs), colleges, and employers need to come together with a proactive strategy to pursue the Commonwealth's new life sciences funding.
- e) Lack of major teaching hospitals in the region is a barrier to the expansion of life science, medical devices, and biotech industries.

GNBWIB Visibility and Capacity

- a) In general, employers undervalue the GNBWIB as a resource, and under-utilize the local public workforce development system, due in part to a misunderstanding about the process for accessing GNBWIB resources. The GNBWIB needs to expand its marketing of the components and resources of the region's workforce development system, and in particular, should clarify for local employers and the public the relationship and differences between the GNBWIB and Career Centers/New Directions.
- b) There is interest in multi-company and multi-WIB collaboration in regard to employee recruitment and training initiatives.
- c) Overall, the GNBWIB should facilitate greater collaboration among the Career Centers, employers (and specifically high-wage employers), colleges, other training providers, industry associations, etc. The GNBWIB should expand and more fully develop its existing relationship with Bristol Community College (and other postsecondary institutions) so as to be more proactive and not simply respond to requests for grant proposals.
- d) The GNBWIB should promote greater public awareness of the range of workers that makeup the GNBWIB/Career Center job seeker population to combat the assumption that the pool is exclusively low-skilled and under-educated.
- e) The GNBWIB should pursue non-traditional sources of funds, especially private funds, to support expanded workforce development initiatives.
- f) The GNBWIB should pursue focused sectoral initiatives that support both workforce development and economic development.
- g) Youth Programs are seen as a GNBWIB strength, while Job Placement Services in Higher Level Positions is seen as a weakness.
- h) The GNBWIB should expand its funding of bilingual services.
- i) The GNBWIB has high quality, skilled staff, but needs to improve retention.
- j) It was recommended that the GNBWIB reduce the size of the Board and streamline the process for nomination and appointment to the Board. In addition, the GNBWIB staff needs to improve its methods for providing the Board with key information.
- k) Reductions in federal and state funding will have the greatest impact on the GNBWIB in the next 3-to-5 years.

Analysis of LMI and Skills Gap Data

Priority Industry Determination

LMI was provided by CommCorp and other sources including detma.org, Crittenton Women's Union Self Sufficiency data, and American Community Survey data.

After reviewing numerous industries and statistics at the **leadership strategy session**, the group determined that the following three industries be recommended as a primary focus of the WIB over the next three years (healthcare, Durable Manufacturing, and Clean Energy):

Governor Patrick's Workforce Priorities

The following workforce priorities, established by Governor Patrick, were used as a framework in developing the criteria to be used in selecting target sectors and target populations for the Greater New Bedford WIB.

- Building capacity of the workforce system
- Closing the skills gap
- Enhancing the youth pipeline

Target Sector Criteria

A target sector would be a sector with:

- Jobs or high likelihood of jobs in future
- Large portion of employment in the Greater New Bedford region
- Jobs with less than a bachelors degree
- Career ladders
- Self-sustaining wages

Industry # 1: Healthcare and Social Assistance:

- Employment grew 9.2% between 3rd quarter 2004 and 3rd quarter 2007 and an additional 3.7% between 3rd quarter of 2007 to 3rd quarter of 2008
- Made up 17.4% of employment in Greater New Bedford in 3rd quarter 2008
- 25.6% of current employees have a high school diploma/GED and 38% have some college
- 2.3% vacancy rate in 4th quarter 2008
- Average Weekly Wages \$787

Industry # 2: Durable Manufacturing:

- Employment dropped 1.4% between 3rd quarter 2004 and 3rd quarter 2007 and grew 1.4% between 3rd quarter of 2007 to 3rd quarter of 2008
- Made up 8% of employment in Greater New Bedford in 3rd quarter 2008
- 29% of current employees have a high school diploma/GED and 25% have some college
- Average Weekly Wages \$1,016

Industry # 3: Clean Energy:

- According to state data, WAP/Pub Housing/Municipal Projects employment growth is expected to triple. However, the numbers are still quite moderate – 1,300 for the entire state
- Konarka future hiring
- Off-Shore Wind projects

Priority Population Determination

Statistical data for various populations was reviewed and discussed. In addition to the core and priority services that must be provided by law and for compliance at the career centers, the group recommended that the following be regarded as priority populations of the WIB. The targeting is intended for low income individuals.

Target Population Criteria

A target population would be populations with:

- Potential for employment related outcomes to be achieved within 1-3 years
- Greatest need as demonstrated through the demographics of career center customers
- Growing need of community

Population # 1: Dislocated Workers: *returning recently discharged workers; HS or GED; discharged within last 6 months*

- No. of Unemployed (June 2009) =11,829 (11.1% U-rate)
- # of UI claimants (June 09) 5,033*
- UI Claimants:
Gender--64% male
Education-
20% have less than HS
45% are HS grads
22% have 1-3 years college
(4 or more college 13.2%)
- UI Claimants -Age
11% UI claimants under 24
42% UI claimants over 45
- UI Claimants- low wage
36% earned under \$499/week
38% earned \$500-\$999/ week
- UI Claimants -Largest Occupations of previous employment
14% were in Office+Admin support
20% were in Construction
15% were in Production

*Data based on sample of all claimants signing for the Survey Week

Population #2: Incumbent Workers: *Adults with low basic skills, ready for GED class, or at high level ESOL (scoring 6-10 on BEST+), Within Healthcare, Durable Manufacturing, or Clean Energy*

- 24% of working age population has less than HS education (Estimated 32,000 in 2005-6)
- Another 30% of adults have a HS diploma or GED (est. 41,000)
- 21% of adults are foreign born
- 25% speak a language other than English
- 39% of families live at 200% of poverty level

CURRENT SERVICES

- 466 individuals were provided ABE services in 2008
- 566 individuals were provided ESOL services in 2008
- 686 individuals are currently reported on wait lists for ABE & ESOL services

Population # 3: Older (16-24) out of school youth: *Low income, with emphasis toward Black and Latino outreach, unemployed, achieve a 6th grade or higher on the TABE*

- About 2,200 youth (16-24) out of school
- About 2,800 (14%) youth (16-24) out of work and out of school
- Estimated no. of black youth (16-24) is about 1,000
- Estimated no. of Latino youth (16-24) is about 2,500
- 45% of Black youth (16-24) are out of work and out of school
- 20.6% of Latino youth (16-24) are out of work and out of school
- The labor force participation rate* for black youth is 56.9%
- The labor force participation rate* of Latino youth is 51%
- Black youth population (16-24) has increased by 59.5% from 2000 to 2007.
- Latino youth population (16-24) has increased by 73.7% from 2000 to 2007

*Labor force participation rate is the proportion of the working age population that is employed or looking for work.

Population # 4: Those without a High School Diploma or GED: *Those who have a high likelihood of getting their HS/GED within 1-3 years.*

- 24% of working age population has less than HS education (Estimated 32,000 in 2005-6)
- Another 30% of adults have a HS diploma or GED (est. 41,000)
- 21% of adults are foreign born
- 25% speak a language other than English

Mission and Vision

The foundation for GNBWIB's future direction in this strategic plan is the organization's mission and its vision of an effective and sustainable workforce system in the region. These are presented below:

Mission Statement

The Greater New Bedford Workforce Investment Board (GNBWIB) provides leadership and oversight for the local workforce development system by securing and allocating public and private funds to programs and initiatives that develop a skilled and educated workforce, meet the workforce needs of employers, and support economic development in Greater New Bedford.

Vision of the Workforce Development System

GNBWIB supports and oversees a collaborative and coordinated system of workforce programs, resources, and initiatives in Greater New Bedford that meet the diverse needs of the region's residents and employers. This system has:

- Clear goals understood and shared by stakeholders;
- Meaningful opportunities for stakeholder involvement in shaping program direction;
- Aligned and blended funding streams from multiple sources;
- Seamless multi-agency collaboration on program development, outreach, and service delivery;
- Services that are appropriate and effective for individuals of diverse backgrounds and abilities;
- A focus on jobs and careers that provide a family sustaining wage, provide opportunities for career development and wage growth, and enhance the quality of life for individuals and families;
- Shared standards of quality programming, with a commitment to using data regarding program activities, customer satisfaction, and outcomes to drive continuous improvement;
- Shared responsibility and mutual accountability among stakeholders.

Goals to fill the skills gaps in the priority populations and industries (for the period 2010 – 2013)

The following goals have been established as a result of the Leadership Strategy Session conducted in August of 2009 and approved by the board on September 30, 2009.

Healthcare/Social Assistance Anticipated funds required: \$210,000

Research and develop partnerships, needs, and funding strategies to **train at least 40 participants in Allied Health and Registered Nurses** (no new CNA training). Must include at least 2 healthcare partners.

Durable Manufacturing Anticipated Funds required: \$1,000,000

Research and develop partnerships, needs, and funding strategies to **train at least 300 incumbent worker participants** in any/all of the following: Lean, ESOL/GED, Basic Math, Computer Skills

Clean Energy Anticipated Funds required: \$1,000,000

Research and develop partnerships, needs, and funding strategies to **train at least 60 participants** in solar, off-shore wind, and/or energy efficiency with sales and customer service skills. Require at least 3 employers.

Dislocated Worker Anticipated Funds required: \$300,000

Provide **skills training to at least 60 individuals** that lasts 1-3 months and directly supports reemployment within 6 months, using funds outside of WIA.

Older Out-of-school youth (ages 16-24) Anticipated Funds required: \$500,000

Provide **work readiness and training to at least 100 participants** within Health Care, Durable Manufacturing, and Clean Energy/Retail. Include internships. **Achieve a 60% hire rate** (employed & receiving a wage).

Populations that do not have specific goals, but instead are linked to industry goals:

Incumbent Workers

Criteria: Must be either receiving a promotion or in threat of layoff without this training. Will backfill positions and create pipeline to youth. **(primarily see Durable Manufacturing goal)**

Those without a high school diploma or GED

Criteria: Those who have a high likelihood of getting their HS diploma/GED within 1-3 years.

- o **Connect them to employers in priority industries**
- o Include On the Job Training (OJT)

Benchmarks for Years 1, 2, and 3

Healthcare/Social Assistance

- Year 1: Research and develop partnerships, needs, and funding strategies.
 - o Focus will be on Allied Health and Registered Nurses
 - o At least 2 healthcare partners
 - o No new CNA training
- Year 2: 20 participants in a funded program
- Year 3: 20 more participants in a funded program

Durable Manufacturing

- Train 300 incumbent worker participants in any/all of the following:
 - o Lean
 - o ESOL/GED
 - o Basic Math
 - o Computer Skills
- Year 1: 50 – 100 participants
- Year 2: 100 – 150 participants
- Year 3: 100 – 150 participants

Clean Energy

- Year 1: Research and develop partnerships, needs, and funding strategies.
 - o Participants must have High School diploma or GED
 - o Participants must have some engineering experience or skilled labor (plumbers, electricians, roofers)
 - o Focus on solar, off-shore wind, energy efficiency with sales and customer service skills
 - o Require at least 3 employers
 - o Require ties to economic development
- Year 2: 3 classes with 10 participants in each class
- Year 3: 3 more classes with 10 participants in each class

Dislocated Worker

- Skills training outside of WIA, which lasts 1-3 months and directly supports reemployment within 6 months.
- Year 1: 20 participants
- Year 2: 20 participants
- Year 3: 20 participants

Older Out-of-school youth (ages 16-24)

- 100 participants achieving a 60% hire rate (employed & receiving a wage). Provide work readiness and training within Health Care, Durable Manufacturing, and Clean Energy/Retail. Include internships.
- Year 1: 25 participants
- Year 2: 30 participants
- Year 3: 45 participants

Incumbent Workers

- Criteria: Must be either receiving a promotion or in threat of layoff without this training. Will backfill positions and create pipeline to youth. Goals attached to Sector Initiatives (primarily see Durable Manufacturing goal)

Those without a high school diploma or GED

Criteria: Those who have a high likelihood of getting their HS/GED within 1-3 years.

- o Connect them to employers
- o Include On the Job Training (OJT)

Strategies:

A) *The following are guiding strategies that will be employed to achieve the goals set forth for the Priority Industries (with others to be created as new developments occur):*

Pursuing Funding Sources:

- 1) Monitor funding sources and review RFP's
- 2) Determine if:
 - a. grant opportunities align with goals and mission of the WIB
 - b. grant opportunities address priority industry goals
- 3) Invite/convene partners to pursue funding
- 4) Determine if resources are available to pursue funding
- 5) Write and submit proposals
- 6) Also create letters of interest (cold requests)
- 7) Invite potential funders to see programs
- 8) Include funders on e-newsletter and event alerts
- 9) Cultivate grant opportunities through existing partnerships

Business Outreach:

- 1) Convene sector roundtables and luncheons
 - a. Create dialog around employer needs
 - b. Collect data
 - c. Present workforce system benefits
 - d. Determine if future partnerships are a possibility
- 2) Develop surveys
 - a. Distribute electronically
 - b. Analyze data
 - c. Determine interest in future partnership
 - d. Consider how data affects goals for priority populations and industries
- 3) Calling campaigns
 - a. Develop call lists and scripts
 - b. Determine preferential listings by caller (special calls)
 - c. Direct toward:
 - i. sponsorship of filling seats in particular programs
 - ii. hire a youth

Legislative Advocacy:

- 1) Regular communications
 - a. Policy
 - b. Budget
 - c. Other priority issues
 - d. Convey program successes and needs
- 2) Outreach – invite to events as appropriate

B) *The following are guiding strategies that will be employed to achieve the goals set forth for the Priority Populations (with others to be created as new developments occur):*

Dislocated Worker: Target sectors above that are receiving funding for incumbent training and back-fill any newly opened positions with dislocated workers (with 1-3 month training to get them entry-level ready)

Incumbent Worker: Pursue local, state and federal funding opportunities, such as the MA Learn At Work program. Develop knowledge of target industries and relationships with key companies to enable a quick response and ready partnerships when funding opportunities arise.

Older Out of School Youth: Targeted outreach to older out-of-school youth, including collaborative outreach/recruitment efforts with other community-based organizations, such as the Shannon Grant-funded H.O.P.E. Collaborative, Brick-by-Brick, 3rd Eye Unlimited, Immigrants Assistance Center. --- Develop culturally and linguistically appropriate marketing and informational materials. --- Monitor local, state, and federal funding opportunities, including JAG and DOL grants. Continue dialogue with employers as part of the awareness building effort. Also, use Connecting Activities network to develop internship opportunities.

Those without a high school diploma or GED: The WIB will be researching foundation funding options and monitor its usual local, state and federal funding sources for ESOL, ABE and GED funding. The WIB would either run their own programs or disburse the funds to the community service providers.

Participation in the Strategic Planning Process – 2008 Roster

Name	GNBWIB Relationship	Organization	Title
Kathy Castro	Youth Council Member	New Bedford Public Schools	Dropout Prevention Specialist
Paul Correia	GNBWIB Member	LifeStream, Inc.	Senior Vice President, Employment & Training
Tom Davis	GNBWIB Member	Greater New Bedford Industrial Foundation	Executive Director
David DeJesus	Chair of GNBWIB, LiteracyWorks Cabinet Member	Southcoast Hospital Group	Senior Vice President of Human Resources
Ed Dennehy	GNBWIB Member, LiteracyWorks Cabinet Member, Career Center Vendor	New Directions	President
John Fernandes	GNBWIB Member, Youth Council Member, LiteracyWorks Cabinet Member	The Greater Southeastern Massachusetts Labor Council	Executive Board Representative
Brenda Francis	One Stop Career Center, New Bedford	One Stop Career Center, New Bedford	Director
Mayor Scott Lang	Chief Elected Official	City of New Bedford	Mayor
Richard Mello	GNBWIB Member, LiteracyWorks Cabinet Member	Adecco Employment Services	Branch Manager
Roy Nascimento	GNBWIB Member, LiteracyWorks Co-Chair	Greater New Bedford Chamber of Commerce	President
Susan Peterson	GNBWIB Member	Teal Partners; Enviro. Consult. Southeastern Regional Planning & Economic Development District	Partner; Chair
Maria Pinarreta	GNBWIB Member, LiteracyWorks Co-Chair	Bank Five	Vice President for Branch Administration
Ron Rheume	GNBWIB Member, Youth Council Member	The Greater Southeastern Massachusetts Labor Council	Business Manager
Diane Rivet	Youth Council Member	Parent	Parent
Ron Rouillard	GNBWIB Member, Youth Council Member, LiteracyWorks Cabinet Member	Acushnet Company	Director, Human Resources
Charlie Sisson	GNBWIB Member	Coastline Elderly Services, Inc.	Executive Director

Name	GNBWIB Relationship	Organization	Title
Paul Vigeant	Economic Development	SouthCoast Development Partnership-UMass Dartmouth	Assistant Chancellor for Economic Dev.
Marilyn Whalley	GNBWIB Member	Wareham Community & Economic Development	Director
Len Coriaty	Chief Executive Officer	GNBWIB	Chief Executive Officer
Craig Baker	Chief Operating Officer	GNBWIB	Chief Operating Officer
Bridget Alexander	Director of Development	GNBWIB	Director of Development
Jean Fox	Youth Council Director	GNBWIB	Youth Council Director

Greater New Bedford Regional Implementation Team (RIT)
(for EcoStim Funds)

Name	Title	Organization	Sector
Bridget Alexander	Director of Development	GNB WIB, Inc.	Workforce Development
Normand Audette	Mayor's Liaison	City of New Bedford	Municipal Government
Craig Baker	Chief Operations Officer	GNB WIB, Inc.	Workforce Development
Dr. Portia Bonner	Superintendent	New Bedford Public Schools	Education
Ian Conarty	Executive Director / CEO	GNB WIB, Inc.	Workforce Development
Paul Correia	Sr. Vice President	Lifestream, Inc.	Community Based Organization (CBO)
Dave DeJesus, Jr.	Sr. VP Human Resources	Southcoast Hospitals Group	Private
Ed Dennehy	President / CEO	New Directions Southcoast, Inc.	Lead Operator / Career Center Partner
Craig Dutra	President	Community Foundation of Southeastern MA	Community Based Organization (CBO)
David Ferreira	Executive Director	Massachusetts Association of Vocational Administrators (MAVA)	Education
Jean Fox	Youth Council Director	GNB WIB, Inc.	Workforce Development
Brenda Francis	Career Center Director	GNB Career Center	Workforce Development
Steve Grant	Chief Financial Officer	GNB WIB, Inc.	Workforce Development
Susan Jennings	Director	Office of Campus & Community Sustainability	Higher Education
Lisa Jochim	Director	Workers' Education Program (WMD)	Adult Education
Scott Lang	Mayor	City of New Bedford	Municipal Government
Reverend David Lima	Executive Minister	Inter-Church Council	Faith Based Organization (FBO)
Michael Longo	Project Manager	GNB WIB, Inc.	Workforce Development
Helena Marques	Executive Director	Immigrants Assistance Center	Community Based Organization (CBO)
Matthew Morrissey	Executive Director	NB Economic Development Council, Inc.	Economic Development
Peter Muise	President & CEO	First Citizens Federal Credit Union	Private
Roy Nascimento	President	New Bedford Area Chamber of Commerce	Economic Development
Joe Noriui	DCS Regional Director	GNB Career Center	Workforce Development / Career Center Partner
Maria Pinarreta	Vice President	BankFive	Private
Ron Rhessume	Business Manager	GR SE Mass Labor Council / N. E. Regional Council of Carpenters	Organized Labor
Ron Rouillard	Director	Acushnet Company	Private
Dr. John Strega	President	Bristol Community College	Higher Education / Career Center Partner
Charles Sisson	Executive Director	Coastline Elderly Services, Inc.	Older Workers / Career Center Partner
Steve Smith	Executive Director	SRPEDD	Economic Development
Jim Spoor	Director of Organizing	District Council 35	Organized Labor
Jason Wentworth	Literacy/Works Entrepreneur	GNB WIB, Inc.	Workforce Development / Adult Education
Curtin Williams	Executive Director	Community Economic Development Center (CEDC)	Economic Development
Gloria Williams	Director	YouthBuild/Americorps, P.A.C.E.	Community Based Organization (CBO)

✓ Jim Oliveira, LIFESTREAM
✓ Tara Saunders, COMM. CORP.

8/19 WIB Leadership Strategy Session

Invited	Attending	Lunch	
Steve Grant	Yes	Yes	
Ed Dennehy	Yes	Yes	
Bridget Alexander	Yes	Yes	
Craig Baker	Yes	Yes	
Jean Fox	Yes	Yes	
Charles Simpson	No	No	
Peter Muise	Yes	Yes	
Dave Cabral	Yes	No	
Ron Rheaume	Yes	Yes	
Maria Pinarreta	Yes	Yes	
Chris O'Neil	Yes	No	
Richard Mello	Yes	Yes	
David Ferreira	Yes	Yes	
John Fernandes	Yes	No	
David DeJesus	Yes	No	
Len Coriaty	Yes	Yes	
Paul Vigeant	Yes	?	
Matt Morrisey	Yes	?	
Roy Nascimento	Yes	Yes	
Ron Rouillard	Yes	Yes	
Jack Sbrega	Yes	?	
Catherine Rollins	Yes	Yes	(on behalf of Mayor Lang)
Nancy Snyder	Yes	Yes	
Theresa Rowland	Yes	Yes	
Navjeet Singh	Yes	Yes	
Anne Berrigan	Yes	Yes	

Supplemental Youth Skills Gap Analysis - narrative

Following significant discussion with its Youth Council, with Commonwealth Corporation, and an organizational retreat over the summer of 2009, the Greater New Bedford Workforce Investment Board identified healthcare, clean energy, and durable manufacturing as regional target sectors. These sectors represent a significant portion of employment in the Greater New Bedford region and are projected to continue to expand. Many of the jobs associated with these sectors do not require college degrees, but they do provide self-sustaining wages and career ladders. Most positions in these sectors require a high school diploma. Where the WIB is focusing on achieving demonstrable training and employment results within a 1-3 year window, **older out of school youth** have been identified as a target population for several reasons.

Looking at the educational attainment levels of area youth and other demographics, it was determined that older youth could augment their educational status and/or achieve employment in the target sectors within 1 – 3 years with effective training. This population also demonstrates a significant need for programs and strategies that will enable them to earn a sustainable wage. Older out-of-school WIA youth in this region have been the most difficult to identify and deem eligible, however. Under the American Recovery and Reinvestment Act activities in the region, innovative and effective recruitment strategies targeting these youth were implemented, and job readiness was a primary focus.

Jobs for younger youth continue to decline locally and nationally, as more dislocated workers and adults seeking second jobs compete for low-skilled, entry level positions. In local WIA programming, many of these younger at-risk youth are able to develop job readiness skills and enhance their overall 21st century knowledge base in a variety of programs, putting them in a better position as they vie for jobs in the future.

The region has a long history of plentiful jobs requiring minimal skills. For years, immigrant populations were able to find well-paying jobs and raise their families; young people were often encouraged to enter the world of work as soon as possible. Manufacturing jobs were particularly plentiful and lucrative. However, with manufacturing jobs shrinking drastically (from almost 19,000 slots in 2001 to fewer than 14,000 in 2007), the difference in per capita income between New Bedford vis-à-vis the rest of the state increased from 18% to 28% over the period 1980-2000, and the discrepancy continues to grow. Meanwhile, the gap in per capita income 2005-2007 continues to widen, with New Bedford at \$19,526; Bristol County at \$20,672; and Massachusetts averaging \$46,562 in the same period. The WIB recognizes the critical need for a paradigm shift in the region's acknowledgement of the correlation between education and economic success.

The current graduation rate is about 56% (versus almost 80% for the state on average), placing New Bedford in the lowest tier in the Commonwealth. (Surrounding communities in the catchment area have significantly higher graduation rates; however, the number of high school graduates going on to post-secondary education varies noticeably from community to community.) As noted by Professor Andrew Sum of Northeastern University's Center for Labor Market Studies in his 2007 assessment for Bristol County, the dropout population reduces the future size and quality of the state's resident labor force, limiting economic growth potential. The adverse effects on two-parent family formation and the economic, social, and physical well being of their children are noteworthy.

Young dropouts tend to be less civically engaged and are much more likely to be incarcerated. They have lower annual earnings (i.e., in 2006, Bristol County 18-29 year olds earned \$13,113 annually on average; those with a high school diploma averaged \$24,863 annually; an area resident with a bachelor's degree earned \$38,981), lower lifetime earnings (\$765,000 for the dropout; \$1.22 for the high school graduate; \$2.22 million for the person with a four-year degree), reduced employee benefits (statewide about 36% of workers without a high school diploma have health insurance, while over 67% of persons holding a bachelor's degree have such coverage), higher dependence on in-kind transfers

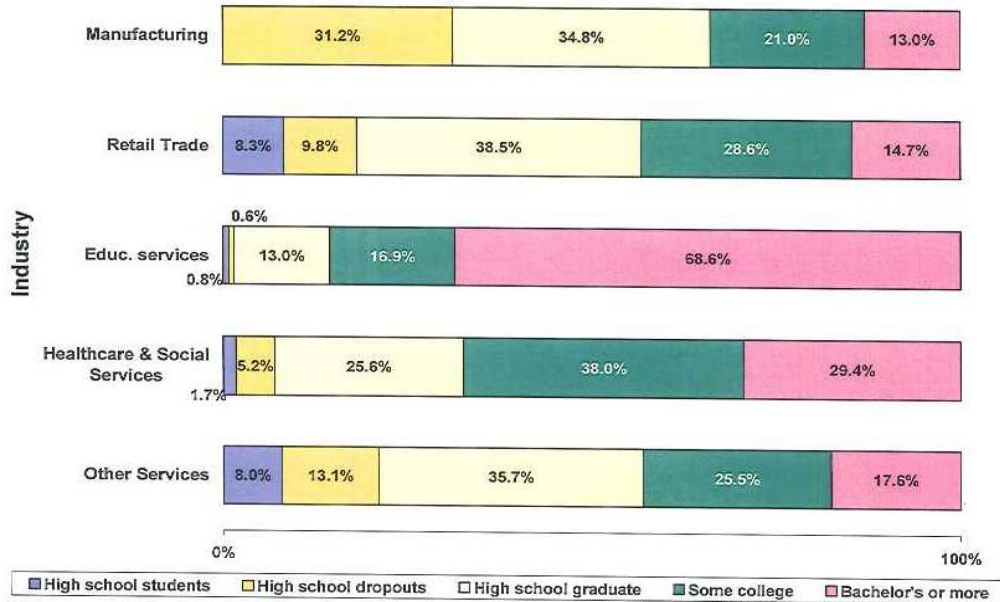
(food stamps, rental housing subsidies, Medicaid), poorer nutrition, higher rates of out-of-wedlock childbearing, and lower employment rates. If 25,112 of the region's dropouts obtained a high school diploma, Professor Sum projects that the region would gain \$232,260,888 in wages annually, according to Sum's research.

The large numbers of youth who do not complete high school constitute a challenge for employers in terms of filling positions with qualified workers and represent an economic drain on the community. In terms of economic development, these low educational attainment rates are weighed more heavily by businesses looking to settle in the area than are tax incentives and real estate costs.

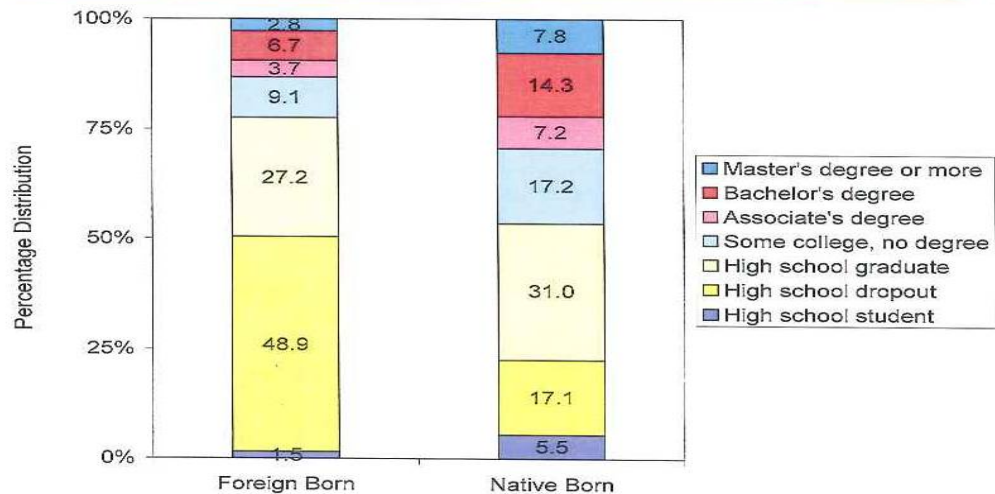
About 45% of New Bedford's black youth 16-24 are out work and out of school; 20.6% of Latino youth 16 – 24 report being out of work and out of school. The labor force participation rate (percentage of the population that is employed or looking for work) for black youth is 56.9%; it is 51% for Latino youth. The black youth population has increased by 59.5% over the period 2000 – 2007; the Latino youth population has increased by 73.7% from 2000-2007. Almost 70% of city students qualify for free or reduced lunch.

A 2009 report entitled, *Dropout Prevention in the SouthCoast: Choosing a New Path to Economic Prosperity*, prepared by the University of Massachusetts, Dartmouth, Urban Initiative, in partnership with the SouthCoast Development Partnership, noted that the region's economic and social fabric has been harmed by the low educational attainment levels of its residents. "The message must be clearly delivered and understood that current dropout rates in the region, particularly in New Bedford and Fall River, are significantly harming the region, its communities, and the residents within them, both economically and socially, and that immediate action is required," the report states.

Percentage Distribution by Educational Attainment of Employed Individuals Who Worked in the Greater New Bedford Area by Major Industry, 2005-06



Percentage Distribution of the Working-Age Foreign-Born and Native-Born Residents of the Greater New Bedford Area by Educational Attainment, 2005-06



Percent Distribution of Employed 16-24 year olds by Major Industry in GNBWIB Region (2005-06-07 Averages)				
Industry	all 16-19	16-19 HS Students	All 20-24	Non-enrolled 20-24
Total Employed	3,877	1,932	7,667	4,650
Construction	4.5	2.7	8	12.9
Manufacturing	2.6		6.4	10.5
Wholesale Trade	5	5.6	3	4.3
Retail Trade	28.9	30.2	16.2	18.1
Transportation, Warehousing	4.2		5.6	8.4
Finance, Real Estate	0		0.2	0.4
Education, Health Care, and Social Service	9	11.1	34	17.2
Arts, Entertainment, Accom and Food Services	38.7	43.9	17	15.1
Other services	4	6.5	2.4	3.4

Target Sector Analysis	Trends in Non Agricultural Wage and Salary Employment in the New Bedford Region, by Major Industry Sector Third Quarter 2004 to Third Quarter 2007				Employment & Wages in the New Bedford Workforce Investment Area, by Major Industry Sector Third Quarter 2008			As of 2008 Third Quarter percentage of total employment	Percentage Distribution by Educational Attainment of Employed Individuals Who Worked in the Greater New Bedford Area by Major Industry, 2005-06					The Number of Job Vacancies and the Job Vacancy Rate of Major Industry Sectors in the Southeast Region, Fourth Quarter 2007		The Number of Job Vacancies and the Job Vacancy Rate of Major Industry Sectors in the Southeast Region, Fourth Quarter 2008		2008 Third Quarter New Bedford WIA
	Description	2004 Third Quarter	2007 Third Quarter	Absolute Change (2004 thru 2007)	Relative Change (2004 thru 2007)	2008 Third Quarter	Absolute Change (2007 thru 2008)		Relative Change (2007 thru 2008)	High School Students	High School Dropouts	High School Graduate	Some College	Bachelor's or more	Number of Job Vacancies	Job Vacancy Rate		
23 - Construction	4,641	3,909	-732	-15.80%	3578	-331	-8.5%	4.4%	14%		48%	24%	15%	93	0.50%	178	0.90%	847
31-33 - Manufacturing	11,820	11,160	-660	-5.60%	10888	-272	-2.4%	13.4%	0%	31.20%	34.80%	21%	13%	686	1.40%	181	0.40%	864
- Durable Goods Manufacturing	6,505	6,417	-88	-1.40%	6510	93	1.4%	8.0%	9%		29%	25%	37%					1016
- Non-Durable Manufacturing	5,315	4,743	-572	-10.80%	4378	-365	-7.7%	5.4%	16%		33%	22%	29%					\$642
22 - Utilities	357	359	2	0.60%	367	8	2.2%	0.5%	5%		33%	32%	30%	41	1.90%	*	0.70%	\$1,374
42 - Wholesale Trade	3,172	3,206	34	1.10%	3054	-152	-4.7%	3.7%	8%		32%	26%	34%	581	2.60%	198	0.90%	\$939
44-45 - Retail Trade	10,644	10,624	-20	-0.20%	10804	180	1.7%	13.3%	8.30%	9.80%	38.50%	28.60%	14.70%	2211	4.10%	1675	3.00%	\$479
48-49 - Transportation/Warehousing	2,066	3,556	1,490	72.10%	3763	207	5.8%	4.6%	9%		42%	31%	19%	312	2.20%	269	2.10%	\$828
51 - Information	1,421	1,027	-394	-27.70%	1110	83	8.1%	1.4%	4%		17%	24%	55%	159	2.30%	102	1.40%	\$784
52 - Finance and Insurance	1,450	1,765	315	21.70%	1720	-45	-2.5%	2.1%	2%		14%	26%	59%	290	3.20%	66	0.70%	\$911
53 - Real Estate/Rental and Leasing	879	884	5	0.60%	691	-193	-21.8%	0.8%	5%		25%	31%	40%	*	4.50%	8	0.30%	\$616
54 - Professional/Technical Services	1,878	2,028	150	8.00%	2042	14	0.7%	2.5%	1%		8%	16%	74%	1021	10.50%	487	4.60%	\$976
61 - Educational Services	5,679	6,357	678	11.90%	8125	1,768	27.8%	10.0%	0.80%	0.60%	13.00%	16.90%	68.60%	325	1.00%	270	0.80%	\$910
62 - Health Care/ Social Assistance	12,530	13,684	1,154	9.20%	14194	510	3.7%	17.4%	1.70%	5.20%	25.60%	38%	29.40%	2352	4.10%	1299	2.30%	\$787
56 - Administrative/Waste Services	2,456	2,947	491	20.00%	2743	-204	-6.9%	3.4%	8%	13.10%	35.70%	25.50%	17.60%	152	1.90%	27	0.30%	\$685

