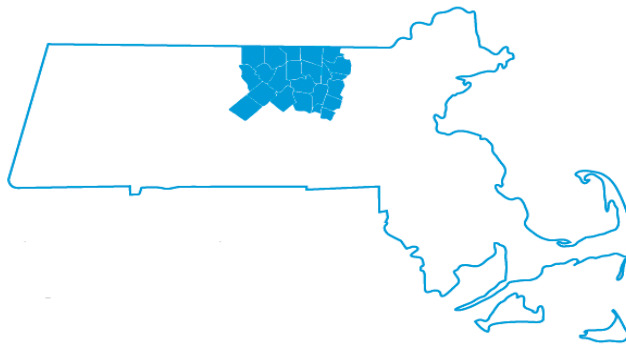


**NORTH CENTRAL MASSACHUSETTS  
WORKFORCE INVESTMENT BOARD**



**STRATEGIC PLAN  
2009 – 2012**

**SEPTEMBER 9, 2008**

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**Appendices include:**

- **NCMWIB Governance and Structure**
- **High-performing WIB assessment tool**
- **Phone survey tool**
- **Youth council member survey**
- **Youth survey**
- **Youth focus group questions**

## **LETTER FROM THE CHAIR**

Dear Secretary Bump

It is my pleasure and my honor to serve as the Chair of the North Central Workforce Investment Board, and in this role, to present this document as a summary of our shared commitment to building a strong, economically viable region.

The Workforce Investment Board is composed of a diverse and influential group of leaders from North Central communities. Together, we aim to coordinate the resources and develop new approaches to ensure that the workers in this region have the opportunities to learn new skills, and to keep pace with the changing economic conditions and related demands on workers.

This document reflects our shared ideas about how to ensure that residents of North Central communities are prepared to work in emerging and expanding industries, including manufacturing, health care, and the nonprofit/social services sectors. By working together to train and educate our workforce, we aim to support the broader regional growth strategy developed by our partners at the North Central Economic Development Council.

I hope that as you read this plan you will see a role for yourself, your organization, your business and your community in supporting our regional economic development and the investments we will make in training and workforce development to ensure that the residents of our cities and towns have the skills they need to participate in this changing workforce.

Sincerely,

**Theresa Kane Ph.D.**

Theresa Kane  
Chair

## **INTRODUCTION**

This plan outlines the goals, strategies and objectives of the North Central Workforce Investment Board (WIB) for 2009-12. The WIB is a partnership of local education, government and business leaders who work together to ensure that the residents of the region have the skills necessary to meet present and future needs of employers. To do so, the WIB oversees regional investments in training and education for residents, aligning these investments with emerging employment opportunities. Because the WIB is always seeking to ensure that the region's residents have the skills necessary in tomorrow's workforce, it is critically important that the WIB think strategically about how to invest and manage our training resources.

This strategic plan describes the WIB's approach to meeting that mandate, and offers guidelines to support WIB members in analyzing the needs of employers for skilled workers, and in finding ways to meet those training and education needs on behalf of both workers and employers. The role of the WIB, as is presented in this document, is to align the regional educational and training investments with the practical needs of the workplaces in which our regions residents will find employment. An equally important function of our work is to ensure the continued economic viability of our region for current and potential employers; those businesses upon which we depend but who cannot stay here if the workforce cannot fulfill their needs.

Governor Deval Patrick has outlined a new initiative which challenges all WIBs in Massachusetts to become more effective and more responsive to labor marker demands. Through the High Performing WIB initiative, the administration has identified three key goals for the state's workforce system:

- Closing the skills gap
- Building a high performance workforce system
- Enhancing the youth pipeline

Through this plan, the North Central WIB embraces these goals, and sets forth a road map to meet them. If you or your organization would like to know more about how the WIB will do this work, or you would like to help achieve these goals by participating in WIB activities, please contact Tim Sappington, NCMWIB Executive Director, at 978-534-1023

## METHODOLOGY

The NCMWIB strategic planning process included a period of data collection to provide a picture of the opportunities within the regional economy and the current status of the workforce development system, as well as a review of our internal WIB governance processes and structure. This document reflects the insights, ideas and hopes that individual and small groups of WIB members have brought forward during the spring-summer strategic planning process. Through Board interviews, focus groups, meetings and external research, we have outlined the areas where we believe the WIB is best positioned for growth and where the memberships' energy and interests will support effective action in the coming 1-3 years.

The goals of our research were:

- To identify strategic areas of activity that would have the greatest impact on our region's economy; and
- To identify a structure and system of governance that would support the accomplishment of our strategic objectives.

Throughout the process the full board met to set initial priorities for the research, review the research findings, come to common agreement regarding our governance structure and our priority areas for action, and to craft specific strategies to strengthen the effectiveness of our work. The chart below illustrates the process:

Timeframe	April	April - May	June	August - September
<b>Project Phase</b>	<b>Assessing Current Status</b>	<b>Assessing the Environment and Opportunities</b>	<b>Setting Priorities</b>	<b>Developing Strategies</b>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Discussion of WIB effectiveness/activities</li> <li>• Discussion of strategic planning goals</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews of board member and other key stakeholders</li> <li>• Review of demographic and industry data</li> <li>• Review of WIB best practices</li> </ul>	<ul style="list-style-type: none"> <li>• June Board meeting to review research findings; develop strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>• August board meeting to develop goals, objectives and action steps</li> <li>• September meeting to finalize strategic objectives and work plan</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>• Results of Board Self-assessment and identification of strategic planning goals</li> </ul>	<ul style="list-style-type: none"> <li>• Report on Research Findings</li> </ul>	<ul style="list-style-type: none"> <li>• Identified strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Final strategic plan</li> </ul>

Our research involved a thorough review of our region and its needs, drawing on qualitative data sources and the perspectives of many regional stakeholders from the public and private sectors. We conducted our work in three parts:

1. The majority of our labor market and workforce development analysis was conducted by the Massachusetts Institute of Technology's School of Urban and Economic Development for the newly formed Economic Development Council, of which the WIB is a member. The Council is a regional body comprised of private sector employers and public sector officials who have joined together to ensure a close alignment between our region's economic development and workforce development activities. The research and planning work we have been engaged in through the Council serves as the basis for our economic analysis and guides our vision for future efforts.
2. We also conducted an internal analysis of our WIB's structure and governance process to assess our current ability to meet the workforce needs we identify.
3. Finally, an additional priority of the WIB during this planning process has been to identify strategies to improve WIB services and the economic prospects of the region's high-risk youth.

Specific data sources used in our analysis included:

- "North Central Massachusetts Workforce Development Strategies Plan," Massachusetts Institute of Technology, Spring 2008. This report draws on workforce characteristics and workforce participation rates, employment and unemployment statistics, current regional employers and industry trends and interviews with key stakeholders representing business leaders, local officials, training providers and educational institutions.
- A self-assessment survey completed by WIB members. This survey compared the NCMWIB activities, management and governance to criteria for high-performing WIBs established by the Executive Office of Labor and Workforce Development.
- Telephone interviews with all 37 WIB members.
- Identification of challenges related to WIB structure and governance during two board meetings in April and June.
- Survey of at-risk youth, disseminated by youth providers serving on the Youth Council.
- Survey of youth providers represented on the Youth Council.
- Focus group of youth served by Fitchburg's My Turn program.
- Review of data from sources including Commonwealth Corporation, U.S. Census, MA Department of Education, Executive Office of Health and Human Services (MassCHIP), United Way of North Central MA., Northeastern University.

## **RESEARCH FINDINGS**

Some key findings emerged from our research and have helped us craft four central goals for our strategic plan for 2009 – 2012. This section highlights our findings from three areas of analysis:

- 1) labor market and current workforce development system;
- 2) the WIBs internal governance and management structure;
- 3) needs of out-of-school youth.

## **1. Labor Market and Workforce Development Analysis**

The North Central WIB's labor market analysis was conducted by the Massachusetts Institute of Technology, Department of Urban and Regional Planning. This research, undertaken as part of a regional economic development planning effort spearheaded by the Economic Development Council, is an in-depth examination of our region's industries, employment needs, skill gaps and the current status of the workforce development system, drawing on quantitative data and interviews of key stakeholders. Its conclusions support the observations made by WIB members regarding the current needs in the region and areas for WIB impact. It provides a clear roadmap for our work, and ensures that our efforts are aligned with the regional economic development strategy.

### ***Summary Findings***

- The WIBs workforce development activities, while effective, would benefit by closer examination of growing industries and alignment with the needs of key sectors.
- The regional economic development plan being developed by the North Central Economic Development Council (EDC), of which the WIB is a member, offers an opportunity for the WIB to align its work and make strategic investment of resources that will benefit residents and employers in the region.
- There are emerging industries in our region where workforce development efforts that are closely linked to employer need can play a significant role in future growth. These industries include biotech, medical device manufacturing, renewable energy and health and social services.
- Employers in manufacturing seek employees with skill sets that are not currently obtained by training programs or local schools.

### ***Current Regional Profile and Trends***

- There is a general trend of job loss in most of the region's 23 cities and towns, with areas of growth.
- While there continues to be a decline in jobs in manufacturing overall, changes in the industry and pockets of growth represent opportunities that are important to the region.
- The manufacturing industry is changing to require higher-level skills; current workforce development programs are not designed for these emerging manufacturing needs.
- Companies are interested in partnering with local training institutions and schools but are unsure how to make connections.

### ***Current Status of the Workforce Development System***

- Workforce training programs in the region are not well-coordinated.
- Existing funding is limited and narrowly targeted.
- The region lacks organizational capacity for assessing workforce needs.
- Information on training options and services are not easily accessible.
- Common training needs exist among employers in certain sectors, and present an opportunity for strategies that involve multiple employers within a sector.
- There is an increasing need for higher-skilled workers.

## ***Emerging Industries***

Despite the region's ongoing decline, there are areas of growth that represent important opportunities to direct our workforce development efforts. Growing industries include:

- Biotech
- Medical device manufacturing
- Renewable energy
- Health care
- Social assistance

## ***Workforce Development Needs within these Industries***

### ■ **Needs among new hires:**

- machinist skills
- basic computer skills
- basic science, basic mathematics and logic, reading, and writing
- interpersonal communication skills

### ■ **Incumbent worker needs:**

- lean manufacturing, efficiency, and quality control training programs
- computer software training
- ESL classes
- management, sales and marketing, strategic planning skills
- safety and process training such as high voltage and enclosed spaces

## ***Board Member Observations***

- Existing training programs and school curricula are not sufficiently responsive to employer needs, particularly with regard to new employers in manufacturing; the WIB could play a role in building those connections.
- The WIB can better support economic development by actively reaching out to employers, learning about their needs and designing training programs to meet them.
- Employers often do their own training, but have trouble finding employees with the basic skills needed to access training.
- The fastest growing part of the workforce are non-native speakers; WIB needs to look at their training needs and improve capacity of organizations serving minority communities.

## 2. Internal Governance and Management Structure

### Summary Findings

- The WIBs current committee structure does not engage members effectively in decisions regarding the WIBs strategic focus, and is overly focused on its internal management functions.
- The WIBs current structure and meeting activities limit its ability to effectively engage all its members, particularly employers and other members with knowledge of employer needs.

### Characteristics of High-Performing WIBs; these WIBs have...

- ✓ a strategic plan with an implementation schedule and time/task plan
- ✓ mechanisms to measure success and gauge progress toward strategic goals
- ✓ board members who set the strategy and get the work done
- ✓ a process for ongoing resource development
- ✓ sound fiscal oversight

### Analysis of the functions of WIB Boards vs. Traditional Non-profit Boards

Workforce Investment Boards...	Non-profit Boards...
<ul style="list-style-type: none"> <li>• Raise awareness of workforce and economic development issues across the region</li> <li>• Provide strategic oversight of a set of activities related to regional economic development strategy</li> <li>• Convene dialogues and facilitate new partnerships</li> <li>• Hire and supervise ED</li> <li>• Provide fiscal oversight</li> <li>• Conduct strategic planning</li> <li>• Get most work done through committees</li> </ul>	<ul style="list-style-type: none"> <li>• Raise money</li> <li>• Provide strategic oversight of a set of activities conducted by a single organization</li> <li>• Build community support for the organization</li> <li>• Hire and supervise ED</li> <li>• Provide fiscal oversight</li> <li>• Conduct strategic planning</li> <li>• Get most of their work done through committees</li> </ul>

### Board Member Observations

- Board members have noted that the current structure has resulted in a lack of clarity and transparency regarding funding decisions and other matters.
- Many WIB members indicated the need for an orientation to the values, goals and purpose of the WIB.
- WIB members said they would like to be more actively engaged in developing a WIB vision and supporting regional economic development.
- Board members expressed a desire to see more minorities on the board and in positions of leadership.

### **3. Needs of Out of School Youth**

#### ***Summary Findings***

- The WIB's Youth Council is extremely engaged and effective, but their activities and strategic agenda are disconnected from the WIB's activities focused on adults.
- For the WIB and its Youth Council to meet the needs of out-of-school youth, it is essential that the Youth Council's activities be guided by the understanding of the economic opportunities in the region that have emerged through the development of the regional economic development strategy (led by the Economic Development Council).
- The out-of-school youth population needs to be a priority population for the WIB as it works to build the region's future economy; when young people are disengaged from school or employment, it dramatically reduces their wage and employment prospects as they move to adulthood.

#### ***Analysis of High-performing Boards Effective Practices for Youth***

- Build links between employers in the region and youth programs, to provide hands-on experiences and inform the content of curriculum.
- Recognize the importance of post-secondary credentials in today's economy and find ways to access them for out-of-school youth.
- Recognize that credentials don't necessarily mean 2 or 4-year degrees for all youth, and target certificate programs and other credentials that are valued by local employers.
- Create bridges between programs to help youth secure necessary credentials and move into employment.

#### ***Profile of Out-of-School Youth in the North Central Region***

- 11.5% of 16 – 21 year olds, 22.5% of Latinos, had dropped out of school in 2000.
- Of 16 – 21 year olds, only 49% of those who had dropped out of school were employed in 2000; 75% of those who had graduated were employed.
- The Latino population is in need of particular attention: Statewide and in North Central, Latinos are the least engaged in school, with high rates of absenteeism, suspensions, drop-out and low graduation rates.
- Because Latinos are a growing portion of the North Central workforce, and these youth are at higher risk for school non-completion and unemployment, particular strategies should be developed to engage Latino youth.

#### ***Board and Youth Council Member Observations***

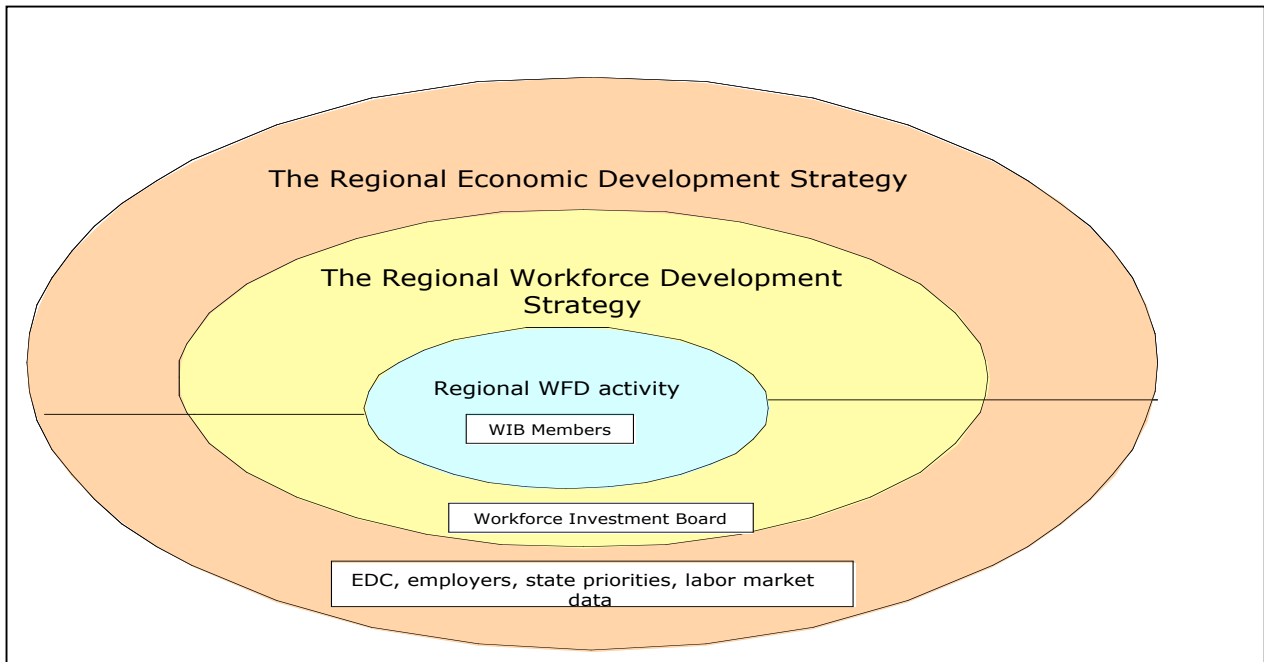
- The WIB should develop education/training strategies based on information about economic trends and employer needs.

- Youth in the region would benefit by hands-on work experiences like job shadowing and internships, and we can look to the WIB for connections to employers who will offer those opportunities.
- We need to work with youth who lack the “soft skills” to be successful in employment.
- We should pool resources and collaborate to help transition youth through stages of education and training.

# NORTH CENTRAL WORKFORCE INVESTMENT BOARD STRATEGIC PRIORITIES

**Goal #1: We will support local economic development efforts through effective workforce development.**

We will do this by working in close alignment with the regional economic development strategy, currently being developed by the WIB and partnering organizations under the auspices of the Economic Development Council, as illustrated below:



***Objective A: The WIB will augn us work to support regional economic needs.***

## Activities

- Use labor market analysis conducted by MIT and the priorities developed with regional economic development partners to guide WIB activities and investments.
- Identify and reach out to employer partners to discuss needs and develop program priorities based on those needs.

***Objective B: We will develop and coordinate resources to create greater opportunities for low-skilled and minority adults to enter the workforce in targeted skills areas.***

## Activities

- Provide/support ESOL services in sectors identified by MIT report.
- Create linkages between existing programs to improve pipelines to available jobs.
- Develop mechanisms to connect employers to WFD resources.
- Develop pre-employment curricula in collaboration with area manufacturing employers to prepare people for entry-level manufacturing positions.

**Objective C: We will make resource allocations in alignment with changes and trends in the local labor market, including our changing demographics.**

Activities

- Develop WIB’s capacity to facilitate coordination and connections among training organizations.
- Establish allocation benchmarks to focus resources in sectors of growing opportunity, as identified by the MIT report and the work of the Economic Development Council.
- Support organizations led by and serving minority communities by providing opportunities for staff development and building partnerships between organizations.
- Work closely with Mt. Wachusett Community College and other non-profit organizations that help/assist minority businesses.

**Goal #2: We will strengthen internal operations and decision-making within the WIB.**

A key component of this goal will be the establishment of a new committee structure as outlined in the chart below (more detailed chart with committee activities can be found in the Appendix):

Committee	Strategy and Program	Coordinating and Operations	Youth Council
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Ensure that WIB operations and investments are aligned well with the WIB’s strategic plan and compliment and support a Regional Economic Development Strategy</li> <li>• Develop and implement initiatives, resources, grants and activities that align with WIB’s strategic priorities</li> <li>• Ensure maximum level of collaborative involvement on the WIB of minorities, women and challenged/disabled individuals in policy making, funding decisions and the acquisition of funds to support minority lead organizations in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure communication and coordination between the committees of the Board</li> <li>• To ensure that WIB operations run smoothly and effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement initiatives, resources, grants and activities that align with WIB strategy and the regional economic strategy</li> <li>• Carry out the goals of the Youth Council strategic plan, to be developed in September 2008</li> </ul>
<b>Sub-committees</b>	<ul style="list-style-type: none"> <li>• Diversity committee</li> <li>• Programs committee</li> <li>• Sub-committees as needed (standing or ad hoc)</li> </ul>	<ul style="list-style-type: none"> <li>• Nominating committee</li> <li>• Sub-committees as needed (standing or ad hoc)</li> </ul>	<ul style="list-style-type: none"> <li>• RFP committee</li> <li>• Proposal review committee*</li> </ul>

<b>Activities</b>	• Described under Goals 1 & 3	• Described under Goal 2	• Described under Goal 4
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***Objective A: To be the local convener of discussion on changes and trends in the labor market.***

Activities

- Appoint a liaison to the regional Economic Development Council to ensure constant flow of information to and from WIB regarding econ development goals.
- Use WIB meetings to discuss changing conditions and to hear from regional/state-level experts on economic and workforce development issues.
- Have WIB members participate in other local efforts and actively seek ways to coordinate with WIB activity.
- Conduct tours of regional employers to discuss needs, bring reports back to WIB

***Objective B: To ensure that our board reflects the diversity of our region.***

Activities

- Outreach to minorities, women and challenged/disabled individuals that own and operate businesses as board participants.
- Have a representative of the diversity committee serve on the nominating committee.
- Nominate minority board members to serve as members of the Coordinating and Operations Committee.

***Objective C: Ensure good governance and management.***

Activities

- Set and manage activity around shared strategic goals established through the strategic planning process.
- Implement the new committee structure to complement our strategic goals.
- Ensure sound fiscal management.
- Continue to provide/produce reports which are responsive to State and Federal funders and partners.
- Support opportunities for WIB members to network and plan together through improved meeting design, committee activity and assignments, in-between meeting communications [e.g. list serve, notifications, etc.]. Methods we have begun to develop are described in the attached document on “Governance and Structure.”
- Identify ways for the WIB to build its connections with its community-based partners [e.g. sponsorship of community meetings, list serve, newsletter, email notifications, etc.].

***Objective D: We will hold ourselves accountable for outcomes.***

Activities

- Set and use metrics for all goals.
- The WIB Strategy and Operations committees will work jointly on managing to metrics.
- Focus on building local capacity of CBOs.
- Establish clear goals to improve access to programs and outcomes in minority communities.

**Goal #3: We will ensure maximum level of collaborative involvement on the WIB of minorities, women and challenged/disabled individuals in policy making, funding decisions and the acquisition of funds to support minority lead organizations in the region.**

***Objective A: We will conduct outreach to minorities, women and challenged/disabled individuals that own and operate businesses as Board participants.***

Activities

- Recognize that these segments of the business community are the fastest growing in the region.
- Work to find ways to encourage organizations that serve businesses in the region that are more inclusive of these sub-groups.
- Broaden the Executive Committee of the WIB to include minority representation.

***Objective B: We will support minority led organizations.***

Activities

- Provide opportunities for staff development.
- Facilitate partnerships between minority-led organizations and others with complementary resources and capacities.
- Work closely with Mount Wachusett Community College and other nonprofits that have the capacity to help/assist minority organizations.
- Invite minority led organizations working in workforce development to participate on the WIB diversity sub committee.

## **Goal #4: We will enhance the youth pipeline.**

***Objective A: The WIB will build stronger relationships with employers to learn what they need and to improve placement opportunities for youth.***

### Activities

- Arrange meetings between employers in targeted sectors and youth providers to build knowledge among youth providers about the skills employers are looking for.
- Host an end-of-year celebration for youth providers and all of their employer partners to facilitate discussion and information sharing.
- Connect youth to opportunities in manufacturing by working to identify needs in that sector, in collaboration with the Economic Development Council.
- Expand the internship program to include employers in growing sectors identified in the MIT plan, and ensure recruitment of out-of-school youth.

***Objective B: We will improve school/provider ability to design programming and curricula that prepares youth for regional industry needs***

### Activities

- Share information among youth providers about things that make youth more employable. (e.g. CPR certified)
- Develop techniques to help youth who have to address CORI issues before seeking employment.
- Expand the Teacher Externship Program to increase the number of teachers participating from 8 to 15, resulting in curriculum revisions and greater knowledge of employer need among participating teachers.

***Objective C: We will develop an industry-focused job-readiness program.***

### Activities

- Host meetings for targeted area industries and schools to begin discussions about possible certificate and/or tailored job-readiness programs.
- Create an internship program on the 4-step model that would help fill employers short term labor needs. The 4-steps:
  1. Outreach to employers to identify short-term needs youth can fill
  2. Educate employers about youth
  3. Offer pre-employment skills training to youth
  4. Offer transition to work support services

***Objective D: We will increase the knowledge of and improve access to workforce development resources among our region's young people.***

### Activities

- Participate in LUK’s Annual Youth Summit and offer information to the 500 attending youth a wide variety of education, training and support services, and job opportunities
- Develop a “youth-friendly” area at the Career Center to increase youth participation, with access to Career Scope software, laptops, job search resources
- Recruit 175 Students from our region to participate in Mass Construction Career Days and be exposed to a wide variety of occupations in the construction industry.
- Provide financial support for expenses not covered by standard financial aid packages for students of Career, Voc and Tech Ed programs at MWCC.
- Fund training, uniforms, application fees, GED testing fees, tools etc. for youth that may not meet eligibility for current funding sources or for youth whose funding is inadequate for success.
- We will involve youth in planning by supporting the work of the Junior Youth Council to assess youth needs and fund projects that create opportunities in targeted sectors.

## **NEXT STEPS**

At our strategic planning meeting in August we established working committees to refine the objectives and activities of each of our priority goals. Those committees will report back at our September meeting, where activities will be further refined, prioritized and ratified by the Board. Between the September and November board meetings, these working groups will begin to develop timelines and work plans for the activities they will undertake, and will report on their progress at the November meeting. In November we will also elect officers and members of the Coordinating and Operations Committee, which will include the chairs of each sub-committee: Strategy, Coordinating and Operations, and Youth Council. These individuals and the committees they chair will be responsible for implementing the plan and reporting on progress at each meeting of the full board and at meetings of the Coordinating and Operations Committee.

## **ACKNOWLEDGEMENTS**

We are grateful for the time and contributions of many people whose insights, experience and knowledge added great value to the WIB’s work and enabled us to make informed decisions resulting in this strategic plan.

In addition to the specific individuals noted below, we want to thank the youth who participated in a focus group at My Turn, Inc. and the youth from several community agencies who responded to a written survey. We also want to thank the members of the Youth Council for their dedication and participation in this process, and for their response to our on-line survey.

The following individuals participated in telephone interviews and/or written surveys during the course of the strategic planning process.

**North Central Workforce Investment Board Members**

Dan Asquino	Mount Wachusett Community College
Raymond Bissonette	Carpenters Local 107
Charles Bowles	GFA Credit Union
Charleen Brown	Department of Transitional Assistance
Kristi Bruwer	Training Resources of America, Inc.
Mary Chase	Employment Links
Martha Chiarchiaro	Clinton Hospital
Lenard Cooper	Massachusetts Rehabilitation Commission
Al Cotton	NYPRO, Inc.
Dan Curley	Industrial Development Commission
Ella DeNault	Century 21
Michael Ellis	Gardner Chamber of Commerce
MelissaFetterhoff	Nashoba Valley Chamber of Commerce
Adrian Ford	Three Pyramids
Mike Gerry	Gerry Granite Works
Paul Graham II	Operation A.B.L.E.
Robert Hubbard	Gardner Office of Econ. Dev.
Theresa Kane Ph.D.	Polus Ceter
Mohammed Khan	MART
Deb Kilgour	NYPRO Americas
Karen Koller	RCAP Solutions
Amanda Landry	Shriver Job Corps
Linda Lagoy	Workers' Credit Union
David Leger	Laborers Local 39
Bill Linnehan	North Central MA Career Center
Don Lowe	Clinton Economic Development
Antoine Marcus	AM Reprographix
Maegen McCaffrey	Wachusett Chamber of Commerce
Kathleen McDermott	MOC, Inc.
David McKeehan	No. Central MA Chamber of Commerce
Anthony Piermarini	Fidelity Bank
Sayra Pinto	Coalition for Latino Education
Richard Quinlan	Qualified Resources, Inc.
Eladia Rodribuez	Congressional Aide, Congressman Olver
Dale Sanborn	MWCC
John Schmidt	RES-TECH Corp.
Lisa Vallee	Office of Planning & Development
Michelle Zide	

**Youth Council Members**

Vanessa Adams	North Central Career Centers
Sue Allaire	Nashoba Regional High School
Andersen, Casandra	CMCHC Program of LUK, Inc.
Maurie Bergeron	LUK, Inc.

Deb Bibeau	MWCC Gateway to College
Raymond Bissonette	Carpenters Local 107
Kristi Bruwer	Training Resources of America, Inc.
Mary Chase	Employment Links
Cheryl Conner	Workers' Credit Union
Jill Conlon	MY TURN, Inc.
Carol Daring Ph.D.	Superintendent - Gardner
Pam Desouza	DYS Site Director
Herbert Donahue	Asst. Chief Probation Officer
Tyrone Dudley	LUK, Inc.
Barbara Duffy	MY TURN, Inc.
Laura Finn-Heafe	Jobs for Bay State, Inc.
Adrian Ford	Three Pyramids
John Gentile	Fitchburg Alternative School
Michael Gerry	School to Career Partnership
Christina Gonzalez-Maisonet	Cleghorn Neighborhood Center
Angele Goss	Upward Bound Fitchburg State College
Thomas Hall	LUK, Inc.
Scott Hartwell	Youth Coordinator
Kathleen Heintz	United Way of North Central MA
Bob Hill	Fitch. Housing Authority
Thomas Hughes	Fitchburg High School
Jennifer Jones	Fitchburg Public Schools Arts & Special Programs
Donna Larson	Vocational Consultant - ACE Program
Monique LeBlanc	MY TURN, Inc.
Tanya LeBlanc	Advance Community Experience (ACE)
David Leger	Laborers Local 39
Fran Longton	Hope, Inc.
Gail Majors	Parent Representative
Sam Martin	Commonwealth Corporation
Rosaira Mendez	Spanish American Center
Kathy McDermott	MOC Learning Center
Kristin Normandin	Shriver job Corp
Richard Palmer	Montachusett Regional YMCA
Julie Primeau	Upward Bound Fitchburg State College
Lisa Schmitt	Junior Achievement
Rocco Spagnuolo	Boys and Girls Club
Judith Sumner	Leominster Recreation Department
Kristin Sweeney-Moore	MWCC College Access and Prep. Program
Jeff St.Jean	Community Health Link
Kimberly St. Laurent	Montachusett Opportunity Council
Bud Tackett	Westwinds Clubhouse
Tammy Tebo	Pathways to One Stop staff
David Thibault	Twin Cities CDC
Dolores Thibault	Cleghorn Neighborhood Center
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## Appendices:

- **NCMWIB Governance and Structure**
- **High-performing WIB assessment tool**

- **Phone survey tool**
- **Youth council member survey**
- **Youth survey**
- **Youth focus group questions**