



**MassHire Greater Lowell Workforce Board
Workforce Innovation and Opportunity Act
Local 4 Year Plan**

July 1, 2021 – June 30, 2025

MassHire Greater Lowell Workforce Board
4 Year WIOA Plan
FY22 – FY25

(a) Strategic Planning elements, including:

(1) A regional (local) analysis of:

Economic conditions including existing and emerging in-demand industry sectors and occupations

The Northeast Labor Market Blueprint identifies priority and critical industries with the Northeast region including the Greater Lowell, Merrimack Valley and North Shore workforce regions. The regional blueprint is available at: <https://www.mass.gov/doc/northeast-regional-final-report/download>

Additional local analysis is included below as an overview of for the Greater Lowell Area.

(ii) Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.

In 2020, the Covid-19 pandemic global health crisis caused an economic slowdown that greatly affected the Greater Lowell region. Business employment needs shifted with many needing to temporarily shut down. This health crisis affected long-term labor market information where many businesses had to respond to the immediate crisis. As of May 2021, we are seeing an uptick in the economy as unemployment rates have fallen to 6% in the Greater Lowell Region and the labor force has increased again to about 159,939 people, closer to pre-Covid statistics.¹

Though industries are still recovering to see pre-Covid positive long-term projections the five priority industries in Greater Lowell remain Advanced Manufacturing, Professional, Technical, Healthcare, Education and Construction. These five industries still represent some of the largest workforce sectors in the region. Manufacturing still faces a high demand for replacement workers due to the high level of retirements because of the age of the workforce. IT stretches across all industries and employers continue to look for workers to have access to education and training across all skill levels. Access to reliable transportation remains a critical need both on the employer and employee side of the scale.

(iii) As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of paragraphs (a)(1)(i) and (ii) of this section;

Greater Lowell's industry and occupational mix are explored in the table below. Employment is concentrated within five industries; Health Care and Social Assistance; Manufacturing; Professional, Scientific & Technical; Educational Services and Retail Trade.

Within the Greater Lowell workforce area Healthcare and Social Assistance is the largest with over 21,000 jobs projected by 2028. Manufacturing is next with over 17,000 jobs followed by Professional, Scientific and Technical Services with over 15,000 jobs and Educational Services at 11,701. Retail Trade and Accommodation and Food Services continue to see growth approximately 10,000 jobs, respectively. While Retail and

¹ BLS Local Area Unemployment Statistics (LAUS) compiled by MA DUA, not adjusted for seasonality.

Accommodation/Food services continue to have an impact in the area Construction has been identified as an industry critical to the area’s economic success and will support initiatives that focus on the industry.

It is acknowledged that long term industry projections for these industries have decreased from past projections with some showing a negative projection. Covid-19 greatly affected jobs in 2020 and 2021 when health and safety caused companies to struggle and employees to lose their jobs. Though current long-term projections may not show a large increase for these industries data may change as time passes and Covid-19 is no longer affecting the economy. We are hopeful that after the health crises is handled job growth projections will increase in the region again.

The chart below indicates long-term projections over a 10-year period, 2018-2028, for the Greater Lowell region.

NAICS Code	Industry Title	Employment 2018	Employment 2028	Change Level	Change Percent
	Total All Industries	134,822	138,011	3,189	2.37%
620000	Health Care and Social Assistance	20,101	21,162	1,061	5.28%
310000	Manufacturing	18,556	17,970	-586	-3.16%
540000	Professional, Scientific, and Technical Services	13,790	15,558	1,768	12.82%
611000	Educational Services	11,565	11,701	136	1.18%
440000	Retail Trade	10,486	10,556	70	0.67%
720000	Accommodation and Food Services	9,935	10,399	464	4.67%
722000	Food Services and Drinking Places	9,250	9,748	498	5.38%
230000	Construction	7,524	8,727	1,203	15.99%
334000	Computer and Electronic Product Manufacturing	7,995	8,131	136	1.70%
238000	Specialty Trade Contractors	6,139	7,263	1,124	18.31%
000670	Self Employed and Unpaid Family Workers, All Jobs	6,872	7,116	244	3.55%
000671	Total Self Employed and Unpaid Family Workers, All Jobs	6,872	7,116	244	3.55%
621000	Ambulatory Health Care Services	6,645	6,620	-25	-0.38%
560000	Administrative and Support and Waste Management and Remediation	6,214	5,995	-219	-3.52%
561000	Administrative and Support Services	5,844	5,593	-251	-4.30%
624000	Social Assistance	5,232	5,524	292	5.58%

480000	Transportation and Warehousing	4,839	4,673	-166	-3.43%
445000	Food and Beverage Stores	4,047	4,518	471	11.64%

SOURCE: Massachusetts Executive Office of Labor and Workforce Development – Long Term Occupational Projections – Greater Lowell WDA.

The long-term employment projections use historical and current industry employment and occupational survey data to project how employment will change over a ten-year period.

Advanced Manufacturing

The MassHire Greater Lowell Workforce Board (MHGLWB) is one of the partners of the Northeast Advanced Manufacturing Consortium (NAMC). NAMC is a collaboration among of industry, academia, and workforce development that was created to define and implement the Commonwealth’s advanced manufacturing strategy within the Northeast region of Massachusetts, covering the four workforce development regions of Metro North, North Shore, Greater Lowell, and Merrimack Valley. This four-region partnership consists of community colleges, vocational technical schools, workforce development boards, and one-stop career centers. Key areas of focus include developing the pipeline for job openings; developing training and aligning education/training curricula with employer needs; and promoting manufacturing as a career option.

The advanced manufacturing sector presents numerous career pathway opportunities for the region’s residents. According to the “2016 Massachusetts Workforce and Labor Area Review” report, manufacturing, at 14.3%, holds the second largest share of jobs in the region behind healthcare and social assistance. Greater Lowell has one of the larger shares of manufacturing jobs in the Commonwealth, only Merrimack Valley and North Shore WDAs had a greater share.²

Manufacturing can be characterized by two primary sub sectors of Computer and electronic product manufacturing with 7,314 jobs and Electronic instrument manufacturing with 4,725 jobs.³

The growing number of anticipated retirees in the manufacturing workforce presents a workforce need to address.

The chart below is a list of common advanced manufacturing positions and related occupational information for the Greater Lowell region.

SOC Code	Occupation Title	Employment in Greater Lowell	Median Annual Salary	Typical Education Level
17-2072	Electronics Engineers, Except Computer	290	\$129,991	Bachelor's degree
17-2131	Materials Engineers	50	\$103,791	Bachelor's degree
17-2141	Mechanical Engineers	800	\$104,791	Bachelor's degree
17-3012	Electrical and Electronics Drafters	60	\$63,819	Associate degree
17-3013	Mechanical Drafters	40	\$62,467	Associate degree
17-3023	Electrical and Electronic Engineering	340	\$63,106	Associate degree

² Massachusetts Office of Labor and Workforce Development – Economic Research Office. “Massachusetts 2016 Workforce and Labor Area Review”, https://www.mass.gov/files/documents/2017/10/04/MA2016_Workforce_and_Labor_Area_Review_0.pdf.

³ Massachusetts Executive Office of Labor and Workforce Development – Occupational Employment and Wages, June 2020.

	Technologists and Technicians			
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	150	\$65,584	Associate degree
17-3026	Industrial Engineering Technicians	330	\$56,579	Associate degree
17-3027	Mechanical Engineering Technologists and Technicians	70	\$52,268	Associate degree
51-1011	First-Line Supervisors of Production and Operating Workers	420	\$74,957	High school diploma or equivalent
51-2028	Electrical and Electromechanical Equipment Assemblers except winders, tapers & finishers	1,320	\$41,419	No formal educational
51-2090	Miscellaneous Assemblers and Fabricators	920	\$32,599	No formal educational
51-4041	Machinists	280	\$52,409	High school diploma or equivalent
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	50	\$38,594	High school diploma or equivalent
51-4121	Welders, Cutters, Solderers, and Brazers	120	\$54,904	High school diploma or equivalent
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	30	\$43,766	High school diploma or equivalent
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	610	\$45,560	High school diploma or equivalent
51-9161	Computer Numerically Controlled Tool Operators	90	\$58,731	High school diploma or equivalent
51-9198	Helpers--Production Workers	110	\$32,619	No formal educational

Source: Massachusetts Executive Office of Labor and Workforce Development – Occupational Employment and Wages, May 2020.

Healthcare and Social Assistance

The healthcare and social assistance sector accounts for the largest share of jobs in the region at 21%.⁴ During Covid-19 pandemic the industry clearly faced great strain needing to shift positions and resources to respond to the current health crisis. This caused greater job demand for certain positions over others that had the skills necessary to address patients in need due to the pandemic. The pandemic affected job security and employee health, however, the industry persevered and the industry is expected to experience short- and long-term growth. Between 2020-2022, the industry is expected to grow by 10.7%, an increase of 1,851 jobs. Between 2018-2028, the industry is expected to grow by 5.28% resulting in an additional 1,061 jobs.⁵

Again, the pandemic hitting the region in 2020 affects labor market information projections. A greater increase and need may be seen concentrated during the pandemic, but as the health crisis is resolved industry job demand may level out. Home Health/Personal Care Aides is facing the highest level of employee shortages with 420 job openings, followed by Registered Nurses with 394 job openings.⁶

⁴ Burning Glass, Regional Analysis Greater Lowell, Mar. 20, 2021 – Jun. 17, 2021.

⁵ Massachusetts Executive Office of Labor and Workforce Development – Long Term Industry Projections – Greater Lowell WDA.

⁶ Burning Glass, Greater Lowell Healthcare Industry Analysis, past 12 months pulled 6.21.21.

The chart below is a list of widespread health and social assistance occupations and accompanying salary and education levels typical for the positions.

SOC Code	Occupation Title	Employment in Greater Lowell	Median Annual Salary	Typical Education Level
21-1012	Educational, Guidance, School, and Vocational Counselors	240	\$82,620	Master's degree
21-1015	Rehabilitation Counselors	110	\$51,265	Master's degree
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	350	\$61,013	No formal education
21-1021	Child, Family, and School Social Workers	130	\$50,142	Bachelor's degree
21-1022	Healthcare Social Workers	80	\$69,097	Master's degree
21-1023	Mental Health and Substance Abuse Social Workers	***	\$69,881	Bachelor's degree
21-1093	Social and Human Service Assistants	390	\$33,788	High school diploma or equivalent
21-1094	Community Health Workers	40	\$40,788	High school diploma or equivalent
29-1141	Registered Nurses	2,030	\$89,765	Bachelor's degree
29-2052	Pharmacy Technicians	280	\$37,007	High school diploma or equivalent
29-2056	Veterinary Technologists and Technicians	70	\$39,752	Associate's degree
29-2061	Licensed Practical and Licensed Vocational Nurses	850	\$61,976	Postsecondary non-degree award
31-1120	Home Health and Personal Care Aides	3,850	\$34,572	High school diploma or equivalent
31-1131	Nursing Assistants	1,630	\$34,540	Postsecondary non-degree award
31-9091	Dental Assistants	150	\$43,637	Postsecondary non-degree award
31-9092	Medical Assistants	410	\$42,175	Postsecondary non-degree award
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	30	\$32,827	High school diploma or equivalent
31-9099	Healthcare Support Workers, All Other	20	\$48,937	High school diploma or equivalent

Source: Massachusetts Executive Office of Labor and Workforce Development – Occupational Employment and Wages, May 2020.

Education

In addition to the higher education institutions – UMass Lowell and Middlesex Community College, the region also has three vocational technical high schools – Greater Lowell, Shawsheen Valley, and Nashoba Valley Technical High Schools. The chart below demonstrates the expected long-term demand within the early childhood and elementary and secondary systems in the Greater Lowell region.

SOC Code	Title	2018 Employment	2028 Employment	Annual Avg. Change	Annual Avg. Exits	Annual Avg. Transfers	Annual Avg. Openings	Mean Wages
252021	Elementary School Teachers, Except Special Ed	1,555	1,559	0	48	66	114	\$99,028
259041	Teacher Assistants	1,418	1,407	-1	75	74	148	\$33,508
252022	Middle School Teachers, Except Special Ed	827	830	0	26	35	61	\$87,906
252011	Preschool Teacher, Except Special Ed	874	815	-6	34	51	79	\$35,385
252031	Secondary School Teachers, Except Special Ed	778	783	0	22	33	55	\$89,068
252052	Special Education Teachers, Kindergarten and Elementary	295	301	1	10	12	23	\$84,833
252032	Career/Technical Teachers, Secondary School	294	292	0	8	12	20	\$82,347
253021	Self-Enrichment Education Teachers	245	275	3	15	15	33	\$45,197
251011	Business Teachers, Post-Secondary	202	224	2	8	10	20	\$107,029
252054	Special Education Teachers, Secondary School	179	179	0	6	8	14	\$86,423
253098	Substitute Teachers	149	149	0	9	8	17	\$32,957
252012	Kindergarten Teachers, Except Special Ed	117	117	0	5	7	12	\$71,355
254021	Librarians	110	111	0	6	5	11	\$66,059

Source: Massachusetts Executive Office of Labor and Workforce Development – Long Term Occupational Projections – Greater Lowell WDA.

Professional, Technical, and Scientific

Computer Systems Design and Related Services and Scientific Research and Development Services are the two primary subsectors under Professional, Scientific, and Technical Services. A second tier is comprised of a) Architectural and Engineering Services and b) Management and Technical Consulting Services.

The following chart illustrates occupations in information technology that are expected to experience long

term growth in the Greater Lowell region.

SOC Code	Title	2018 Employment	2028 Employment	Annual Avg. Change	Annual Avg. Exits	Annual Avg. Transfers	Annual Avg. Openings	Mean Wages
151133	Software Developers, Systems Software	1,440	1,558	15	21	86	122	\$124,231
151132	Software Developers, Applications	668	815	15	10	42	67	\$119,473
151151	Computer Support User Specialists	658	712	5	13	44	62	\$61,568
151121	Computer Systems Analysts	527	618	9	11	30	50	\$93,535
151142	Network and Computer System Administrators	233	244	1	4	13	18	\$88,881
151199	Computer Occupations, All Other	176	194	2	3	10	15	\$106,335
151143	Computer Network Architects	188	184	0	2	10	12	\$123,943
151152	Computer Network Specialists	104	106	0	2	7	9	\$109,747

Source: Massachusetts Executive Office of Labor and Workforce Development – STEM Occupations in Greater Lowell WDA

Construction

Covid-19 greatly affecting the industry in 2020 has had a drastic effect on job growth for the industry short-term. However, the long-term projection for the Construction industry shows a 15.99% growth between 2018 to 2028.⁷

With this large number of public construction projects and ongoing private sector construction taking place throughout the region, the construction industry remains a critical component of the Greater Lowell workforce system.

The following chart illustrates occupations in information technology that are expected to experience long term growth in the Greater Lowell region.

SOC Code	Title	2018 Employment	2028 Employment	Annual Avg. Change	Annual Avg. Exits	Annual Avg. Transfers	Annual Avg. Openings	Mean Wages
472111	Electricians	1,319	1,564	24	44	123	191	\$58,745
472152	Plumbers, Pipefitters, and Steamfitters	961	1,171	21	31	87	139	\$57,489
472061	Construction Laborers	1,015	1,155	14	36	84	134	\$55,305
472031	Carpenters	857	891	3	27	63	93	\$61,049
471011	First Line Supervisors of Construction Trades	583	659	8	18	46	72	\$77,681
472073	Operating Engineers and Other	376	425	5	14	33	52	\$75,808

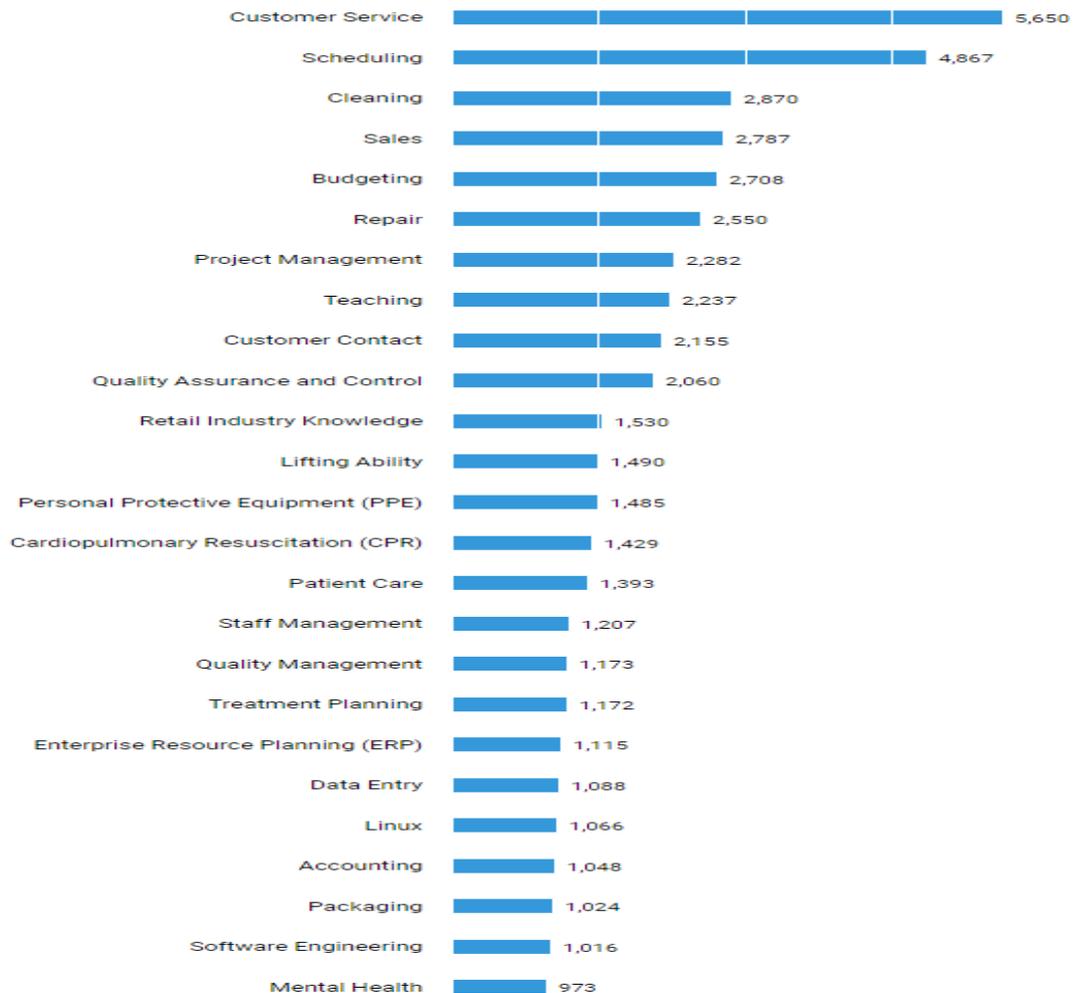
⁷ Massachusetts Executive Office of Labor and Workforce Development – Long Term Industry Projections – Greater Lowell WDA.

	Construction Equipment Operators							
472211	Sheet Metal Workers	288	346	6	9	25	40	\$53,605
472141	Painters, Construction and Maintenance	182	199	2	7	13	22	\$51,564
474031	Fence Erectors	166	194	3	7	14	24	Unavail.
472221	Structural Iron and Steel Workers	165	193	3	5	16	24	Unavail
472081	Drywall and Ceiling Tile Installers	159	170	1	5	12	18	Unavail.
472181	Roofers	103	123	2	3	9	14	\$48,532

Source: Massachusetts Executive Office of Labor and Workforce Development – Long Term Occupational Projections – Greater Lowell

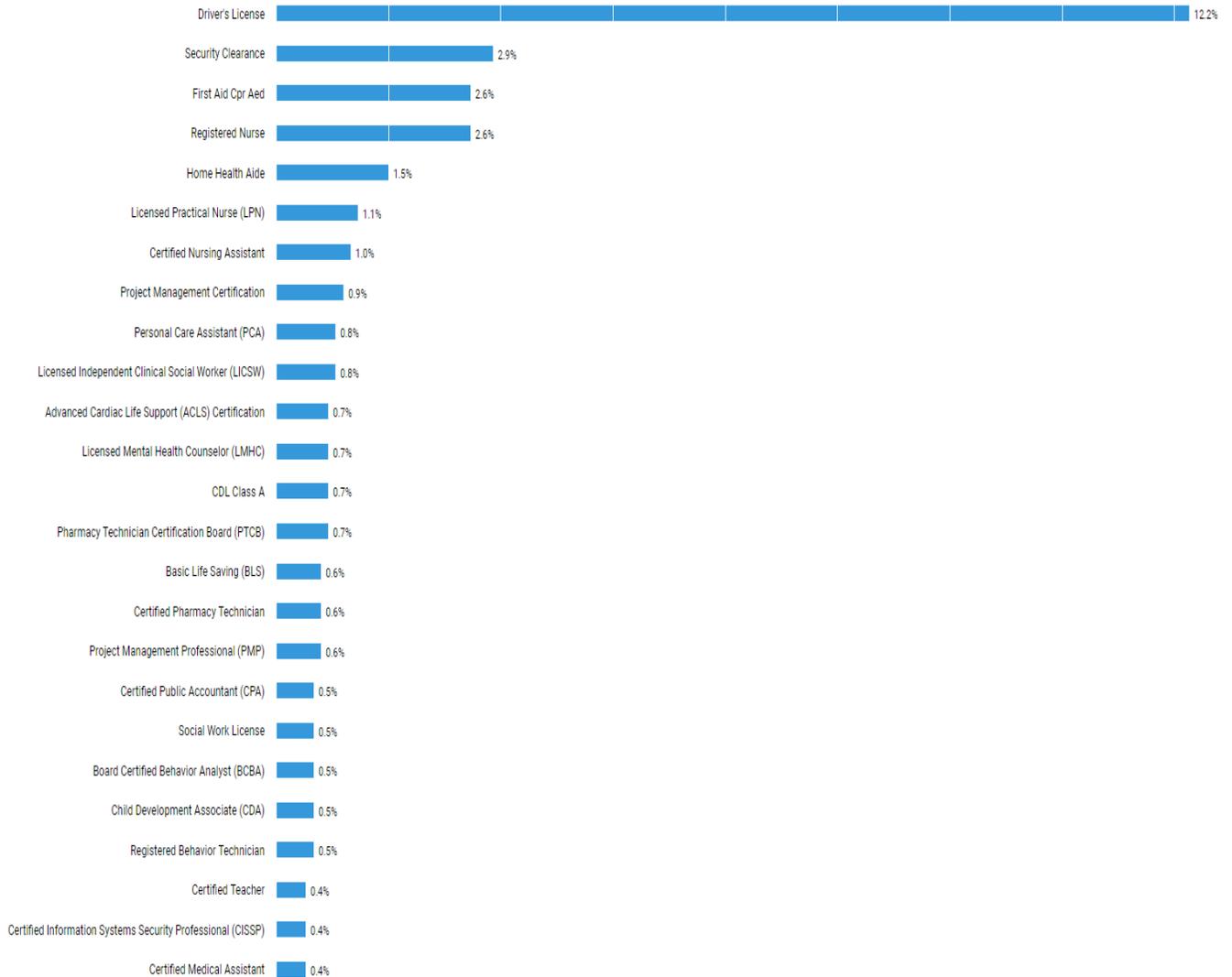
a. Describe the knowledge and skills needed to meet the employment needs Of the businesses in your region, including employment needs in in-demand industry sectors and occupations.

The following skills are most requested



Source: Burning Glass, Jobs Region San, Greater Lowell WDA, past 12 months pulled June 2020.

Certifications in Greatest Demand



Source: Burning Glass, Jobs Region San, Greater Lowell WDA, past 12 months pulled June 2021.

After an examination of the employment needs and the occupations of in demand industries in the Greater Lowell area the Board has identified Advanced Manufacturing, Professional, Technical, Healthcare, Education and Construction as the focus for strategic planning. A review of the positions in the area indicate a varying degree of educational and skill needs. Education and Professional Technical occupations rank mainly in the BA +. Healthcare has a broader range of skill and educational levels depending on the occupation, for example Physical Therapists, Registered Nurses and Mental Health Counselors fall firmly in the BA + category while Nursing Assistants, Pharmacy Techs and Dental Hygienists have varying levels from Post-Secondary non-degree, Associates or High School Diploma. A scan of occupations in Advanced Manufacturing and Construction indicate that educational needs of the workforce are in the Sub BA category.

- b. Please provide an analysis of your regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment¹.**

One of our core community partners and local community action agency, Community Teamwork Inc., recently released their 2021 Community Needs Assessment.⁸ The MassHire Greater Lowell Workforce Board utilized that report as part of the demographic review of the region. We have included several tables below to illustrate a snapshot of our region. Per the federal guidance for Community Action Agencies, the bulk of the assessment took place in the first quarter of 2020 – before COVID-19 and the current national conversation on race. As such, the majority of the data should be considered “pre-pandemic.” Per the report, based on publicly available data, trends, and utilizing assessment tools, CTI identified the top needs at the individual and community levels. Top Needs at the Individual Level: 1. Housing Affordability 2. Living Wages 3. Education and Training 4. Employment Supports 5. Affordable Childcare. Top Needs at the Community Level: 1. Creation of Quality, Affordable Housing 2. Industry and Employment 3. Mental Health and Counseling.

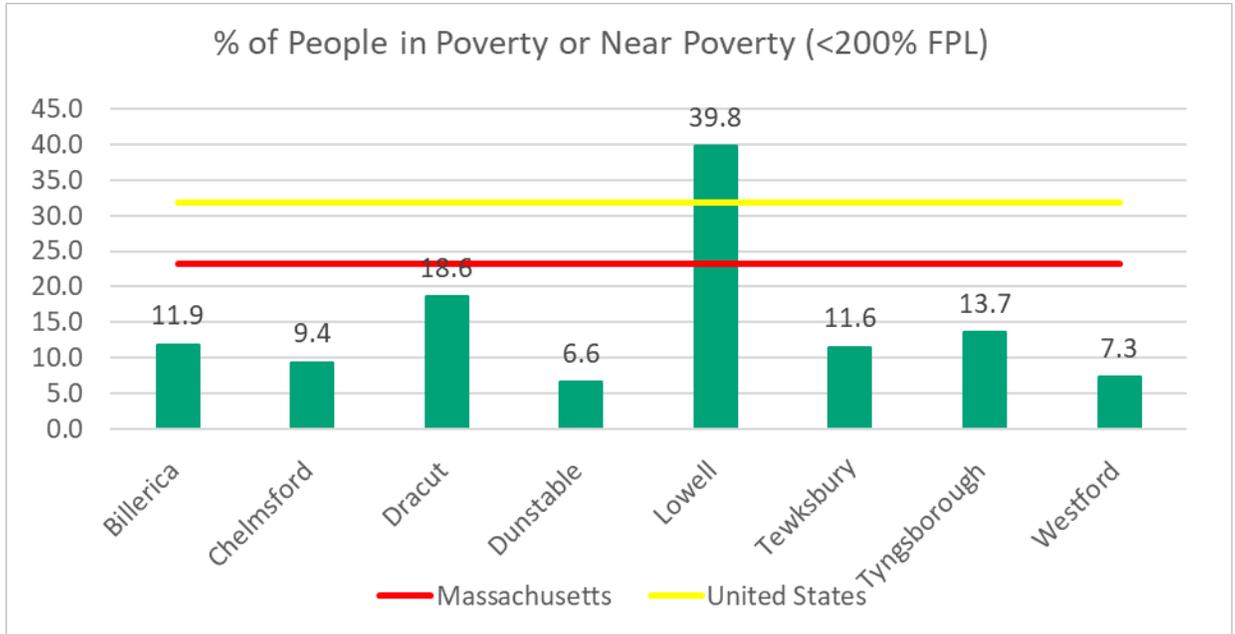
According to the 2018 data, the Greater Lowell communities are still predominantly white, with the exception of the urban City of Lowell.

Race and Ethnicity					
Town/City	Population	% White	% Black/ African American	% Asian	% Hispanic or Latino
Billerica	43,044	85.6 %	3.3 %	7.0 %	4.0 %
Chelmsford	35,086	87.2 %	0.8 %	9.1 %	3.6 %
Dracut	31,266	88.6 %	3.9 %	3.9 %	6.2 %
Dunstable	3,345	93.8 %	-	4.5 %	1.3 %
Lowell, City	111,249	60.9 %	7.4 %	23.2 %	18.8 %
Tewksbury	31,002	92.2 %	1.9 %	3.4 %	1.6 %
Tyngsborough	12,272	87.7 %	1.1 %	7.5 %	3.3 %
Westford	24,194	78.7 %	0.8 %	18.8 %	1.9 %
Massachusetts	6,830,193	78.5 %	7.5 %	6.5 %	11.6 %
United States	322,903,030	72.7 %	12.7 %	5.4 %	17.8 %

Source: 2018 American Community Survey 5-Year Estimates

Five of the eight towns in Greater Lowell have over 11% of people living at or near poverty, based on 200% of the Federal Poverty Level (FPL). Only the City of Lowell surpasses both the Massachusetts average of 23.2% and the United States average of 31.9%.

⁸ Community Teamwork’s “2021 Community Needs Assessment”. <https://www.commteam.org/wp-content/uploads/2021/05/CNA-Digital-FINAL.pdf>.



There are over 30,000 residents in Greater Lowell who are living in poverty (<100% of FPL). An additional 33,000+ residents are documented as near poverty (<200% of FPL), in the chart above.

The City of Lowell has more than 20% of its residents living below the poverty level in the past 12 months. The Massachusetts average is 10.8% and the national average is 14.1%. Only Lowell is above both of those averages.

Community	Population	# in Poverty	% in Poverty	White - % Below Poverty Level	Black or African American - % Below Poverty Level	American Indian and Alaskan Native - % Below Poverty Level	Asian - % Below Poverty Level	Native Hawaiian & Other Pacific Islander - % Below Poverty Level	Some Other Race - % Below Poverty Level	Two or More Races % Below Poverty Level	Hispanic or Latino Origin - % Below Poverty Level	White Alone, not Hispanic or Latino - % Below Poverty Level
Billerica	43,044	1581	3.8	3.7	7.4	-	2.7	0	7.4	4.8	4.3	3.7
Chelmsford	35,086	1331	3.8	3.3	20.8	0	5.5	0	3.1	11.3	1	3.4
Dracut	31,266	2320	7.5	6.8	4.4	-	7.7	0	5.6	37.4	20.7	6.3
Dunstable	3,345	83	2.5	2.6	-	-	0	-	0	0	0	2.7
Lowell	111,249	22042	20.7	18.7	22.8	33.4	17.4	0	50.4	25.3	39.8	14.2
Tewksbury	31,002	1798	5.9	5.2	44.3	0	402	-	18.8	1.7	0.6	5.2
Tyngsborough	12,272	802	6.5	6.7	0	0	8.6	-	0	0	0.5	6.9
Westford	24,194	612	2.5	2.4	0	-	2.9	-	0	4.7	4.4	2.4

**MassHire Lowell Career Center Customer Demographics Snapshot Based on Total Served:
5/2020 - 5/2021**

Age Demographics

Less than 20	190	5%
Ages 20 - 29	687	16%
Ages 30 - 39	783	19%
Ages 40 - 49	709	17%
Ages 50 - 59	966	23%
Ages 60 - 69	778	18%
Over 70	109	3%
Average Age:	47	
Median Age:	49	

Highest Education Level

Info not Available:	57	1%
Less than H.S.	340	8%
GED	194	5%
HS Graduates	879	21%
Some College	533	13%
Post Secondary with H.S.	0	0%
Vocational Degree	0	0%
Associates Degree	390	9%
Bachelor Degree	1,073	25%
Masters	480	11%
Doctorate:	74	2%
Other Advanced Degree	21	0%
Certificate of Completion with a Disability	0	0%

Ethnicity

White	2,845	67%
African/African American	342	8%
Hispanic	631	15%
Asian	495	12%
Native	45	1%
Pacific	11	0%
Other	169	4%

Gender

Female	2311	55%
Male	1901	45%

Persons with Disabilities Served based on total served for the following date ranges:

7/1/2019- 6/30/20	517 (12 mos)	11%
7/1/2020- 3/31/21	290 (6 mos)	12%

**Labor Force and Unemployment Data – Not Seasonally Adjusted
May 2020 - May 2021**

Month	Year	Labor Force	Employed	Unemployed	Area Rate	Massachusetts Rate
May	2021	159,939	150,340	9,599	6	6.1
April	2021	158,852	149,508	9,344	5.9	5.9
March	2021	158,643	148,518	10,125	6.4	6.6
February	2021	158,620	147,465	11,155	7	7.3
January	2021	157,842	146,581	11,261	7.1	7.5
December	2020	158,712	147,585	11,127	7	7.3
November	2020	158,606	147,039	11,567	7.3	7.7
October	2020	157,069	145,159	11,910	7.6	8.1
September	2020	154,785	141,618	13,167	8.5	8.9
August	2020	155,374	141,855	13,519	8.7	9.1
July	2020	153,178	138,297	14,881	9.7	10.1
June	2020	158,852	135,753	23,099	14.5	14.8
May	2020	154,169	130,609	23,560	15.2	15.4

(4) Please provide an analysis of workforce development activities, including education and training, in the local area. This analysis must:

a) include strengths and weaknesses of workforce development activities.

The strengths of the workforce development activities in Greater Lowell include:

- Supportive services referrals with WIOA core partners
- Strong partnerships with social service entities, local service providers and non-profit organizations in the Greater Lowell region
- One common data system (the Massachusetts One-Stop Employment System (MOSES)) -- coordinate, schedule, monitor and report on virtually all service activities
- Strong Veterans Services – Veterans receive priority of services at the OSCC. The Veteran Service representative has direct contact and coordination with homeless Veteran shelters, the VA and local area community organizations that provide direct services and training program opportunities leading to gainful employment and self-sufficiency. All staff been trained in serving veterans and the Veteran Services representative receives all new job postings for 24 hours before the general public. In addition, the Veteran Services representative consistently places highest in the State for highest average wage.
- Availability of multiple labor market tools to help inform job seekers decisions related to careers or business needs. These include:
 - The Massachusetts Career Information System (MassCIS), portfolio tool that enables users to explore career outlooks, as well as knowledge, skills and abilities, and educational requirements

- Transferrable Occupational Relationship Quotient (TORQ): An easy to navigate, easy to understand career exploration tool based on O*NET occupational competency profiles
 - Burning Glass: a tool that uses real-time data to identify emerging industry and occupational trends, find people jobs, and local employers in a specific industry, or to identify the industry category for a specific employer to find out more about what they do and what kind of workers they employ
- Systemic alignment with workforce development, education and training partners to serve “shared customers”, particularly with serving those with barriers to employment (low-skilled, limited English proficient, etc.); OSCC/Partners have a shared online referral portal. Opportunity for integrated education and training models for partner customers (e.g. ABE students)
 - Career Center access during evening hours enables customers who cannot visit the career center during traditional business hours to utilize the services offered. In addition, use of technology such as webinars and some offsite services increases access.

The weaknesses and gaps of the workforce development system in Greater Lowell include:

- Lack of subsidized training vouchers for customers compared to need;
- Need for additional offsite/community-based services;
- Expand Youthworks and Summer Youthworks programs beyond Lowell into the region’s other communities; and
- Transportation issues continue to pose a challenge to companies. Workers are unable to utilize public transportation to get to their jobs due to scheduling conflicts and inadequate service.

- b) Address the capacity to provide the workforce development activities around:**
- i. education and skill needs of the workforce;**
 - ii. individuals with barriers to employment;**
 - iii. employment needs of businesses.**

The MassHire Greater Lowell Workforce board and MassHire Lowell Career Center (MHLCC) operate under a demand driven model when developing and implementing workforce development activities in the region. Through coordination with industry, occupational skills training providers, community partners, Middlesex Community College, and various community partners, the region develops and implements various sector-based initiatives based off demand. Our strong partnerships enable the board to pursue funding to provide additional services to individuals with barrier(s) to employment, including but not limited to: recipients of public assistance, individuals with a disability, older workers, re-entry populations, individuals with limited English proficiency, and individuals who are basic skills deficient.

The board is a member of the Northeast Advanced Manufacturing Consortium (NAMC). NAMC is a collaboration among industry, academia, and government that was created in 2012 to define and implement the Commonwealth's advanced manufacturing strategy within the Northeast region of Massachusetts and includes four workforce region’s boards, career centers, community colleges, and vocational technical high schools.

The Northeast Healthcare HUB Consortium was also established. The MassHire Greater Lowell Workforce Board, MassHire North Shore Workforce Board, and MassHire Merrimack Valley Workforce Board collaboratively established an employer lead Northeast Healthcare HUB Workforce Consortium in October 2020. This demand driven consortium is tasked to ultimately ensure healthcare related training for local

residents meets the needs of the healthcare industry, and to work as a partnership to identify and create solutions to healthcare talent challenges and shortages across the Northeast region of MA.

(5) Please describe the MassHire Board’s strategic vision to support regional economic growth and economic self-sufficiency. Include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1).

Mission

The mission of the MassHire Greater Lowell Workforce Board (MHGLWB) is to provide high quality, innovative and collaborative workforce development programs. The MHGLWB promotes a skilled and educated workforce that will meet the needs of employers in the region. The MHGLWB supports economic development, business competitiveness and job creation in Greater Lowell.

Vision

The MassHire Greater Lowell Workforce Board (MHGLWB) will be the leader in workforce development policies and programming for the Greater Lowell Area, ensuring that job seekers have access to and are prepared for quality employment opportunities. The MHGLWB will work with stakeholders, businesses, and partners to identify the challenges and seek solutions to address the skills gaps in our region and contribute to the economic growth of our communities.

Strategic Priorities

1. Align workforce and business demands to promote and expand career pathways, skills development, and stackable credentials to address the skill gap and hiring needs of the identified priority industries and occupations

Activities:

- Fully integrate and utilize the demand driven philosophy and tools to engage businesses
- Strong partnerships with businesses and coordination with training partners to ensure services are in line with demands
- Assist employers in identifying and hiring skilled workers and accessing relevant resources including education and training for their current workforce
- Promote, expand or develop industry/occupation career pathways to fill identified skills gaps
- Understand the workforce needs of industry and companies and respond quickly to their needs for talent
- Emphasize training that leads to an industry recognized credential
- Strengthen career pathways, work-based learning, apprenticeship programs, and sector strategies

2. Effectively serve all job seekers, in particular those with barriers to employment, by improving the education and employability skills of youth and adults leading to competitive wage employment

Activities:

- Utilize partners to continue to expand access through improved accommodations for people with disabilities
- Develop education and training opportunities in priority industries for eligible participants with employment barriers
- Reestablish a Youth Council to assist in the development of key policy and decision making to help youth achieve successful transitions to further education and employment.
- Monitor local demographics and make recommendations for trainings/curriculum based on needs of local job seekers
- In collaboration with the Career Center of Lowell:
 - Educate and encourage job seekers to focus on gaining in-demand skills
 - Educate local vendors to provide training and opportunities for job seekers that focus on in-demand skills required by the region's businesses and credentials

3. Be viewed as the leading advocate, convener, and resource for workforce development activities in the in the Greater Lowell region

Activities:

- Gather, analyze and disseminate labor market data to a variety of audiences including industry, community partners, institutions of higher education, and high schools
- Expand career awareness activities with a focus on STEM
- Provide accurate and timely information on current and future employer hiring and training needs

4. Create and leverage partnerships to raise and develop additional funding and resources

Activities:

- Leverage and foster partnerships with the following:
 - One-Stop Career Center
 - Employers
 - Higher Education Institutions – MCC and UMass Lowell
 - Vocational Technical Schools – Nashoba Valley Technical High School, Greater Lowell Technical High School, and Shawsheen Valley Technical High School
 - Community Based Organizations
 - Elementary and Secondary Education Schools
 - Labor Unions
- Develop a strategic plan with a focus on securing funding through, but not limited to, the following sources: corporate and private foundations, other state and federal funding outside of core funding
- Work with community partners to capture additional resources to support providing services to fill the skills gap within our priority industries
- Work with our regional partners to ensure our strategic priorities are aligned with regional planning to maximize resources

5. Continue to maintain strong board and career center operations including a system that values all partners, supports collaboration, communication, and visibility

Activities:

- Ensure WDB staff and board members have relevant and professional networks in priority industries and with political leadership in the region
- Ensure core programs are aligned with WIOA and state priority areas
- Build and leverage State House, legislative, and municipal relationships
- Engage board members to strengthen the visibility, opportunities, and visibility of the GLWDB
- Strengthen marketing and relationship with local media outlets
- Maintain strong career center performance through oversight of the one-stop career center

5(a-d): The primary indicators of performance include:

- a. **The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;**

WIOA Adult

FY 20 - Period July 1, 2019- June 30, 2020

	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Entered Employments	[H=G/D] Q2 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	45	0	45	38	0	38	84%	87%	98%

FY 21 - Period July 1, 2020 - December 31, 2020

	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Entered Employments	[H=G/D] Q2 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	40	0	40	33	0	33	83%	87%	95%

WIOA Dislocated Worker

FY 20 - Period July 1, 2019- June 30, 2020

	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Entered Employments	[H=G/D] Q2 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	137	2	135	112	0	112	83%	86%	96%

FY 21 - Period July 1, 2020 - December 31, 2020

	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Entered Employments	[H=G/D] Q2 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	107	1	106	88	0	88	83%	86%	97%

WIOA Youth

FY 20 - Period July 1, 2019- June 30, 2020

	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental EE/Educ	[G=E+F] Total Q2 EE/Educ	[H=G/D] Q2 EE/Educ Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	45	4	41	30	4	34	83%	81%	102%

*Youth measures include employment, education, training, or military enrollment @ Q2 after exit

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental EE/Educ	[G=E+F] Total Q2 EE/Educ	[H=G/D] Q2 EE/Educ Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	47	3	44	31	6	37	84%	81%	104%

*Youth measures include employment, education, training or military enrollment @ Q2 after exit

b. The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;

WIOA Adult

FY'20 - Period July 1, 2019- June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusion s	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q4 Entered Employments	[H=G/D] Q4 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	61	0	61	52	0	52	85%	78%	109%

FY'21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q4 Entered Employments	[H=G/D] Q4 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	45	0	45	37	0	37	82%	78%	105%

WIOA Dislocated Worker

FY'20 - Period July 1, 2019- June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q4 Entered Employment	[H=G/D] Q4 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	161	2	159	138	0	138	87%	85%	102%

FY'21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q4 Entered Employment	[H=G/D] Q4 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	138	2	136	113	0	113	83%	85%	98%

WIOA Youth

FY'20 - Period July 1, 2019- June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental EE/Educ	[G=E+F] Total Q4 EE/Educ	[H=G/D] Q4 EE/Educ Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	46	1	45	36	2	38	84%	74%	115%

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental EE/Educ	[G=E+F] Total Q4 EE/Educ	[H=G/D] Q4 EE/Educ Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	45	4	41	28	1	29	71%	74%	96%

c. Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;

WIOA Adult

FY 20 - Period ending June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	45	0	45	38	0	38	\$7,769	\$5,300	147%

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	40	0	40	33	0	33	\$7,809	\$5,800	135%

WIOA Dislocated Worker

FY 20 - Period ending June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	137	2	135	112	0	112	\$13,850	\$7,800	178%

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	107	1	106	88	0	88	\$14,333	\$8,300	173%

WIOA Youth

FY 20 - Period ending June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	45	4	41	30	0	30	\$3,505	\$3,500	100%

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	47	3	44	31	0	31	\$3,443	\$3,500	98%

- d. The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation or within 1 year after exit from the program.

WIOA Adult

FY 20 - Period ending June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Attained HS/Equiv	[F] Attained Post Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	26	0	26	0	21	21	81%	72%	112%

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Attained HS/Equiv	[F] Attained Post Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	27	0	27	0	24	24	89%	73%	122%

WIOA Dislocated Worker

FY 20 - Period ending June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Attained HS/Equiv	[F] Attained Post-Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	79	0	79	0	74	74	94%	62%	151%

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Attained HS/Equiv	[F] Attained Post-Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	70	1	69	0	58	58	84%	65%	129%

WIOA Youth

FY 20 - Period ending June 30, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Attained HS/Equiv	[F] Attained Post-Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	46	1	45	31	11	38	84%	71%	120%

FY 21 - Period July 1, 2020 - December 31, 2020

WORKFORCE AREA	[B] Total Number of Exitters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exitters	[E] Attained HS/Equiv	[F] Attained Post-Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	45	4	41	31	12	38	93%	71%	131%

Source: <https://www.mass.gov/service-details/fiscal-year-2020-ccpr> and <https://www.mass.gov/service-details/fiscal-year-2021-ccpr>

- (6) Taking into account analyses described in 1 through 4 above, please describe your strategy to work with the entities that carry out the core programs and workforce system partners to align available resources to achieve the strategic vision and goals described in paragraph (a)(5) of this section.**

The MassHire Greater Lowell Workforce Board acts as the convener of the WIOA Partner MOU which defines the roles and responsibilities of all required partners in the region including the Adult Program, Dislocated Worker Program, and Youth Program (Title I), as part of DCS/EOLWD; the Adult Education and Family Literacy

Act Program (Title II), as part of ACLS/DESE/EOE; Wagner-Peyser Act Program (Title III), as part of DCS/EOLWD; the Vocational Rehabilitation Program, as part of the Massachusetts Rehabilitation Commission (MRC) and the Massachusetts Commission for the Blind (MCB), EOHHS; Federal-State Unemployment Compensation Program as part of DUA/EOLWD; Trade Adjustment Assistance for Workers Program, as part of DCS/EOLWD; Jobs for Veterans State Grants Program, as part of DCS/EOLWD; Temporary Assistance for Needy Families Program (TANF), as part of DTA/EOHHS, Employment & Training Programs under the Supplemental Nutrition Assistance Program (SNAP), as part of DTA/EOHHS, and the Senior Community Service Employment Program (SCSEP). The partners listed above met on a regular basis to develop the MOU including defining shared customers, defining customer flow (job seekers and business), and developing procedures to track activities, outcomes, and referrals. The board continues to meet on quarterly basis to review an update practices and procedures.

(b). Under WIOA, the plan must include a description of the following requirements(WIOA secs. 108(b)(2)–(21)):

(1) Identify the following elements of the workforce development system in your local area:

a. Programs that are included in your local workforce system (please list programs).

- Competitive Integrated. Employment Services (*CIES*)
- Co-located Partner Services
- Connecting Activities – DESE funded school-to-career program
- National Dislocated Worker Grants
- Rapid Response Services
- Reemployment Services and Eligibility Assessment (RSEA)
- Registered Apprenticeships
- State One-Stop Funded Labor Exchange
- Trade Adjustment Assistance
- Unemployment Insurance Services
- Veteran’s Services
- Workforce Innovation and Opportunity Act (WIOA) Title I --- Adult, Dislocated Worker and Youth
- Wagner Peyser Labor Exchange
- YouthWorks – Year-Round and Summer

b. How your Board will support the strategies identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment.

The MassHire Greater Lowell Workforce Board convened a consortium of workforce development partners to facilitate greater service alignment, integration and efficiency across the local system. To establish an overarching universal framework for how partners greater Lowell’s local system will work together to deliver workforce development programs, the partners developed a Partner MOU that includes an online referral portal to be utilized by all partners, co-location and cross-training of staff. Partners include, but are not limited to, the MassHire Lowell Career Center, DCS, DTA, DUA, Massachusetts Vocational Rehab, Massachusetts Commission for the Blind, Abisi Adult Basic Education and Operation ABLE. The MassHire Greater Lowell Workforce Board also partners with Middlesex Community College, the regions high schools and technical schools and various community-based organizations.

(2) Please describe how your Board will work with entities carrying out core programs to:

- a. Expand access to employment, training, education, and supportive services for eligible individuals, particularly for individuals with barriers to employment.**
- b. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and**
- c. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

With guidance and oversight from the MassHire Greater Lowell Workforce Board, the Board and the MassHire Lowell Career Center will work closely with core partners coordinate and expand access to employment, training, education, and supportive services for eligible individuals, particularly for individuals who have barriers to employment. The Board and Career Center will build on successful cohort trainings in in-demand occupations, delivered in partnership with our community colleges and technical schools, to introduce career pathways models, improve access to activities leading to industry-recognized postsecondary credentials, and develop co-enrollment protocols. The partners will work with the Board to increase integration of services, particularly services that introduce appropriate accommodations for individuals with disabilities.

WIOA acknowledged that one of the primary constraints to expanding services in local systems has been the siloed way in which partner organizations have traditionally operated. To address this issue the Partner MOU laid out a plan for continuous communication and cross training of staff. The Board set a schedule of quarterly meetings of the partners as well as a created Partner Business Service Team.

(3) Please describe the strategies and services that will be used in your local area:

- a. To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in high- demand industry sectors and occupations.**

The current MHGLWB Strategic Plan, effective January 1, 2018 – December 31, 2021, identifies five priority industries in the region – healthcare, professional and technical services (IT), advanced manufacturing, education, and construction. The MHGLWB will embark on developing career pathways in the priority industries. The career pathways will include information on salary ranges, typical education level needed, and number of individuals employed in the region for specific occupations. The pathways will be available on the MHGLWB’s website and be distributed to the OSCC, local high schools, Middlesex Community College, and community-based organizations.

The MHGLWB participated in the development of the Northeast Regional Labor Market Blueprint with workforce development, economic development, and education stakeholders in the Greater Lowell, Merrimack Valley, and North Shore workforce regions. The regional blueprint identifies three priority industries across the Northeast region: healthcare, professional and technical services (IT), and advanced manufacturing. The industries selected were driven by current and future pipeline development needs determined by employer focus groups, surveys, and labor market information. Over the next four years, the MHGLWB will be addressing the skills gap by working on the foundational and industry specific goals and strategies in the Northeast Labor Market Blueprint.

The MHGLWB is integral member of the Northeast Advanced Manufacturing Consortium (NAMC). NAMC was established to promote sustained collaboration between industry, academia, and workforce development to support the manufacturing industry in northeast Massachusetts. It is led by a business leadership team which informs the consortium about the current and future business needs of the manufacturing community. NAMC is consistently adapting its training modules to reflect the skills demanded in industry.

The Northeast Healthcare HUB Consortium was also established. The MassHire Greater Lowell Workforce Board, MassHire North Shore Workforce Board, and MassHire Merrimack Valley Workforce Board collaboratively established an employer lead Northeast Healthcare HUB Workforce Consortium in October 2020. This demand driven consortium is tasked to ultimately ensure healthcare related training for local residents meets the needs of the healthcare industry, and to work as a partnership to identify and create solutions to healthcare talent challenges and shortages across the Northeast region of MA.

The Northeast Healthcare Hub (HUB) recruited healthcare stakeholders including educators and employers representing Acute Care/Outpatient services, Long-Term Care, Community Health, and Home Care services. A Business Leadership Team (BLT) was developed comprising eighteen healthcare businesses and an Education Committee was developed comprising twelve education institutions representing community colleges, high schools, and vocational technical schools in the Northeast region.

To address healthcare priorities the HUB has developed the “Northeast HUB Nurse Pipeline Program” to address the shortage of CNAs/MAs, LPNs, and RNs in the workforce and the retention issues surrounding these occupations. The program will aim to recruit and train CNAs/MAs to hire as well as provide incentives and supports for retention and career advancement for employees that are inspired to move up the career pathway into a LPN, RN, or higher-level clinical position.

The MHGLWB promotes both the on-the-job training and apprenticeship work-based models. The region promotes and markets the apprenticeship model through the Massachusetts Apprenticeship Initiative. Within the region’s WIOA Youth Providers, the MHGLWB heavily stresses the importance of integrating career pathways in both in-school and out-of-school programming. The MHGLWB mandates all providers provide career pathways programming including job shadowing, mentoring, and internships.

The Board is utilizing the quarterly Partner meetings and engaging the newly formed Partner Business Service team to seek input and identify entry points for customers.

MHGLWB private sector members utilize the OSCC for the following services: specialized recruitment events, posting job orders, attending off-site job fairs, hosting summer youth interns, applicant pre-screenings, and obtaining assistance for Workforce Training Fund grants. In addition, board members assist in conducting financial literacy workshops on-site at the OSCC. Board members are also active in providing services to in-school and out-of-school youth. They provide company tours, job shadow opportunities, and participate in career awareness panels.

When attending community and business events, the MHGLWB staff and members promote the wide variety of resources available at the OSCC. For example, the OSCC services are promoted at events held by: Greater Lowell Chamber of Commerce, Middlesex 3 Coalition, Westford Business Association, City of Lowell, Coalition for a Better Acre, various Rotary Clubs, and other community events.

In conjunction with the OSCC, the MHGLWB educates employers on the various federal and state programs available. The goal is to make local employers more aware of and utilize relevant resources and incentives

available in the Commonwealth.

The following programs are actively promoted: Workforce Training Fund, Workforce Competitive Trust Fund, WorkShare, Work Opportunity Tax Credit, on-the-job training, apprenticeships. The MHGLWB also provides technical assistance to companies pursuing the resources.

b. To serve agricultural businesses including plans to improve those services.

Agriculture is not a critical or priority industry in the region but collaborates with agricultural businesses if the need arises.

c. To support a local workforce development system that meets the needs of businesses.

Under the oversight of the board, the MassHire Lowell Career Center pre-screen applicants for the occupation or industry sector with which they are being connected. The Workforce Performance and Opportunities committee will review program infrastructure to monitor implementation of measures to address service delivery gaps.

Establish parameters and a mechanism to measure success and return on investment for employers. Provide customer support after candidates are hired or placed in work and learn opportunities. Identify additional employee retention and resources that the workforce system can offer as cost savings benefit for business.

d. To better coordinate workforce development programs and economic development.

The Board will lead the following activities to coordinate workforce development with economic development:

- Develop and implement processes that clearly connect the local workforce system's activities to both existing and new local and regional economic drivers.
- Work with the region's economic development departments and agencies to maintain a current inventory of existing and new economic development initiatives and real estate development projects.
- Review inventory on a quarterly basis to identify workforce development implications and opportunities.
- Identify hiring trends, skill gaps and employment opportunities in the industry sectors targeted in the regions strategic plan.
- Identify skills trends attached to each target industry and work with partners to identify the needs and expectations of the forecasted in-demand occupations and assisting in the creation of associated career pathways

e. To strengthen linkages between reemployment assistance and unemployment insurance programs.

The Career Center's Business Service team assists companies of all sizes to meet their staffing needs. The Business Service Representatives (BSR) will meet with the local business customer to introduce themselves and explain their role and how the Career Center may be able to provide value added support to the business. The

BSR is knowledgeable of the business services that are provided through the CCL and the Commonwealth of Massachusetts (i.e., Mass BizWorks, Rapid Response, Work Share, Work Opportunity Tax Credit, Workforce Training Fund, On-the-Job Training).

The BSR will request a tour of the company or hiring department to obtain cultural perspective and discuss priority of business staffing needs. BSR will obtain specific hiring information such as:

- # of job openings
- priority of hires
- job descriptions
- hours needed; FTE or PTE
- utilization of staffing agencies
- time frame expected
- follow up time frame

The BSR will develop recruitment strategies to source qualified job seekers for the job openings. Veteran Representative at the Career Center will receive all job opening(s) for 24 hours (priority of service for Veterans) before made available to the public. Emails are sent to all Career Advisors on a daily and/or weekly basis with the listing of job openings.

The BSR will vet all potential candidates for job openings. Potential candidates can be identified from Mass JobQuest, BullHorn, and running Crystal Reports. After locating and entering all pertinent job seeker and job/business related data into MOSES, next step is to reach out and meet with the job seeker, conduct a job skills assessment, match job seeker's job skills and work experience with business customer's job specifications. A soft skills assessment is part of the initial assessment. When a potential job seeker is deemed qualified for job referral, BSR instructs potential job seeker to visit company website and fill out on-line job application. BSR communicates with business customer and confirms that potential candidate has completed on-line job application and has been referred to be considered for further employment assessment by the company representative.

If a company decides to interview the job seeker, the BSR will follow up with the job seeker and obtain feedback from the business after the scheduled interview

If a job seeker is hired, the BSR will be asked to follow up with the business contact and obtain new hire data, e.g, job title, compensation, location and start date.

f. Describe how your Board coordinates workforce investment activities carried out in the local area with statewide Rapid Response activities.

Rapid Response activities include sending reports of recent and upcoming layoffs in our area. RR team will send the WARN report for any upcoming lay off. RR will go on site at the company and deliver their array of services. At this point the CC staff are available to assist if needed. If necessary, the CC management and Board will work the RR staff to determine if an NDWG may be necessary due to the large number of dislocated workers and available existing funding. If needed the CC management may request a RR Set Aside grant to cover expenses during the NDWG application process. CC staff participate in RR regional meetings.

g. Please describe procedures to offer MassHire Career Center Business Services and MassHire BizWorks programs to local businesses.

The Career Center's Business Service Team assists companies of all sizes to meet their staffing needs. The Business Service Representative (BSR) will meet with the local business customer to introduce themselves and explain their role and how the Career Center may be able to provide value added support to the business. The BSR is knowledgeable of the business services that are provided through the CCL and the Commonwealth of Massachusetts (i.e., Mass BizWorks, Rapid Response, Work Share, Work Opportunity Tax Credit, Workforce Training Fund, On-the-Job Training).

The BSR will request a tour of the company or hiring department to obtain cultural perspective and discuss priority of business staffing needs. BSR will obtain specific hiring information such as:

- # of job openings
- priority of hires
- job descriptions
- hours needed; FTE or PTE
- utilization of staffing agencies
- time frame expected
- follow up time frame

The BSR will develop recruitment strategies to source qualified job seekers for the job openings. Veteran Representative at the Career Center will receive all job opening(s) for 24 hours (priority of service for Veterans) before made available to the public. Emails are sent to all Career Advisors on a daily and/or weekly basis with the listing of job openings.

The BSR will vet all potential candidates for job openings. Potential candidates can be identified from Mass JobQuest, BullHorn, Crystal Reports etc. After locating and entering all pertinent job seeker and job/business related data into MOSES, next step is to reach out and meet with the job seeker, conduct a job skills assessment, match job seeker's job skills and work experience with business customer's job specifications. A soft skills assessment is part of the initial assessment. When a potential job seeker is deemed qualified for job referral, BSR instructs potential job seeker to visit company website and fill out on-line job application. BSR communicates with business customer and confirms that potential candidate has completed on-line job application and has been referred to be considered for further employment assessment by the company representative.

If a company decides to interview the job seeker, the BSR will follow up with the job seeker and obtain feedback from the business after the scheduled interview

If a job seeker is hired, the BSR will be asked to follow up with the business contact and obtain new hire data, e.g, job title, compensation, location and start date.

h. Describe implementation of any initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional businesses. These initiatives must support the strategy described in paragraph(b)(3) of this section.

The board will lead and implement the following activities:

- Fully integrate and utilize the demand driven philosophy and tools to engage businesses
- Assist employers in identifying and hiring skilled workers and accessing relevant resources including education and training for their current workforce
- Promote, expand or develop industry/occupation career pathways to fill identified skills gaps
- Understand the workforce needs of industry and companies and respond quickly to their needs for talent
- Emphasize training that leads to an industry recognized credential
- Strengthen career pathways, work-based learning, apprenticeship programs, and sector strategies
- Core Partners will actively participate in a business services team

(4) Please provide a description of how your Board:

- a. Coordinates local workforce investment activities with regional economic development activities.**
- b. Promotes entrepreneurial skills training and microenterprise services.**

The MassHire Greater Lowell Workforce Board embarked on the regional planning process with two other workforce boards in the Northeast. The partners developed a regional blueprint to help align the goals of local agencies that fall under the States newly formed Workforce Skills Cabinet; economic development, workforce development and education.

The planning group engaged businesses in the region through a series of focus groups that gathered information relative to private sector workforce issues. While a business from different industries were engaged the planning committee focused on Manufacturing, Education, Professional, Scientific and Technical as well as Healthcare. In total 31 companies were engaged directly as part of the process and an additional 500 companies were engaged through surveys. Many of the businesses also served as representatives on the planning team.

By participating in the regional planning process to develop a regional labor market blueprint as well as regular local economic development municipal meetings the MHGLWB will be a working partner in assuring the readiness of a skilled workforce.

To promote entrepreneurial skills training and microenterprise services, the local system will work to strengthen connections with area business incubators such as the UMass Lowell Innovation Hub and the Greater Lowell's Office of Small Business Assistance, to assess and support the workforce needs of start-up and small businesses and provide ongoing assistance as companies grow and expand.

(5) Please describe the MassHire Career Center system in your area, including:

- a. How the Board ensures the continuous improvement of eligible providers and that such providers will meet the employment needs of local businesses, workers and job seekers.**

The Board hosts quarterly information sessions for all current and potential vendors. The vendors are given the criteria for course approval and the process for securing a contract with the Career Center/City of Lowell. After the information session each vendor is scheduled for a one-on-one meeting with the MHGLWB and the Career Center. Those meetings are to review labor market trends compliance and performance measurements, i.e.,

credentials completed and placement rates.

The Board runs lists weekly of training vendors looking to have their course offerings approved. Approval is based on the State criteria. It is critical that the vendor is offering a nationally recognized credential and those credentials will lead to employment in in-demand industries and occupations. The Board reviews if the course will result in a credential, license, or certification upon completion, if the vendor has an up-to-date schedule, up to date contact information and if the quote/price given to the job seeker matches that in the data in MOSES. Labor market is utilized for all vendors and course approvals to reflect business needs.

b. How the Board facilitates access to services provided through the MassHire Career Center(s), including in remote areas, through the use of virtual services, technology, and other means.

The MHGLWB is fully committed to providing services to the job seekers and businesses in each of the eight communities in the Greater Lowell Workforce Area. The MHGLWB drives the OSCC to provide services outside of the brick-and-mortar OSCC located in downtown Lowell. The OSCC has developed a programmatic strategy to get out in the community and meet job seekers throughout the region. As a result, the OSCC provides services and orientations at the following locations throughout the region that serve diverse audiences including the WIOA targeted populations: Lowell Adult Education, DTA, MRC, Pollard Memorial Library, Westford Library, Chelmsford Library, Lowell Career Academy, Greater Lowell Technical High School, Family Resource Center, Coalition for a Better Acre's Community Dinners, and Community Teamwork.

The OSCC utilizes webinars to provide greater access. The webinars are done at least weekly. These are about a half hour long presentation on topics that cannot be addressed in our in-person workshops. Facilitators can go in detail on a specific topic that does not get enough time in the in-person workshop. These webinars are open to the public and participants can register via our website. They receive a confirmation e-mail with the link to the webinar.

c. How entities within the MassHire Career Center system, including Career Center Operators and Partners, ensure compliance with WIOA sec. 188 and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

The career center is ADA compliant. Several years ago, the center had a full time Navigator position that worked on procuring the appropriate equipment for our disabled customers. The region had a Disability Employment Initiative (DEI) III grant and a DEI VII grant. From the DEI III funding, the center hired a full time Disability Resource Coordinator who successfully updated the center's equipment and procured electronic handicap door openers at all the entrances and bathroom doors.

The career center became an Employment Network which enables them to take Ticket to Work tickets from customers receiving Social Security Disability Benefits. The success and revenue from the Ticket to Work program enabled the center to fund the Disability Resource Coordinator position after DEI III ended. She provides services on site and a few times a month goes to the local Mass Rehab Commission office to meet with clients there. The Youth Department has also received a Pre-Employment Transition Services (Pre-ETS) grant from MA Rehabilitation Commission (MRC) to work with youth who may potentially be involved with MRC.

d. The roles and resource contributions of your Partners – please describe how these relationships are sustained and kept productive.

The following WIOA core partners are represented in and signed the Local Umbrella MOU: Department of Unemployment Insurance, Department of Transitional Assistance, Mass Commission for the Blind, Mass Rehab Commission, Abisi Adult Basic Education, Operation ABLE/Senior Community Service Employment Program and the MassHire Lowell Career Center.

The MHGLWB worked over several months with our partners to develop an MOU that identified our shared customers and developed methods and processes to support youth, job seekers, and businesses. We identified our priority populations and a referral system to be utilized by the partners and developed flow charts for services. A revised MOU was submitted in June 2021.

To best determine shared cost contributions, every six months the MOU partners, will review and evaluate shared costs activities. The group will develop an appropriate funding structure, either real dollar or in-kind, to adequately meet the needs of the shared customer and ensure efficient use of partner resources. All partners agree to jointly support and maintain an effective local integrated service delivery system.

The MHGLWB in agreement with the OSCC Required Partners agree to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between the MHGLWB and the mandated One-Stop Career Center partners.

The required partners agree to consistently monitor and evaluate the referral process and customer service process to job seekers and businesses. The partners are committed to working with employers to address their current and future needs. Each partner has identified a staff contact to serve as part of the region's "business service team" to address employer needs and provide labor market analysis.

An executed agreement for resource sharing has been created with DTA. Each partner is co-located at the Lowell Career Center except Mass Commission for the Blind, which does not have staff capacity to co-locate at the career center. In addition, the OSCC provide services and career center orientations at DTA, Lowell Adult Education, and MRC.

A web-based portal system was developed by the OSCC to track referrals to all the partners and vice versa. The portal is effective in tracking referrals amongst the partners. The referral portal was noted as a best practice by the Department of Career Services. The co-location of the partners at the OSCC and cross-training of staff has been effective in providing more efficient services to job seekers.

To address the business customer flow, the regional Business Service Team is working together to coordinate efforts providing demand driven services to local employers including job fairs, access to labor market information, customized recruitments, and assistance filling job openings. To ensure quality service delivery for all shared customers, the MHGLWB is committed to convening bi-monthly meetings to review and share information amongst the partners.

(6) Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in your local area.

The MHLCC provides services to customers that qualify for Dislocated Worker or Adult services. As customers come to the MHLCC for the Career Center Seminar they can request to come back and meet with a Career

Advisor. If they are enrolled in RESEA they must come back for a triage/RESEA review. At this meeting, the Career Advisor will determine if the customer wants/needs intensive services. The customer will be scheduled to come back for a longer appointment and to bring the required eligibility paperwork. Once enrolled the Career Advisor will work with the customer on a career plan and determine if training is an option for the customer. If training is an option, assessments will be conducted. TABE tests will be done if the customers do not have a bachelor's degree. Other assessments include Prove It, TORQ, or MassCIS. All customer case files are discussed in a weekly Case Management meeting with staff, management and BSRs in attendance. The group will decide if training is the right direction to go in. Once the type of training is chosen customers must research different programs and bring back their decision of where they would like to go to training. Once in training the Career Advisor will check in at least monthly to provide additional support. When training is completed the Career Advisor will make recommendations for the customers' resume, recommend workshops and work with the BSRs for job placement. Once placed in employment, Career advisors follow up monthly for 12 months unless the follow up is declined by the customer.

(7) Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities. Please include an identification of successful models of such activities.

a. Please also provide a description of youth workforce investment activity coordination with the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind.

The MHGLWB is actively engaged in the development of youth service programming for our region. Every two years the board designs and issues an RFP for in-school and out-of-school WIOA youth program providers. A subcommittee of board members, which includes core partner members, participates as reviewers of the proposals. In addition, the Board oversees the Connecting Activities, school to-career program administered by the Department of Elementary and Secondary Education. The MHGLWB coordinates with the Career Center in the administration of Year-Round Youthworks and the summer Youthworks programming. WIOA Youth programming, both in-school youth and out-of-school youth programming, provided by the Board is geared towards youth who are low income, have barriers to employment, and are disconnected from education and training.

The Greater Lowell Youth Council is comprised of over 30 individuals representing business, high schools, and youth serving community-based organizations from across the region. The Youth Council continues to identify youth related challenges within the region and formulate goals and strategies to address the issues.

The Board has a dedicated Youth Services Program Manager that provides the oversight and monitoring of the youth service providers as the Board administers the WIOA Youth Frameworks funding. The Youth Services Program Manager ensures the funded in-school and out-of-school youth providers are meeting performance measures, enrollment goals, and provides technical assistance as needed.

The Board also convenes quarterly WIOA Youth Provider Vendor Meetings to provide updates and technical assistance to funded programs. One way, the MHGLWB works in partnership with all youth service providers, stakeholders, and the OSCC is through the Greater Lowell Youth Council. The Youth Council is an avenue to share resources including job postings, upcoming youth conferences, trainings, and opportunities for in-school and out-of-school.

Several MHGLWB private sector board members are active in the region's youth initiatives including hiring

summer youth, conducting job shadows, company tours, and financial literacy workshops. In addition, several financial institutions participate in a summer bank fair to introduce young people about the benefits of having a savings account.

In addition, the core partners discuss youth customer flow at the quarterly MOU partner meetings. The Youth Program Manager does onsite compliance checks of the providers not less than once a year with a dedicated monitoring tool. The providers are also required to submit monthly performance reports to the Manager.

In addition, the region holds quarterly WIOA Youth Vendor meetings to provide updates, technical assistance, and an opportunity for vendors to share best practices.

(8) Please explain how the Board coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

A representative from the Greater Lowell Technical High School sits on the Greater Lowell Workforce Board and participates on the Board's Youth Council along with representatives from Lowell High School. Middlesex Community College and the University of Massachusetts Lowell are represented on the Board and actively participate on multiple committees. The high level of involvement from both the high schools, community college and the University assist the Board immeasurably in effectively coordinating education and workforce development activities with relevant secondary and post-secondary activities in the greater Lowell region.

In the Northeast region, the regional planning process has created an environment for systemic alignment of economic development, workforce development and education. Through this process a blueprint was developed that identified shared strategies among the partners. The partners made commitment to continuous communication through regular meetings and the establishment of various task forces focused on our priority industries. The partners participate in a shared measurement system to ensure progress is being made towards our shared vision. In addition, the economic development, workforce development and education partners have agreed to create an inventory of resources for employers and job seekers, compare inventory needs of priority and critical industries and review the inventory to identify areas of duplication, gaps or needs for adjustments to better meet needs. Creating consortiums with clear career pathways such as NAMC, in the priority industry of Advanced Manufacturing, in our priority industries of Healthcare, Professional, Scientific, and Technical, Education and Construction will be critical in providing services in our area.

(9) How does the Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please include a description of how other programs and services in your local area are leveraged to compliment workforce investment activities.

The Board is a member of the Middlesex 3 Coalition. One of the organization's top priorities is to support initiatives to improve transportation access for job seekers and those facing barriers in our region. The Board also partners with community-based organizations such as Community Teamwork and Coalition for a Better Acre to support initiatives in housing, financial literacy, and increase access to day care in the Greater Lowell region. The board participates in a pilot program with DTA to address the cliff effect many of the job seekers with barriers face.

(10) What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and otherservices provided through the Career Center delivery system?

The MassHire Lowell Career Center has been integrated with State Wagner Peyser Staff for several years now. All state staff are versed in servicing Dislocated Workers, Low Income Adults, and Trade customers. All city staff are trained to perform RESEA reviews.

A variety of partner services are accessible to customers either: (a) on-site full-time where space permits, (b) on-site part-time through scheduling of shared workspaces, or (c) by information provision and referral. On-site are the following: DTA's full engagement worker, Job Corp, Operation ABLE's Senior Community Service Employment Program (SCSEP), Lowell Adult Education, Mass Rehabilitation Commission, Unemployment Insurance, and Rapid Response. Mass Commission for the Blind has offered to train staff in their services; however, they do not have enough staff to co-locate here but agreed that if we had a customer in need of services, we would coordinate that with them.

Staff go out to the following for services and for orientations: Lowell Adult Education, DTA, Mass Rehab. Commission, Pollard Memorial Library, Westford Library, Chelmsford Library, Lowell Career Academy, Greater Lowell Technical High School, Family Resource Center, Coalition for the Better Acre's Community Dinners and Community Teamwork.

(11) How are career and training services, required under WIOA, provided to Migrant Seasonal Farm Workers (MSFWs) through the MassHire Career Center(s)?

The Board has adopted the State policies regarding migrant seasonal workers. Although there is not a strong demand, workforce development services are available to both employers and workers involved in the agricultural sector.

(12) Please describe how the Board coordinates WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II. This description must include how the Board carries out the review of local applications submitted under title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232:

Each eligible provider desiring a grant or contract from an eligible agency shall submit an application to the eligible agency containing such information and assurances as the eligible agency may require, including a description of –

- i. how funds awarded under this title will be spent consistent with the requirements of this title;*
- ii. any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;*
- iii. how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;*
- iv. how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;*

- v. how the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;**
- vi. how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and**
- vii. information that addresses the considerations described under section 231(e), as applicable.**

MHGLWB staff worked with the state funded education program in the following areas:

- Review of adult education proposal(s) for funding for consistency with i-vii above
- Participation in program quality reviews/monitoring and selected site visits
- Development of effective employer partnerships to place adult education graduate
- Provide training and information for adult education staff on current trends in the labor market
- Support and guidance to adult education programs related to the development of viable career pathways
- Support and guidance to adult education programs in serving shared customers
- Support and guidance to the adult education staff located at the MassHire Lowell Career Center

(13) Please provide the name and contact information of your Fiscal Agent.

The MassHire Lowell Career Center/City of Lowell is the Fiscal Agent:

Michael Durkin
 Assistant Director
 978.805.4808
Michael.Durkin@masshirelowellcc.com

(14) Please describe the competitive process that is used to award the subgrants and contracts for WIOA title I activities.

As a department of the City of Lowell, the MassHire Greater Lowell Workforce Board follows the procurement guidelines of the City of Lowell in accordance with Chapter MGL 30B: Uniform Procurement Act.

In accordance with WIOA regulations, the Board procures WIOA youth providers every two years and the One-Stop Career Center Operator(s) every four years. Both will be selected via a Request for Proposals (RFP) process. All proposals are evaluated and scored independently by a sub-committee of board members. A final recommendation is voted by the full board.

Individual Training Accounts (ITAs)

Individual Training Accounts (ITAs) follow a state-driven process and are an exception to the RFP process. The region follows Policy 100 DCS 14.100 "Massachusetts Eligible Training Provider List (MA ETPL) Initial and Subsequent Eligibility Process" located on MassWorkforce.org

<https://www.mass.gov/service-details/massworkforce-wioa-training-policy-issuances>

(15) Please provide the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of your local area and to be used by the Local Board for measuring the performance of your local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the CareerCenter system in the local area.

The following was submitted to the MassHire DCS for the WIOA Performance Measures:

Performance Measure	FY'21 Approved Local Goal	FY'22 Proposed Local Goal
WIOA ADULT MEASURES		
Employment Q2	86.5%	86.5%
Employment Q4	78.0%	78.0%
Median Earnings Q2	\$5,800	\$5,800
Credential Rate	73.0%	73.0%
WIOA DISLOCATED WORKER MEASURES		
Employment Q2	86.0%	86.0%
Employment Q4	85.0%	85.0%
Median Earnings Q2	\$8,300	\$8,300
Credential Rate	65.0%	65.0%
WIOA YOUTH MEASURES		
Employment/Education Q2	81.0%	81.0%
Employment/Education Q4	74.0%	74.0%
Median Earnings Q2	\$3,500	\$3,500
Credential Rate	70.5%	70.5%

The MHGLWB’s ‘Workforce Performance & Opportunities Committee’ meets quarterly to review and discuss career center performance. The committee is consistently reviewing job-seeker and employer data to drive the performance of the region.

(16) What are the actions and activities that support the MassHire Board's continued status as a high-performance workforce board?

- a. What trainings are applicable to Board members?*
- b. How do business Board members contribute to workforce development in your region?*
- c. How does your Board support the business services in the career centers?*
- d. To what extent does inter-/intra-Board collaboration result in positive outcomes for jobseekers and businesses?*

New MHGLWB members meet one-on-one with the Executive Director and receive a formal 2-hour orientation. The orientation covers an overview of the federal and state workforce development system, the board’s committees, one-stop career center, and current grants/activities. In addition, the Executive Director holds “refresher orientations” once a year for experienced board members. All Board members are required to sit on a Committee which allows them to contribute directly to the organization.

All Board members are encouraged and invited to attend local and statewide conferences including the annual

Massachusetts Jobs and Workforce Summit.

MHGLWB private sector members utilize the OSCC for the following services: specialized recruitment events, posting job orders, attending off-site job fairs, hosting summer youth interns, applicant pre-screenings, and obtaining assistance for Workforce Training Fund grants. In addition, board members assist in conducting financial literacy workshops on-site at the OSCC. Board members are also active in providing services to in-school and out-of-school youth. They provide company tours, job shadow opportunities, and participate in career awareness panels.

(17) How are the training services outlined in WIOA sec. 134 provided through the use of individual training accounts? If contracts for training services are or will be used, how is/will the use of such contracts coordinated with the use of individual training accounts?

a. How does the Board ensure informed customer choice in the selection of training programs regardless of how the training services are provided?

Key changes in customer service mandated by WIOA have been integrated into a new customer centered service model currently being utilized at the MassHire Lowell Career Center. The intent was to improve customer flow and access to services to non-unemployment required customers. The implementation of these changes has produced a return rate of 30% after orientation by our partners non-unemployment customers. In addition, the MassHire Lowell Career Center has the highest rates of Work Program Participants (WPP), which are Supplemental Nutritional Assistance Program recipients, required to perform work search as part of receiving benefits.

As part of the process a portal system was created on our website for tracking referrals to our partners and vice versa. The portal is simple to use and is an effective tool for case management, in particular if a partner referral is a no show. Prior to this system we had to rely on staff putting the referral in the MOSES system. This allows us to cross check with MOSES to ensure referrals are being tracked and we are counting them as shared customers.

Customer Service Flow

Customers can access the services of the MassHire Lowell Career Center by becoming a member of the Career Center and attending a Career Center Seminar (CCS). After a customer attends the CCS the customer is either triaged via the RESEA program, which is a component of accessing Unemployment benefits, or the customer can request an appointment with a Career Advisor/Employment Counselor. The Career Advisor utilizes the *What Do I Need* form to answer two broad questions:

1. Can this customer benefit from services and/or resources the Career Center has to offer?
2. Can this customer benefit from the services and/or resources of partners, in addition to, or instead of those available through the Career Center?

Based on the outcome of the *What Do I Need* assessment, the Career Advisor and customer work together to develop an action plan, which could be self-directed utilizing the Career Center resources or at home or more intensive services. Partner referrals are also made, as appropriate.

If it is determined that customers can benefit from more staff-intensive services, the Career Advisor discusses WIOA eligibility criteria and identifies the documentation the customer will need to produce to demonstrate

eligibility. The customer may also be eligible for another grant funded program as well. Customers may also be directed to staff for job coaching and that workshops are appropriate for their job search plan. If the customer is enrolled in WIOA programming they will be followed up for 12 months.

If the customer is referred to a partner agency for services co-case management between the Career Center and the Partner occurs. Once the customer is ready for employment, they are referred to the Career Center for job placement services. The Career Center will continue to work with that customer until job placement occurs.

(18) Please describe the local area strategy and service plans for utilization of the following work-based training models:

- a. On-the-Job Training, including use of the Commonwealth’s waiver to provide up to 90% employee wage reimbursement to businesses with fewer than 50 employees.**

Historically, the region devotes a limited percentage of its available WIOA formula funds for the provision of on-the-job training. Each year, the board revisits its allocations to determine if funds should be set aside for on-the-job training.

b. Apprenticeship

Through the Northeast Advanced Manufacturing Consortium (NAMC), the MHGLWB is conducting advanced manufacturing apprenticeships throughout the region. The MassHire North Shore Workforce Board is an approved apprenticeship sponsor for NAMC, including the Greater Lowell region. Over the next four years, NAMC aims to expand the manufacturing apprenticeships statewide and views the apprenticeship model as an effective training, placement, and, and employee retention tool. In addition, the Board stays up to date on statewide apprenticeship developments in the Northeast region’s other two priority industries – IT/Tech and Healthcare.

c. Incumbent Worker Training

Through the NAMC partnership, the Board supports customized incumbent worker training in the manufacturing sector. In addition, the Board actively promotes the Workforce Training Fund to eligible employees across the region. In the last 12 months, 6 employers have received \$861,565, in funding to train incumbent workers.

d. Work Experiences (paid or unpaid)

The Board provides work experience through youth programming. All the region’s WIOA youth funded programs (in-school and out-of-school) are required to provide paid or unpaid work experience to enrolled youth. In addition, the region runs both summer and year-round YouthWorks programs.

- e. Transitional jobs (§ 680.190 – one that provides a time-limited work experience, that is wage-paid and subsidized, and is in the public, private, or non-profit sectors for those individuals with barriers to employment who are chronically unemployed or have inconsistent work history, as determined by the Local Board. These jobs are designed to enable an individual to establish a work history, demonstrate work success in an employee-employer relationship, and develop the skills that lead to unsubsidized employment).**

The Board currently does not prioritize transitional jobs.

f. Online remediation tools for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies.

Currently, the workforce board and career center utilize TABE testing to assess and screen all customers for training, including, where applicable, on-the-job training and apprenticeships.

(19) Please describe the process the Board uses, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of your local plan particularly for representatives of businesses, education, and labor organizations.

A draft of the MassHire Greater Lowell Workforce local plan will be posted to the workforce website for public review period. Board members representing stakeholders from the business community, labor organization, and other community groups will be asked to share the local plan draft within their respective networks.

A point person on staff will be identified to compile public comments. When the comment period closes, the Executive Committee will convene to review comments and advise on whether and how input should be integrated into the final draft of the local plan that will be forwarded for submission to the state.

(20) Describe progress made implementing and transitioning to an integrated, technology-enabled intake, referral, and case management information system for WIOA Partner Shared Customers.

The Career Center management team uses numerous reports each week or month to track customer progression. These reports – which are distributed to individual case managers -- allow oversight of a case managers' activities and status of a customer. These reports include weekly case manager overviews, monthly follow-ups, caseload for Case Advisors, and entered employment.

Requests to meet with a Career Advisor or an Employment Counselor are now submitted from our website to managers. A manager will then assess the customer and assign them to a Career Advisor/Employment Counselor. Once assigned, the manager sends the requests to an administrative assistant who schedules the appointment and notifies the customer through e-mail. This process eliminates excessive paper, reduces wait time, and allows the manager to view the volume of requests.

WIOA Partner Portal. WIOA partners can now refer their customers to Career Center services through the Career Center's website. A partner portal has been developed to allow partner agencies to send direct referrals for their customers. Once the referral is received, a manager directs the referral to appropriate staff. This referral system allows case managers at partner agencies to quickly refer their customers and upload résumés. The Career Center can also use the same system to refer customers to partner services. By using this system, the number of referrals can be easily tracked or followed up when necessary.

Career Advisors/Employment Counselors have access to WorkKeys curriculum and IBM's Prove It to assess customers. WorkKeys allows Career Advisors to assess a customer literacy level in reading in math and track progression. Prove It will give the Career Advisors/Employment Counselors to test customers in specific areas in over 1,200 skills.

Webinars: Webinars are available in both live and on-demand formats. These webinars are open to the public and participants can register via the career center’s website. They receive a confirmation e-mail with the link to the webinar.

(21) Please describe how the Board will implement the Virtual Career Pathway tool locally both for customers who can be wholly served by the Virtual Tool and those who will need to request personalized assistance.

- i. **How will the Virtual Tool be used once total public access is restored?**
- ii. **How will staff be assigned/deployed?**
- iii. **How will MassHire Board and Career Center leadership ensure that all staff are crossed trained to be part of process and ensure seamless customer service?**

The MHGLWB seeks to use several tools and technology to assist customers in exploring career pathways to increase their knowledge of the different types of jobs available, and to support customers in moving up the career ladder. Labor market information, online career exploration tools, webinars, and job fairs are currently utilized to assist job seekers in exploring career pathways. At the submission of the four-year plan, all services are currently being provided remotely or by appointment at the career center.

(22) Please describe the local policy and process that ensures priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E), § 680.600 and 100 DCS 18.101.1

- **Veterans and eligible spouses**
- **Recipients of public assistance**
- **Other low-income individuals**
- **Individuals who are basic skills deficient**

The MassHire Greater Lowell Workforce Board has adopted the State’s policy as referenced in the State Plan for priority of service. The Workforce Performance and Opportunities committee regularly reviews the policy and activities to ensure delivery of service is consistent with the State’s mandates and enable the OSCC to remain efficient and meeting performance measurements. MHGLWB has opted not to give priority to other individuals outside of the groups given priority under WIOA.

(23) Comments submitted during the public comment period that represent disagreement with the plan are required to be included in your local plan.

No comments were submitted.

WIOA Local Four-Year Plan Signatories

Fiscal Years 2022 - 2025

MassHire Greater Lowell Workforce Board

Name of MassHire Workforce Board

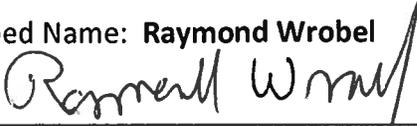
This Local Four-Year Plan shall be fully executed as of the date of signatures below, and effective through June 30, 2025. The Plan may be amended or modified if agreed to by all parties.

Signature indicates acceptance of the Local Four-Year Plan.

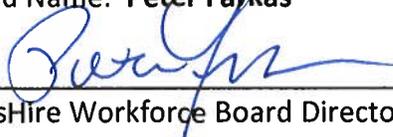
Typed Name: **Eileen M. Donoghue**

 7.22.21
Chief Elected Official (or Designee) Date

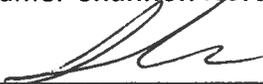
Typed Name: **Raymond Wrobel**

 7-28-21
MassHire Workforce Board Chair (or Designee) Date

Typed Name: **Peter Farkas**

 7/28/21
MassHire Workforce Board Director (or Designee) Date

Typed Name: **Shannon Norton**

 7/27/21
MassHire Career Center Director Date

Typed Name: **Cathy Byrnes**

 7/28/21
MDCS Operations Manager Date

Typed Name: **Shannon Norton**

 7/27/21
Title I Fiscal Agent Date