GREATER LOWELL WORKFORCE DEVELOPMENT AREA NORTHEAST REGION WIOA LOCAL PLAN FISCAL YEAR 2018

Greater Lowell Workforce Development Board
Peter Farkas, Executive Director
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The Massachusetts Local Plan represents the unified efforts of several state and local partners to administer an effective and efficient workforce system for the Commonwealth.

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<td>WIOA PRIMARY INDICATORS OF PERFORMANCE</td>
<td></td>
</tr>
</tbody>
</table>
WIOA LOCAL PLAN OVERVIEW
FISCAL YEARS 2018-2021

Massachusetts’ WIOA 4-Year Local Plan, as required at WIOA section 108, is the culmination of a deliberate strategy to align all of the WIOA required activities in a coherent manner that averts duplication. The MA WIOA Local Plan builds upward and outward from the documents listed in the Table of Contents, which coalesce into the first year of the Massachusetts 4-year local plan.

For FY18, the Commonwealth has focused on Local Memoranda of Understanding (MOU) that articulate integrated service strategies for priority WIOA populations and Regional Data Packages, comprised of critical data and analysis illustrating employer demand and worker supply in each of the seven new planning regions. In addition, the Local Plan includes the local Strategic Plan for the Workforce Board that describes local career pathway models, and current local data and information addressing the needs of the local Adult Basic Education population as well as performance indicators and participant summaries to support customer service planning.
SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALIGNMENT

DATA PACKAGE

DEMOGRAPHIC CONTEXT

Population growth: Projections through 2035 show the share of older residents in Massachusetts increasing, with working age population declining.

Trends in race, ethnicity, and national origin: Population growth is driven by immigration, and by the growth of non-white racial groups.

Regional commuter patterns: Illustrates percentage of residents employed in region but living outside it, residents living and employed in the region, and the percentage of residents living in region but employed outside it.

EMPLOYER DEMAND SUMMARY

General employment patterns: Comparison of state and regional unemployment rates between 2005 and January 2017, along with a comparison of median state wages and median regional wages.

Industry data: A comprehensive view of regional sector makeup, organized according to total wages and total employment. Prominent industry groups are highlighted and arranged according to average weekly wages. The largest fifteen employers of each top industry in the region are identified and ranked.

Occupational data: Jobs and professions defined by SOC codes are indexed according to share of employment, employer demand, and Demand Star Ranking.

CAREER PATHWAYS

Projected employment through 2024 and median annual earnings for key career pathways important to the region.

INVESTIGATING THE EMPLOYMENT SUPPLY GAP

Supply gap ratio: A proxy measure for understanding which occupations present labor supply deficiencies that are outstripped by employer demand. It shows which occupations have more job openings than qualified workers to fill those same job openings.

Labor supply/employer demand = supply gap ratio

ADULT BASIC EDUCATION SURVEY

SURVEY RESULTS ANALYSIS

The Massachusetts Department of Education’s Adult and Community Learning Services (ACLS) Request for Proposal for Adult and Community Learning Service grants will provide adult education direct services in each of the 16 workforce development areas. The grants will support the development of innovative adult education programs to effectively serve shared customers. This section provides comprehensive information that will assist bidders in aligning Adult Education activities and services with the workforce system.
Table of Contents

This report contains critical data and analysis illustrating employer demand and worker supply in the region. Developed under the auspices of the Massachusetts Workforce Skills Cabinet to inform workplace service strategies.

I. Regional Map  
II. Demographic Context and Overview  
III. Employer Demand Data  
IV. Supply Gap Data
1. Berkshire Region: Includes Berkshire Workforce Area
2. Pioneer Valley Region: Includes Franklin/Hampshire and Hampden Workforce Areas
3. Central Mass Region: Includes North Central and Central Massachusetts Workforce Areas
4. Northeast Region: Includes Greater Lowell, Lower Merrimack, and North Shore Workforce Areas
5. Greater Boston Region: Includes Boston, Metro North, and Metro South/West Workforce Areas
6. Southeast Region: Includes South Shore, Brockton, Bristol, and New Bedford Workforce Areas
7. Cape Cod and Islands Region: Includes Cape Cod and Islands Workforce Area
II. Demographic Context and Overview

- Population trends in age, race, ethnicity, and immigration
- Commuter patterns in and out of the region
- Data summary
Projected **State** Population Growth by Age, 2010-2035

The share of older residents is increasing, while the share and number of the working age population is declining.

Census 2010
Population: 6,547,629

Projected 2035
Population: 7,319,469

Census 2010 Working Age Population: 3,666,672

Projected 2035 Working Age Population: 3,659,734

0-19 20-39 40-59 60+

Census 2010
Population: 6,547,629

Projected 2035
Population: 7,319,469

Census 2010 Working Age Population: 3,666,672

Projected 2035 Working Age Population: 3,659,734

0-19 20-39 40-59 60+

Demographic Deep Dive

UMass Donahue Institute, Long-term Population Projections for Massachusetts Regions and Municipalities, March 2015
Massachusetts population growth is driven by immigration and growth in diverse populations.

<table>
<thead>
<tr>
<th>Massachusetts</th>
<th>2000</th>
<th>2012-2014</th>
<th>Share of Total Population 2012-2014</th>
<th><strong>Absolute Change</strong></th>
<th>Percent Change</th>
<th>Average Annual Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population*</td>
<td>6,131,752</td>
<td>6,447,295</td>
<td>100%</td>
<td>315,543</td>
<td>5.1%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Nativity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native Born</td>
<td>5,279,860</td>
<td>5,326,213</td>
<td>83%</td>
<td>46,353</td>
<td>0.9%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Foreign Born**</td>
<td>851,892</td>
<td>1,121,082</td>
<td>17%</td>
<td>269,190</td>
<td>31.6%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Race/Ethnicity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White, non-Hispanic</td>
<td>5,026,398</td>
<td>4,817,401</td>
<td>75%</td>
<td>-208,997</td>
<td>-4.2%</td>
<td>-0.3%</td>
</tr>
<tr>
<td>Black, non-Hispanic</td>
<td>300,758</td>
<td>407,723</td>
<td>6%</td>
<td>106,965</td>
<td>35.6%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Asian, non-Hispanic</td>
<td>224,242</td>
<td>375,130</td>
<td>6%</td>
<td>150,888</td>
<td>67.3%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>412,496</td>
<td>678,193</td>
<td>11%</td>
<td>265,697</td>
<td>64.4%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Other race, non-Hispanic</td>
<td>167,858</td>
<td>168,848</td>
<td>3%</td>
<td>990</td>
<td>0.6%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

*Civilian non-institutional population

**Foreign born is defined here as those born outside of the 50 states and the District of Columbia, who was not born to American parents abroad, and people born in Puerto Rico and other U.S. territories.

Regional Trends, Race/Ethnicity

The total population in the Northeast has increased slightly over the past ten years, and the strongest growth has been among minority populations.

Race, 2011-2015 Average

- White: 79%
- Black or African American: 6%
- Asian: 4%
- Other: 11%

Ethnicity, 2011-2015 Average

- Hispanic Estimate: 16%
- Not Hispanic: 84%

Total Population Estimate: 1,049,766
2011-2015 Average

Change in Residents, 2006-2010 – 2011-2015 Averages

- White: 12,356, 2%
- Black or African American: 6,568, 20%
- Asian: 7,640, 39%
- Other: 10,263, 14%
- Hispanic: 23,793, 17%
- Total: 36,827, 4%

Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015
Regional Trends, Place of Origin

About 2/3 of the Northeast was born locally. The share of foreign-born residents has increased by 8%, while out of state migrants have not increased.

Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015
Regional Trends, Education

Although much of the Northeast is highly educated, a significant portion of residents require language or basic skill remediation.


- High School or Below: 38%
- Associates, Post-Secondary Certificate, Some College: 26%
- 9th - 12th, No Diploma: 36%
- Less than 9th Grade: 5%

Total Population Estimate, 25+: 756,507

18+ Population by Educational Needs, 2011-2015 Average

- Limited English Proficient: 12%
- 9th - 12th, No Diploma: 5%
- Less than 9th Grade: 5%

Total Population Estimate, 18+: 860,885

Source: American Community Survey 5 Year Averages 2011-2015
Regional Commuter Patterns

Northeast employers face a net loss of 77,120 employees who leave the region for work.

- 237,933 Living and Employed in Berkshire
- 161,738 Employed in Region but Living Outside
- 238,858 Living in Region but Employed Outside

Summary of Demographic Trends

• As our State’s population ages, the share of working age and young people is declining.
• The total population in the Northeast has increased slightly over the past ten years, and the strongest growth has been among minority populations.
• The Northeast Region loses more workers to outside of the region than the amount of employees that it gains.
III. Employer Demand Data

A. Context
B. Industry Overview
C. Occupation Overview
D. Career Pathways
Employer Demand Data

- **Contextual data** illustrates broadly the employment patterns in the region.
- **Industry data** shows which employers are prominent in the region.
- **Occupation data** shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.
- This data is organized across several different criteria, and should guide your consensus and decision-making process.
- Consider how to layer in criteria to view and set priorities regionally.
State and Regional Unemployment Rate

Northeast unemployment rates tend to be on par or slightly above that of the Commonwealth.

Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017

- **North Shore**: Unemployment Rate: 3.4%
- **Merrimack Valley**: Unemployment Rate: 4%
- **Greater Lowell**: Unemployment Rate: 3.7%
- **Northeast**: Unemployment Rate: 3.7%
Median Wage

Northeast regional median wages are the second highest in the commonwealth.

<table>
<thead>
<tr>
<th>Region</th>
<th>Annual Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkshire</td>
<td>$36,317</td>
</tr>
<tr>
<td>Cape and Islands</td>
<td>$38,433</td>
</tr>
<tr>
<td>Central</td>
<td>$40,646</td>
</tr>
<tr>
<td>Greater Boston</td>
<td>$53,153</td>
</tr>
<tr>
<td>Northeast</td>
<td>$42,225</td>
</tr>
<tr>
<td>Pioneer Valley</td>
<td>$38,601</td>
</tr>
<tr>
<td>Southeast</td>
<td>$38,797</td>
</tr>
<tr>
<td>State</td>
<td>$46,690</td>
</tr>
</tbody>
</table>

Occupational Employment Statistics Wages, 2015
## Industry Terminology

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Sectors that represent general categories of economic activities, 2 digit NAICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry Group</td>
<td>More detailed production-oriented combinations of establishments with similar customers and services, 4 digit NAICS</td>
</tr>
<tr>
<td>Total Employment</td>
<td>Total number of workers</td>
</tr>
</tbody>
</table>
Northeast Region Sector Makeup
by total employment

DUA/BLS Quarterly Census of Employment and Wages,
QTR 3 2016
Northeast Region Sector Makeup
by total wages

Manufacturing $101,471,265
Health Care and Social Assistance $79,683,145
Professional and Technical Services $59,665,536
Educational Services $42,762,542
Construction $29,431,952
Retail Trade $28,514,534
Wholesale Trade $22,343,208
Public Administration $20,478,800
Management of Companies and Enterprises $14,964,374
Administrative and Waste Services $18,244,533
Information $18,052,346
Finance and Insurance $18,225,513
Accommodation and Food Services $16,145,939
Transport and Warehouse $9,607,063
Utilities... $3...
Arts, Ent., Rec... $2...
Real Estate and Rental... $2...
Other Services, Ex. Public Admin $10,633,145
Top 5 Healthcare Industry Groups

Number of Establishments and Total Employment

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Number of Establishments</th>
<th>Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual and Family Services</td>
<td>6,034</td>
<td>13,310</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>118</td>
<td>13,035</td>
</tr>
<tr>
<td>General Medical and Surgical Hospitals</td>
<td>13</td>
<td>10,740</td>
</tr>
<tr>
<td>Offices of Physicians</td>
<td>516</td>
<td>9,370</td>
</tr>
<tr>
<td>Nursing Care Facilities</td>
<td>72</td>
<td>8,292</td>
</tr>
</tbody>
</table>

Average weekly wages for the Sector and Industry Groups

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Average Weekly Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual and Family Services</td>
<td>$916</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>$510</td>
</tr>
<tr>
<td>General Medical and Surgical Hospitals</td>
<td>$747</td>
</tr>
<tr>
<td>Offices of Physicians</td>
<td>$1,126</td>
</tr>
<tr>
<td>Nursing Care Facilities</td>
<td>$1,666</td>
</tr>
</tbody>
</table>

Largest Employers by 12-month Job Postings

<table>
<thead>
<tr>
<th>Employer</th>
<th>Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beverly Hospital</td>
<td>407</td>
</tr>
<tr>
<td>Eliot Community</td>
<td>314</td>
</tr>
<tr>
<td>Kindred Healthcare</td>
<td>274</td>
</tr>
<tr>
<td>Vinfen</td>
<td>161</td>
</tr>
<tr>
<td>Lahey Clinic, Inc.</td>
<td>151</td>
</tr>
</tbody>
</table>
## Top 5 Manufacturing Industry Groups

### Number of Establishments and Total Employment

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Number of Establishments</th>
<th>Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Instrument Manufacturing</td>
<td>97</td>
<td>8,780</td>
</tr>
<tr>
<td>Semiconductor and Electronic Components</td>
<td>79</td>
<td>4,355</td>
</tr>
<tr>
<td>Industrial Machinery Manufacturing</td>
<td>30</td>
<td>2,559</td>
</tr>
<tr>
<td>Machine Shops and Threaded Products</td>
<td>166</td>
<td>2,453</td>
</tr>
<tr>
<td>Bakeries and Tortilla Manufacturing</td>
<td>64</td>
<td>2,330</td>
</tr>
</tbody>
</table>

### Average weekly wages for the Sector and Industry Groups

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Average Weekly Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic Instrument Manufacturing</td>
<td>$1,776</td>
</tr>
<tr>
<td>Semiconductor and Electronic Components</td>
<td>$2,224</td>
</tr>
<tr>
<td>Industrial Machinery Manufacturing</td>
<td>$1,735</td>
</tr>
<tr>
<td>Machine Shops and Threaded Products</td>
<td>$1,995</td>
</tr>
<tr>
<td>Bakeries and Tortilla Manufacturing</td>
<td>$1,205</td>
</tr>
</tbody>
</table>

### Largest Employers by 12-month Job Postings

<table>
<thead>
<tr>
<th>Employer</th>
<th>Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pfizer</td>
<td>493</td>
</tr>
<tr>
<td>Entegris</td>
<td>275</td>
</tr>
<tr>
<td>Thermo Fisher Scientific, Inc</td>
<td>266</td>
</tr>
<tr>
<td>Medtronic</td>
<td>242</td>
</tr>
<tr>
<td>Bruker AXS Inc</td>
<td>232</td>
</tr>
</tbody>
</table>
Top 5 Finance Industry Groups

Number of Establishments and Total Employment

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Establishments</th>
<th>Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depository Credit Intermediation</td>
<td>386</td>
<td>4,973</td>
</tr>
<tr>
<td>Insurance Agencies, Brokerages &amp; Support</td>
<td>349</td>
<td>2,371</td>
</tr>
<tr>
<td>Insurance Carriers</td>
<td>32</td>
<td>1,492</td>
</tr>
<tr>
<td>Nondepository Credit Intermediation</td>
<td>57</td>
<td>776</td>
</tr>
<tr>
<td>Security &amp; Commodity Investment Activity</td>
<td>71</td>
<td>725</td>
</tr>
</tbody>
</table>

Average weekly wages for the Sector and Industry Groups

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Average Weekly Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depository Credit Intermediation</td>
<td>$2,330</td>
</tr>
<tr>
<td>Insurance Agencies, Brokerages &amp; Support</td>
<td>$2,059</td>
</tr>
<tr>
<td>Insurance Carriers</td>
<td>$1,955</td>
</tr>
<tr>
<td>Nondepository Credit Intermediation</td>
<td>$1,341</td>
</tr>
<tr>
<td>Security &amp; Commodity Investment Activity</td>
<td>$1,294</td>
</tr>
</tbody>
</table>

Largest Employers by 12-month Job Postings

<table>
<thead>
<tr>
<th>Employer</th>
<th>Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Of America</td>
<td>136</td>
</tr>
<tr>
<td>Citizens Bank</td>
<td>87</td>
</tr>
<tr>
<td>Eastern Bank</td>
<td>59</td>
</tr>
<tr>
<td>Santander</td>
<td>48</td>
</tr>
<tr>
<td>East Boston Savings Bank</td>
<td>44</td>
</tr>
</tbody>
</table>

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine
Top 5 Retail Trade Industry Groups

Number of Establishments and Total Employment

- **Grocery Stores**
  - Number of Establishments: 481
  - Total Employment: 14,123
  - Average Weekly Wages: $582

- **Department Stores**
  - Number of Establishments: 47
  - Total Employment: 4,868
  - Average Weekly Wages: $372

- **Health and Personal Care Stores**
  - Number of Establishments: 358
  - Total Employment: 3,944
  - Average Weekly Wages: $412

- **Automobile Dealers**
  - Number of Establishments: 137
  - Total Employment: 3,844
  - Average Weekly Wages: $738

- **Clothing Stores**
  - Number of Establishments: 277
  - Total Employment: 2,892
  - Average Weekly Wages: $1,236

Average weekly wages for the Sector and Industry Groups

Largest Employers by 12-month Job Postings

<table>
<thead>
<tr>
<th>Employer</th>
<th>Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Corporation</td>
<td>298</td>
</tr>
<tr>
<td>Lowe's</td>
<td>258</td>
</tr>
<tr>
<td>Macy's</td>
<td>171</td>
</tr>
<tr>
<td>Kohl's Corporation</td>
<td>114</td>
</tr>
<tr>
<td>Express Scripts, Inc</td>
<td>80</td>
</tr>
</tbody>
</table>

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine 12 month totals 2017
Top 5 Professional and Technical Industry Groups

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Number of Establishments</th>
<th>Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Systems Design and Rel Services</td>
<td>654</td>
<td>6,920</td>
</tr>
<tr>
<td>Scientific Research and Development Svc</td>
<td>154</td>
<td>5,838</td>
</tr>
<tr>
<td>Management &amp; Technical Consulting Svc</td>
<td>610</td>
<td>4,398</td>
</tr>
<tr>
<td>Architectural and Engineering Services</td>
<td>398</td>
<td>4,268</td>
</tr>
<tr>
<td>Other Professional &amp; Technical Services</td>
<td>334</td>
<td>2,571</td>
</tr>
</tbody>
</table>

Average weekly wages for the Sector and Industry Groups:
- Computer Systems Design and Rel Services: $2,016
- Scientific Research and Development Svc: $2,437
- Management & Technical Consulting Svc: $2,779
- Architectural and Engineering Services: $1,813
- Other Professional & Technical Services: $1,368

Largest Employers by 12-month Job Postings:
- Netscout Systems, Inc: 140 Postings
- NaviSite, Inc: 92 Postings
- H&R Block: 76 Postings
- Eliot Community: 72 Postings
- Sonus Networks: 70 Postings

DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine, 12 month totals 2017
# Top 5 Education Services Industry Groups

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Number of Establishments</th>
<th>Total Employment</th>
<th>Average Weekly Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary and Secondary Schools</td>
<td>141</td>
<td>31,866</td>
<td>$1,014</td>
</tr>
<tr>
<td>Colleges and Universities</td>
<td>11</td>
<td>3,542</td>
<td>$1,004</td>
</tr>
<tr>
<td>Other Schools and Instruction</td>
<td>240</td>
<td>1,415</td>
<td>$1,031</td>
</tr>
<tr>
<td>Educational Support Services</td>
<td>62</td>
<td>353</td>
<td>$397</td>
</tr>
<tr>
<td>Business, Computer &amp; Management Training</td>
<td>23</td>
<td>162</td>
<td>$813</td>
</tr>
</tbody>
</table>

Average weekly wages for the Sector and Industry Groups:

- Elementary and Secondary Schools: $1,014
- Colleges and Universities: $1,004
- Other Schools and Instruction: $1,031
- Educational Support Services: $397
- Business, Computer & Management Training: $813

Largest Employers by 12-month Job Postings:

<table>
<thead>
<tr>
<th>Employer</th>
<th>Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merrimack College</td>
<td>168</td>
</tr>
<tr>
<td>North Shore Community College</td>
<td>135</td>
</tr>
<tr>
<td>North Andover Public Schools</td>
<td>132</td>
</tr>
<tr>
<td>Lawrence Public Schools</td>
<td>91</td>
</tr>
<tr>
<td>Salem State University</td>
<td>78</td>
</tr>
</tbody>
</table>

Source: DUA/BLS Quarterly Census of Employment and Wages, QTR 3 2016; Conference Board Help Wanted OnLine, 12 month totals 2017
C. Occupation Overview

C1: Occupations Indexed by Share of Employment
C2: Occupations Indexed by Employer Demand
C3: Occupations Indexed by Demand Star Ranking

What jobs are people doing, and what types of work do employers need people to do.
## Occupation Terminology

<table>
<thead>
<tr>
<th>Employment Share</th>
<th>Number of employees currently working in a specific industry or sector across all employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupation</td>
<td>A job or profession, not specific to an industry, defined by SOC code</td>
</tr>
</tbody>
</table>
Top 15 Occupations by Share of Employment, 2015

1. Retail Salespersons: 13,475
2. Cashiers: 9,955
3. Registered Nurses: 9,444
4. Waiters and Waitresses: 8,347
5. Office Clerks, General: 8,103
6. Combined Food Preparation and Serving Workers: 7,849
7. General and Operations Managers: 7,894
8. Customer Service Representatives: 7,520
9. Nursing Assistants: 6,326
10. Teacher Assistants: 5,991
11. Janitors and Cleaners: 5,999
12. Stock Clerks and Order Fillers: 5,881
13. Personal Care Aides: 5,518
14. Bookkeeping, Accounting, and Auditing Clerks: 5,024
15. FirstLine Supervisors of Retail Sales Workers: 4,709

Occupational Employment Statistics, 2015 Short-Term Projection Employment Base
Top 10 Occupations by Employment Share, 2015 Sub-BA

- Retail Salespersons: 13,475
- Cashiers: 9,955
- Waiters and Waitresses: 8,347
- Office Clerks, General: 8,103
- Combined Food Preparation and Serving Workers, etc.: 7,849
- Customer Service Representatives: 7,520
- Nursing Assistants: 6,326
- Janitors and Cleaners: 5,999
- Teacher Assistants: 5,991
- Stock Clerks and Order Fillers: 5,881
Top 10 Occupation by Employment Share, 2015, BA+

**Northeast Region**
- Registered Nurses: 9,444
- General and Operations Managers: 7,894
- Elementary School Teachers, Except Special Education: 3,816
- Secondary School Teachers, Except Special and Career/Technical Education: 3,798
- Accountants and Auditors: 3,476
- Software Developers, Systems Software: 2,898
- Middle School Teachers, Except Special and Career/Technical Education: 2,849
- Sales Representatives, Wholesale and Manufacturing, Technical and Scientific: 2,567
- Financial Managers: 2,430
- Industrial Engineers: 2,379

**Statewide**
- Registered Nurses: 83,780
- General and Operations Managers: 66,350
- Accountants and Auditors: 35,020
- Software Developers, Applications: 28,630
- Elementary School Teachers, Except Special Education: 27,220
- Software Developers, Systems Software: 26,420
- Financial Managers: 24,970
- Secondary School Teachers, Except Special and Career/Technical Education: 24,130
- Management Analysts: 22,490
- Market Research Analysts and Marketing Specialists: 18,780
## Employer Demand Terminology

<table>
<thead>
<tr>
<th>Employment Projections</th>
<th>Expected employment in 2017 (short term) and 2024 (long term) for a particular occupation, based on surveyed employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighted Employer Demand</td>
<td>Short term openings from replacement and growth (2017), long term openings from replacement and growth (2024), and advertised online postings, averaged</td>
</tr>
</tbody>
</table>

*Note: there are many different ways to measure “employer demand.” The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find middle ground.*
### Top 15 Occupations by Indexed Employer Demand, All Education Levels

<table>
<thead>
<tr>
<th>Occupation</th>
<th>BA+</th>
<th>Certificate/Associates</th>
<th>High School Diploma or below</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>3,411</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Salespersons</td>
<td>1,758</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heavy and TractorTrailer Truck Drivers</td>
<td>1,701</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software Developers, Applications</td>
<td>1,409</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industrial Engineers</td>
<td>1,340</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FirstLine Supervisors of Retail Sales Workers</td>
<td>1,288</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>1,265</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountants and Auditors</td>
<td>1,111</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social and Human Service Assistants</td>
<td>1,101</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Managers</td>
<td>983</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FirstLine Supervisors of Office and Administrative Support Workers</td>
<td>976</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FirstLine Supervisors of Food Preparation and Serving Workers</td>
<td>941</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer User Support Specialists</td>
<td>912</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Network and Computer Systems Administrators</td>
<td>834</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Combined Food Preparation and Serving Workers, Including Baker</td>
<td>833</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Average NE Demand Index:** 160
## Top 15 Occupations by Indexed Employer Demand, Sub-BA

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Salespersons</td>
<td>1,758</td>
</tr>
<tr>
<td>Heavy and TractorTrailer Truck Drivers</td>
<td>1,701</td>
</tr>
<tr>
<td>FirstLine Supervisors of Retail Sales Workers</td>
<td>1,288</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>1,265</td>
</tr>
<tr>
<td>Social and Human Service Assistants</td>
<td>1,101</td>
</tr>
<tr>
<td>FirstLine Supervisors of Office and Administrative Support Workers</td>
<td>976</td>
</tr>
<tr>
<td>FirstLine Supervisors of Food Preparation and Serving Workers</td>
<td>941</td>
</tr>
<tr>
<td>Computer User Support Specialists</td>
<td>912</td>
</tr>
<tr>
<td>Combined Food Preparation and Serving Workers, Including Chefs</td>
<td>833</td>
</tr>
<tr>
<td>Bookkeeping, Accounting, and Auditing Clerks</td>
<td>781</td>
</tr>
</tbody>
</table>

**Average Demand Index**

- High School Diploma Occupations: 122
- Certificates, Associate’s, Some College: 160
Top 15 Occupations Requiring a BA by Indexed Employer Demand

**Northeast Region**

- Registered Nurses: 3,411
- Software Developers, Applications: 1,409
- Industrial Engineers: 1,340
- Accountants and Auditors: 1,111
- Marketing Managers: 983
- Network and Computer Systems Administrators: 834
- Medical and Health Services Managers: 769
- Physical Therapists: 735
- Speech Language Pathologists: 675
- Medical Scientists, Except Epidemiologists: 550

**Statewide**

- Registered Nurses: 27,262
- Software Developers, Applications: 15,937
- Accountants and Auditors: 12,472
- Marketing Managers: 9,902
- Medical Scientists, Except Epidemiologists: 8,783
- Computer Systems Analysts: 7,766
- Management Analysts: 7,207
- Medical and Health Services Managers: 6,706
- Financial Managers: 6,227

**Average NE Demand Index, BA: 212**

**Average State Demand Index, BA: 1532**
## Terminology

<table>
<thead>
<tr>
<th>Demand Star Ranking</th>
<th>Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage.</th>
</tr>
</thead>
</table>

*Ranking developed by State of Louisiana’s workforce system and implemented with support of Boston Federal Reserve.*
### II.C.1: 4- Star Occupations Requiring a High School Diploma

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>Primary Industry</th>
<th>Indexed Demand</th>
<th>Median Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Machinery Mechanics</td>
<td>Manufacturing</td>
<td>105</td>
<td>$57,983</td>
</tr>
<tr>
<td>Maintenance and Repair Workers, General</td>
<td>Real Estate and Rental and Leasing</td>
<td>674</td>
<td>$43,241</td>
</tr>
<tr>
<td>FirstLine Supervisors of Production and Operating Workers</td>
<td>Manufacturing</td>
<td>614</td>
<td>$64,740</td>
</tr>
<tr>
<td>Machinists</td>
<td>Manufacturing</td>
<td>212</td>
<td>$53,146</td>
</tr>
<tr>
<td>Inspectors, Testers, Sorters, Samplers, and Weighers</td>
<td>Manufacturing</td>
<td>245</td>
<td>$47,060</td>
</tr>
<tr>
<td>FirstLine Supervisors of Transportation and MaterialMoving Machine and Vehicle Operators</td>
<td>Transportation and Warehousing</td>
<td>285</td>
<td>$58,848</td>
</tr>
<tr>
<td>Light Truck or Delivery Services Drivers</td>
<td>Transportation and Warehousing</td>
<td>622</td>
<td>$36,168</td>
</tr>
</tbody>
</table>
## II.C.2: Selected 4- and 5-Star Occupations Requiring an Associates/Certificate

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>Primary Industry</th>
<th>Indexed Demand</th>
<th>Median Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radiologic Technologists</td>
<td>Health Care and Social Assistance</td>
<td>62</td>
<td>$ 70,650</td>
</tr>
<tr>
<td>Surgical Technologists</td>
<td>Health Care and Social Assistance</td>
<td>64</td>
<td>$ 49,180</td>
</tr>
<tr>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>Health Care and Social Assistance</td>
<td>590</td>
<td>$ 56,252</td>
</tr>
<tr>
<td>Medical Records and Health Information Technicians</td>
<td>Health Care and Social Assistance</td>
<td>130</td>
<td>$ 42,830</td>
</tr>
<tr>
<td>Occupational Therapy Assistants</td>
<td>Health Care and Social Assistance</td>
<td>111</td>
<td>$ 49,472</td>
</tr>
<tr>
<td>Physical Therapist Assistants</td>
<td>Health Care and Social Assistance</td>
<td>199</td>
<td>$ 54,859</td>
</tr>
<tr>
<td>Dental Assistants</td>
<td>Health Care and Social Assistance</td>
<td>159</td>
<td>$ 40,758</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>Health Care and Social Assistance</td>
<td>337</td>
<td>$ 36,064</td>
</tr>
<tr>
<td>Telecommunications Equipment Installers and Repairers,</td>
<td>Information</td>
<td>65</td>
<td>$ 70,768</td>
</tr>
<tr>
<td>Except Line Installers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Automotive Service Technicians and Mechanics</td>
<td>Retail Trade</td>
<td>348</td>
<td>$ 44,251</td>
</tr>
<tr>
<td>Heating, Air Conditioning, and Refrigeration Mechanics and Installers</td>
<td>Construction</td>
<td>131</td>
<td>$ 56,254</td>
</tr>
<tr>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>Transportation and Warehousing</td>
<td>1701</td>
<td>$ 46,793</td>
</tr>
</tbody>
</table>
II.C.3: Selected 5-Star Occupations, BA+

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>Primary Industry</th>
<th>Indexed Demand</th>
<th>Median Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Operations Managers</td>
<td>Professional and Technical Services</td>
<td>501</td>
<td>$ 98,312</td>
</tr>
<tr>
<td>Marketing Managers</td>
<td>Professional and Technical Services</td>
<td>983</td>
<td>$ 124,266</td>
</tr>
<tr>
<td>Sales Managers</td>
<td>Retail Trade</td>
<td>326</td>
<td>$ 135,720</td>
</tr>
<tr>
<td>Computer and Information Systems Managers</td>
<td>Professional and Technical Services</td>
<td>271</td>
<td>$ 137,597</td>
</tr>
<tr>
<td>Financial Managers</td>
<td>Finance and Insurance</td>
<td>452</td>
<td>$ 108,444</td>
</tr>
<tr>
<td>Architectural and Engineering Managers</td>
<td>Professional and Technical Services</td>
<td>190</td>
<td>$ 144,779</td>
</tr>
<tr>
<td>Medical and Health Services Managers</td>
<td>Health Care and Social Assistance</td>
<td>769</td>
<td>$ 93,810</td>
</tr>
<tr>
<td>Software Developers, Applications</td>
<td>Professional and Technical Services</td>
<td>1409</td>
<td>$ 108,342</td>
</tr>
</tbody>
</table>
D. Career Pathways

- Projected employment and median earnings for key career pathways important to the region
Nursing Career Pathway

**Employment**
- Registered Nurses: 9,444 (2014) → 11,006 (2024)
- Nursing Assistants: 6,326 (2014) → 6,881 (2024)
- Personal Care Aides: 5,518 (2014) → 6,826 (2024)
- Licensed Practical and Licensed Vocational Nurses: 3,088 (2014) → 3,365 (2024)
- Nurse Practitioners: 515 (2014) → 670 (2024)

**Median Wages**
- Personal Care Aides: $26,852 (2014) → $28,747 (2024)
- Nursing Assistants: $6,881 (2014) → $7,252 (2024)
- Licensed Practical and Licensed Vocational Nurses: $3,088 (2014) → $3,365 (2024)
- Registered Nurses: $9,444 (2014) → $11,006 (2024)
- Nurse Practitioners: $515 (2014) → $670 (2024)

**Education Levels**
- Masters
- Bachelors
- Certificate
- High School Diploma
Retail Career Pathway

Projected Employment

- Retail Salespersons: 13,475 (2014) → 14,154 (2024)
- FirstLine Supervisors of Retail Sales Workers: 4,709 (2014) → 4,878 (2024)
- Sales Managers: 1,800 (2014) → 1,847 (2024)

Median Wages

- Bachelors Degree: $136,720
- High School: $41,252

- Retail Salespersons: $22,302
- FirstLine Supervisors of Retail Sales Workers: $41,252
- Sales Managers: $136,720
Manufacturing Career Pathway

Employment

- Team Assemblers 3590
- FirstLine Supervisors of Production and Operating 2219
  - Machinists 1912
- Machine Tool Operators 591
  - Machine Tool Programmers 180

Median wages

- Team Assemblers $31,687
- Machine Tool Operators $51,522
- Machine Tool Programmers $53,146
- Machinists $64,740
- FirstLine Supervisors of Production and Operating Workers $69,052
Teaching Career Pathway

![Projected Employment and Median Wages Graph]

- **Teacher Assistants**: 2014: 5,991, 2014: 6,381
- **Elementary School Teachers, Except Special Education**: 2014: 3,816, 2014: 4,001

![Wages by Education Level]

- **Bachelors Degree**: 2014: $25,726, 2014: $25,726
- **Certificate**: 2014: $68,377

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**Page 45**
Financial Services Career Pathway

### Employment

- **Accountants and Auditors** (2014: 3,476, 2024: 3,686)
- **Tellers** (2014: 1,830, 2024: 1,740)
- **Loan Interviewers and Clerks** (2014: 397, 2024: 437)
- **Loan Officers** (2014: 570, 2024: 620)

### Chart Title

- **Tellers**
  - 2014: $29,023
  - 2024: $73,768
- **Loan Interviewers and Clerks**
  - 2014: $38,100
  - 2024: $78,357
- **Accountants and Auditors**
  - 2014: $44,510
  - 2024: $74,381
- **Loan Officers**
  - 2014: $0
  - 2024: $78,357
Industry Summary

• Among key industries, Manufacturing is likely to be under the most demographic pressure as the Northeast workforce ages.

• Manufacturing and Healthcare have the most racially diverse workforces, with nearly one in five workers identifying as non-white. Professional, Scientific, and Technical services has the lowest representation of Hispanics and Latinos, while healthcare has the highest representation.

• In every identified industry, Bachelor’s degree holders make up less than 50% of the workforce. Professional/ scientific/ technical services has the highest percentage of Bachelor’s degree holders, at 47%, while Construction and Transportation offer the most opportunities for those with a high school diploma or below.
IV. Supply Gaps

A. Calculating Supply Gap Ratio
B. Calculating Labor Demand & Labor Supply
C. Supply Gap Analysis
Calculating the Supply Gap Ratio

*Supply Gap Ratio = Projected Qualified Individuals Per Opening*

- Supply Gap Ratio is a *proxy measure* for understanding which occupations are likely to NOT have enough talent to meet employer demand.

- **Supply / Demand = Supply Gap Ratio**
  - 100 qualified individuals / 50 potential openings = supply gap ratio of 2
    - 2 qualified individuals per opening (More supply than demand)
  - 6 qualified individuals / 12 potential openings = supply gap ratio of 0.5
    - 0.5 qualified individuals per opening (Less supply than demand)
Calculating Labor Demand & Labor Supply

<table>
<thead>
<tr>
<th>Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many potential job openings do are expected for a given occupation?</td>
</tr>
<tr>
<td>Average of total number of jobs for each occupation across three data sets…</td>
</tr>
<tr>
<td>• 2017 projections from openings and replacement (OES)</td>
</tr>
<tr>
<td>• 2024 projections from openings and replacement (OES)</td>
</tr>
<tr>
<td>• Help Wanted Online annualized 2016 job postings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many qualified individuals are potentially available to fill a relevant job opening?</td>
</tr>
<tr>
<td>Sum of available workers or graduates related to an occupation from multiple data sets…</td>
</tr>
<tr>
<td>• Unique UI claims, 2016 (DUA)</td>
</tr>
<tr>
<td>• Relevant completer data</td>
</tr>
<tr>
<td>• Voc-Tech completers, 2013-2015 average (DESE), 50% available*</td>
</tr>
<tr>
<td>• Community College completers, 2013-2015 average (DHE), 90% available</td>
</tr>
<tr>
<td>• State University completers, 2013-2015 average (DHE), 71% available</td>
</tr>
<tr>
<td>• Private University completers, 2013-2015 average (iPEDS), 55% available</td>
</tr>
</tbody>
</table>

*All retention figures are statewide, studies cited in Data Tool
**Occupations requiring post-secondary education only
Among all occupations requiring an Associates or Certificate, computer/IT, healthcare support occupations, engineering and tech, transportation, and a number of installation professions face supply gaps.

Supply Gap Analysis

State Supply Gap Overview: BA Clusters

Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.

![Graph showing supply gap ratio for various occupations]

**Occupations requiring a Bachelor’s Degree, Demand Index 100+ Only**

Supply Gap Analysis

More Openings than Qualified: State BA Occupations

A number of 4 and 5 star occupations, largely in STEM fields, are in short supply.

Occupations requiring a Bachelor’s Degree, 4 and 5 stars, Demand Index 100+ only

Labor Supply Gap Summary

Associate’s, Some college, Post-secondary Certificate

• In the Northeast Region, a specific set of 3 and 4 star occupations face supply gaps – most notably in healthcare support, computer support/IT, installation, and transportation fields.

Bachelor’s Degree

• Across the State, we expect supply gaps in 4 and 5 star occupations primarily in STEM fields, with an emphasis on Healthcare and Computer and Mathematical occupations.
1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

ABE director is on the WDB. Staff are co-located at the Career Center. Quarterly meeting with ABE/WDB and CCL staff. There is a strong referral system in place. Career Center staff present on site at the ABE provider signing up ABE students as CC customers. We use Title 1 Adult and CIES funding to enroll students in ABE programming.

2. EDUCATIONAL AND SERVICE NEEDS OF PRIORITY POPULATIONS

Priority populations: Spanish Speakers, Recent Refugees (mix literacy and language skills in English and their own languages); High School Dropouts; Low skills; low income.

3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

More literacy programming for immigrants and refugees

4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

Pathways: Certified Nursing Assistant-Home Health Aid to LPN/RN and Entry level Manufacturing to Advanced Manufacturing
SECTION II: WORKFORCE BOARD STRATEGIC PLAN

STRATEGIC VISION

The Strategic Plan demonstrates utilization of “business intelligence” to develop data driven strategies based on analysis of Labor Market Information. The Strategic Plan includes strategies for the Board to convene, broker and leverage partnerships with key stakeholders, e.g., WIOA Core Partners, career and technical education, community colleges and other higher education entities, organized labor, and others.

The Strategic Plan develops and/or replicates successful career pathway models and industry sector interventions that involve significant employer engagement activity and includes use of job driven strategies & innovative use of work-based models of training interventions – OJT, apprenticeship, internship, etc. It describes the role of the board in the development of the region’s comprehensive economic development strategies as well as the coordination of the workforce activities with economic development strategies.
“The underlying principles of strategy are enduring, regardless of technology or the pace of change.” - Michael Porter
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- Summary of Environmental Scan ............................................. 8
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- Turning Challenges into Opportunities ...................................... 10
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Executive Summary

This strategic plan is presented by the Greater Lowell Workforce Investment Board. The plan was developed through a strategic planning process that began in the fall of 2014. Leading up to the establishment of the plan, the GLWIB conducted three sessions with the Strategic Planning Sub-committee to consider our vision, mission, and goals. We then established our strategies and initiatives to reach these goals. The process concluded with a presentation to the full Board in December 2014 at which time the plan was unanimously approved.

The Strategic Planning Committee focused on the Workforce Investment System as continuing to be business driven, managing labor market cycles to drive decision making, and to bridge the gap between employer needs and skills available in the local workforce. It also outlines the goals, objectives, and action steps required to ensure that the Greater Lowell Workforce Investment Board is the leader of local workforce solutions.

In the process of developing this plan for the Greater Lowell WIA region, the GLWIB focused on transitioning to the new Workforce Innovation and Opportunity Act (WIOA) which will become fully implemented in July 2016. In that regard, our plan embodies these key WIOA operating principles:

- Increase access to education, training, and employment--particularly for people with barriers to employment
- Create a comprehensive, high-quality workforce development system by aligning workforce investment, education, and economic development
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts
- Promote improvement in the structure and delivery of services
- Increase the prosperity of workers and employers
- Increase economic self-sufficiency, meet employer needs, and enhance the productivity and competitiveness of the region
Overview
The Greater Lowell Workforce Investment Board is one of 16 Workforce Boards throughout Massachusetts, servicing the communities of Billerica, Chelmsford, Dracut, Lowell, Tewksbury, Tyngsboro, Dunstable and Westford. We are charged with overseeing and implementing workforce development initiatives throughout the Workforce Investment Area. Board members offer a wide range of skills and experience and include representatives from local businesses, educational Institutions, community based organizations, labor unions, governmental agencies, economic development, and the Greater Lowell Chamber of Commerce.

The Greater Lowell Workforce Investment Board oversees a variety of workforce development activities, representing a multitude of federal and state funding sources. These sources include Youth, Adult and Dislocated Worker programs funded by the Workforce Investment Act (WIA); the Career Center of Lowell; School to Career Initiatives; Department of Education Adult Basic Education Activities; the Massachusetts Workforce Training Fund, and other specially funded workforce development initiatives.

Mission
The Greater Lowell Workforce Investment Board (GLWIB) is a collaborative involving employers, educational institutions, labor groups, municipal and state officials, and community-based organizations that provides leadership, policy direction, and accountability for the local workforce development system.

By securing and allocating public and private funds for high quality, innovative, and collaborative workforce development programs, the GLWIB promotes a skilled and educated workforce, meets the workforce needs of employers, and supports and sustains economic development, business competitiveness, and job creation in Greater Lowell.
Summary of Planning Process
The Greater Lowell WIB began the process in September 2014 by hiring planning consultants Strategy Matters, Inc (SMI) to facilitate the development of our new strategic plan. SMI is a consulting group that works with mission-driven organizations to develop creative solutions to complex problems. SMI clients are working in areas that affect whole communities including: justice, safety, education, health, culture.

SMI conducted an environmental scan, including updates on regional demographics, economic and labor market information, political landscape, legislative policies, and trends in workforce development funding.

Over the course of two months, the Strategic Planning Committee met three times to a) analyze data; b) interpret implications based on changing conditions, and c) develop goals and objectives to guide our work going forward in light of our mission and current environment and challenges.

Acknowledgements
On behalf of the Greater Lowell Workforce Investment Board, we would like to thank Strategy Matters, Inc. in particular, Liz O’Connor and Danielle Gerena. The GLWIB would also like to thank our elected officers for their leadership: Chair Raymond Wrobel; Vice Chair Maureen Fitzpatrick; and 2nd Vice Chair Danielle McFadden who also serves as Chair of the Strategic Planning Committee. The GLWIB would like to acknowledge the time and effort of the members of the Strategic Planning Committee:

Chair—Danielle McFadden - Greater Lowell Chamber of Commerce
   Barbara O’Neil - Career Center of Lowell
   Stephanie Cronin - Middlesex 3 Coalition
   Shannon Norton- Career Center of Lowell
   Maureen Fitzpatrick - Lowell General Hospital
   Beth Goguen - MA Workforce Development
   Ed Starr – International Brotherhood of Electrical Workers
   Judy Burke - Middlesex Community College
   Ray Wrobel – Align Credit Union
GLWIB Vision 2015-2016

Catalyzing education/training to meet workforce needs

Linking job seekers/incumbent workers with skills for competitive wage jobs

Ensuring close connections between WIB and employers
Environmental Scan

Strategy Matters, Inc. (SMI) conducted an environmental scan, including updates on regional demographics, economic and labor market information, political landscape, legislative policies, and trends in workforce development funding.

What they found was both dynamic and static variables that directly effect workforce planning in Greater Lowell and the Commonwealth of Massachusetts as a whole. The changes include political landscape (newly elected Governor), legislative and policy environment (WIOA) and funding opportunities (state and federal). The constant items include employers, regional employment opportunities, core WIB members, and partners.

The Greater Lowell region has experienced continued growth in the critical sectors of Information Technology/Hi-Tech, Healthcare, and Advanced Manufacturing. These industries are projecting to have the most job openings for high skill occupations.

The challenges that are most profound in our region and across the state, include a growing number of long-term unemployed and the skills gap between current job seekers and the requirements of employers/businesses. Over the last 10 years, the percentage of jobless who have been unemployed for six months or more has almost doubled.

There is a disconnect between the skills of our workforce and the needs of our regional employers. The high skilled occupations in critical sectors require advanced post-secondary education or training but there are opportunities and pathways for all levels of skill.

The GLWIB Strategic Plan 2015-2016 will be the map for the workforce investment system in Greater Lowell to succeed and evolve within the current environment. The plan will focus on maintaining flexibility to adapt to the aforementioned changes as well as build a foundation to meet the needs of job seekers and businesses.
Transitioning to WIOA

In July 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law. It is the first legislative reform in 15 years of the public workforce system. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

WIOA streamlines and increases the focus on serving the most vulnerable and low-income job-seekers who have limited skills, lack work experience, and face other barriers to economic success.

WIOA expands education and training options to help participants access good jobs and advance in their careers; helps disadvantaged and unemployed job-seekers earn while they learn through support services and effective employment-based activities; and aligns planning and accountability policies across core programs to support more unified approaches to serving low-income, low-skilled individuals.

When developing this plan, the GLWIB created objectives and goals based upon the changes to be implemented through WIOA.
GLWIB Strategic Plan 2015-2016

Turning Challenges into Opportunity

For this plan the GLWIB seeks to focus on issues that have historically presented themselves as challenges in Greater Lowell and turn them into opportunities for improvement and growth in our region. A software engineer may call this “turning bugs into features”. We see the implementation of WIOA and the following emerging opportunities as a chance to expand our impact and continue providing successful service:

- Developing and expanding partnerships with the Information Technology/Computer Science sector

- Focusing on new pathways and successful programs for out-of-school young adults and other vulnerable populations

- Developing and growing industry partners to provide work-based learning opportunities, i.e. Apprenticeship and On-Job-Training (OJT) programs

- Increasing attention to soft skills among all, but particularly young job-seekers

- Continuing to build, expand, and deepen our partnerships and reputation in anticipation of potential focus on regionalization through WIOA
Strategic Goals 2015-2016

Goal 1
• Meet regional employer needs for a skilled workforce

Goal 2
• Connect job seekers to competitive wage employment

Goal 3
• Support successful youth entry into career pathways and post-secondary credential programs

Goal 4
• Continue to maintain strong WIB operations
Goal 1: Meet regional employer needs for a skilled workforce

- Develop/maintain comprehensive employer-focused resources
- Create industry-specific focus on employer needs
- Create a pipeline of strong, appropriate job referrals for employers in need of qualified candidates
- Continue updating database of regional training opportunities
- Support employers in analyzing their current/future training and hiring needs
- Continue coordination and information - sharing between local businesses and partners through regular triage meetings
- Collaborate on a “workforce needs assessment” to connect employers with partner agencies and resources for assistance with their hiring and certification needs
Goal 2: Connect job seekers to competitive wage employment

- Identify and prepare a job-driven workforce that has the appropriate skills to connect to the labor market

- Using recent labor market information, and in collaboration with the Career Center of Lowell, we will:
  - Educate and encourage job seekers to focus on gaining in-demand skills in need in our area
  - Encourage local vendors to provide training and opportunities for job-seekers that focus on in-demand skills needed by our employers and also on soft skills and interpersonal skills
  - Support methods for connecting job-seekers in getting training for in-demand skills,

- Monitor local demographics and make recommendations for trainings/curriculum based on needs of local job seekers

- Examine options with priority sectors including advanced manufacturing, information technology, healthcare and life sciences for OJT/apprenticeship partnerships
  - Create asset inventory of pre-apprenticeship and apprenticeship programs, including in the trades, in the areas above
  - Gather labor market information on businesses in priority sectors with strong presence in the area
  - Develop an outreach plan and build partnerships to engage local trade unions in creating resources for apprenticeships in priority sectors.
Goal 3: Support successful youth entry into career pathways and post-secondary credential programs

Promote youth awareness of professional options:

- Offer career awareness services to region’s high schools, vocational schools, and community colleges
- Work with career readiness staff at secondary and post-secondary schools to share labor market updates
- Host youth-focused career fairs
- Raise awareness of career pathways and correlating education requirements, opportunities, and salary information

Help those youth at highest risk of disconnection through:

- Using partnerships to identify disconnected youth and intervene in the early stages
- Identifying CORI-friendly career pathways appropriate for highest risk youth
- Working with partners in identified sectors to explore/develop partnerships and pathway development
Goal 4: Continue to maintain strong WIB operations

Strengthen Board Member engagement in WIB operations, and support their participation in implementing this plan, through:

- Building and expanding Board networks
- Ensuring that WIB staff and board members have expanding and relevant professional and personal networks in key industries and with political leadership for this region
- Focus on building new relationships and strengthening existing relationships
- Leveraging Regional Resources, including connect to the full array of resources (grants, media/awareness, investments) available to support WIB goals
- Ensure that core programs are aligned with WIOA strategic priority areas
- Connect with apprenticeship programs
- Build and leverage State House/Legislative/Municipal relationships
- Create a formal network of business partners including advisory roles and participation in grants
The Local Board convened the OSCC Partners and other stakeholders into “MOU Teams” (defined locally) to strategize integrated, coordinated, person-centric service design and delivery within the One-Stop Career Center for youth, job seekers, and businesses. The OSCC service design is articulated in the Local WIOA Joint Partner Umbrella MOUs, effective July 1, 2017.

The Local Boards engage with businesses to understand their needs and develop an integrated education and workforce system that supports career pathways to prepare residents with foundation, technical, professional skills and information and connections to postsecondary education and training.

WIOA partners are working to construct career pathways aligned with business demand across federal, state and community-based partnerships that will improve foundation skills and facilitate the transition to postsecondary education and training for individuals with barriers to employment, including adults who are undereducated and with limited English proficiency.
GLWIB
GREATER LOWELL
Workforce Investment Board

Workforce Innovation and Opportunity Act
Greater Lowell Workforce Development Board and WIOA Partners

Umbrella Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the Greater Lowell Workforce Development Board (GLWDB) with agreement of the City Manager of Lowell and the OSCC Required Partners, relating to the operation of the one-stop delivery of service in the local workforce area.

The GLWDB will act as the convener of MOU negotiations and together with OSCC Required Partners will shape how local One-Stop Career Center Services are delivered.

This MOU defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs, services and activities authorizing statutes and regulations.

II. OSCC REQUIRED PARTNERS

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the Greater Lowell Workforce Area, the GLWDB and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the One-Stop Career Centers and include:

1. The Adult Program (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
2. The Dislocated Worker Program (Title I), as part of DCS/EOLWD;
3. The Youth Program (Title I), as part of DCS/EOLWD;
4. The Adult Education and Family Literacy Act Program (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE);
5. The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;
6. The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
7. Federal-state unemployment compensation program, as part of the Department of
   Unemployment Assistance (DUA), EOLWD;
8. Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of
   Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.), as part of DCS, EOLWD;
9. Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et seq.) as
   part of DCS, EOLWD;
10. Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.) as part of Department
    of Transitional Assistance (DTA), EOHHS;
11. Employment and Training Programs under the Supplemental Nutrition Assistance Program,
    (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7
    U.S.C.2015(d)(4)), as part of DTA, EOHHS;
12. Senior Community Service Employment Program (Programs authorized under Title V of the
    Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

III. DURATION OF THE MOU

This agreement shall commence on July 1, 2017 and shall terminate on June 30, 2020 unless otherwise
terminated by agreement of all parties or superseded.

IV. ASSURANCES

The GLWDB and the Partners agree to conduct the following activities at a local level:

1. Enter into a local MOU with the Local Workforce Development Board relating to operation of the
   one-stop delivery system.

2. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU,
   the requirements of WIOA, and the requirements of Federal laws authorizing the programs and
   activities.

3. Define “shared” customers between Partners to create a clear understanding of how multiple
   providers, services and resources should support youth, job seekers, and businesses.

4. Redesign the One-Stop Career Center customer flow and service practices across partner agencies,
   including ensuring the accessibility and availability of services to “shared” customers.

5. Utilize robust technology tools to scale-up practices and provide more significant supports for
   individuals with barriers to employment, including basic skills assessment, remediation, and career
   development tools.

6. Track and evaluate the outcomes for individuals who face barriers to employment.

7. Use a portion of the funds available for programs and activities to maintain the one-stop delivery
   system, including infrastructure and shared costs of One-Stop Career Centers, through methods
   agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is
   reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State
   Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
8. Provide representation on the local workforce boards to the extent possible and/or participate in Local Board ad hoc activities/events or on standing committees.

9. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the One-Stop Partner infrastructure cost contributions.

10. DUA only will provide information under this agreement to another party to this agreement: upon the determination by the DUA Director that the information lawfully may be provided in accordance with applicable law, including, but not limited to, G. L. c. 151A, § 14P and § 46, and 20 C.F.R. Pt. 603; following approval by DUA of an Application for Unemployment Insurance and/or Wage Reporting Data and following execution by DUA and an approved applicant of a Data Sharing and Cost Reimbursement Agreement DUA will not be bound by any provision of this agreement that does not expressly mention DUA by name.

V. MEMORANDUM OF UNDERSTANDING CONTENT

Please include a description of the following:

1. The partners met over a several months beginning in February. Monthly meeting were held in February, March, and April. A meeting was held in May and individual meetings were held between the first and third weeks of May. A spreadsheet of services was distributed and completed by each partner organization. The definition of a shared customer was developed through examination of the requirements under WIOA, review of services offered by each of the partners, and the intersection of services and the current referrals.

2. The following have been identified as priority populations, including but not limited to:
   a. Unemployment Insurance claimants
   b. Adult Education participants
   c. Long-term Unemployed
   d. Veterans
   e. Low-Income (including but not limited to TANF and SNAP participants and homeless)
   f. Older workers
   g. Young adults and young adults with barriers to employment
   h. Youth and Adults with disabilities
   i. Reentry-offenders who are released from prisons and jails
   j. Employers within the GLWDA

Please see Attachment A for definitions of the priority populations.

3. The partners established a definition of the shared customer for the purpose of this MOU as well as a description of the types of supports and services available for each of the priority populations identified.
   a. A shared customer shall be defined as, but not limited to, a job seeker or a business that is formally enrolled by more than one core program or sequentially enrolled. If applicable a shared customer must meet the eligibility criteria of the partner agency providing services and be willing and able to complete work readiness activities.
   b. The partners agree on a continuum of services and training opportunities for the priority populations based on assessments, eligibility requirements and available funding as
demonstrated by, but not limited to, the services contained in Attachment B. Career pathways models will be the framework for services provided to the identified priority populations.

c. The partners agree to identify a contact/liaison in each organization to expedite referrals. Referrals will be done through the current automated systems where systems are in place and appropriate. In addition, where applicable, a common intake form may be developed. The OSCC will develop a screening process to ensure appropriate and timely referrals to partner agencies where appropriate. The OSCC will explore the development of a center specific referral portal to be utilized by the partners for the GLWDA. The partners agree to explore utilizing the Massachusetts JobQuest portal for referral and tracking purposes. In addition, the GLWA partners shall develop a release of information form as part of the intake process to assist with data sharing across partner agencies, where appropriate.

4. The partners commit to working with employers to address their needs and provide labor market analysis. The focus will remain on providing assistance in addressing skills gaps in their respective areas of business while also targeting employers who work with the priority populations identified by the partners. The services provided by the partners are demonstrated in Attachment C. The partners will continue to develop strategies to broaden the services provided on an ongoing basis. Partners will identify a contact in their agency to meet quarterly and review strategies.

5. The partners agree to provide access to resources and technology for shared customers at the OSCC during the normal operating hours of the OSCC. OSCC will provide access to various resources designed to address the skill/resource needs of the identified population, including but not limited to assistive technology. In addition, the OSCC will create a resource link/guide with contact information for each partner organization to be found on the OSCC website. Please see Attachment D.

6. The partners have agreed upon and training plan for partner agencies as listed in Attachment E.

7. Assurances of participation of the OSCC Required Partners in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.

8. The partners agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition, all partners recognize that shared and infrastructure costs are applicable to all required partners. To ensure that the Local Board and all required partners can focus on the provision of quality services to our shared customers, the State Level partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State partners will enter in Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Area (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

9. The duration of the agreement is reflected in Article III. The partners shall review the provisions herein not less than every 3 years to reflect any changes in the signatory official of the Board, One-Stop Partners, and CEO or changes to the infrastructure cost contributions.
10. The partners agree to review the terms and provisions contained herein not less than every three years to ensure the effectiveness of programs and resources provided.

11. The partners agree to establish agreements with non-required partners not less than six months from the date of execution of this agreement. The agreements will serve to enhance and address gaps in services that are currently provided by the core partners. In addition, the partners agree to pursue resources in conjunction with the non-required partners to ensure services are provided to address the skills gap faced by the job seeker as well as the businesses in the WDA.

12. The partners shall jointly review WIOA mandated performance metrics as included in the GLWDB local plan as well as those in related agreements related to the partners. Metrics associated with infrastructure and or shared costs will be jointly developed and reviewed on a regular and recurring basis, through regular communication, data sharing and reporting. The partners agree to assist each agency in meeting the stated goals.

13. The partners agree to the service flow charts as listed in Attachments F-K. The attachments are labeled as follows:
   Attachment F: Youth Career Pathways Map
   Attachment G: Unemployment Insurance Service Flow for RESEA
   Attachment H: Customer-Center Service Design Flow for Low-Skilled, Low-Income Individuals
   Attachment I: Customer-Center Service Design Flow for Adult Individuals with Disabilities
   Attachment J: Customer-Center Service Design Flow for Veterans
   Attachment K: Customer-Center Service Design Flow for Businesses

VI. COMPETITIVE SELECTION OF ONE STOP CAREER CENTERS

The WIOA required partners agree to participate in the selection process of the One-Stop Operators as required by WIOA, at least once every four years. The GLWDB will provide various levels of participation by partners, ranging from Advisory to Voting Members. Decisions will be discussed and openly communicated to partners prior to review beginning.

VII. PERFORMANCE MEASURES

The GLWDB 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 GLWDB and the mandated One-Stop Career Center partner, including incentives and penalties.

VIII. SIGNATORIES

By signing this agreement, all parties agree to reviewing and modifying the local MOU on an as needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA. By signatures affixed below, the parties specify their agreement:
Local Chief Elected Official
Kevin J. Murphy

Local Board Chair
Raymond Wrobel

Local Board Executive Director
Peter Farkas

Local Career Center Lead Operator
Shannon Norton

DCS Operations Manager
Cathy Byrne

DUA Representative
Raghida Ramey

Adult Basic Education
Elizabeth McKiernan

MA Rehabilitation Commission
Maureen Kriff

MA Commission for the Blind
Thelma Williams

MA Department of Transitional Assistance
Erin Quinn

Operation A.B.L.E.
Joan Cirillo
Attachment A

Definitions of Priority Populations

a. **Unemployment Insurance claimants**

b. **Adult Education participants**: Enrolled in a Title II program

c. **Long-term Unemployed**: A person who has experienced unemployment 30 weeks or longer and demonstrates that they are capable of, available, and actively seeking work.

d. **Veterans** (WIOA Sec. 3(53)): An individual who served at least one day in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable. Active service also includes full-time duty in the National Guard or Reserve component, other than full time duty for training purposes.

e. **Low-Income (including but not limited to TANF and SNAP participants and homeless)** (WIOA Sec. 3(36)(a)): an individual who receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through:

The DTA, EOHHS Employment and Training Programs funded under the Supplemental Nutrition Assistance Program, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4))

The program of block grants to states for temporary assistance for needy families (TANF) program under The EOHHS Department of Transitional Assistance (DTA), Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.)

f. **Older workers** (WIOA Sec. 3(39)): An individual age 55 or older.

g. **Young adults and young adults with barriers to employment**

   **In-school Youth** (WIOA Sec. 129(a)(C) -Between the ages 14-21, attending school as defined by State law (includes eligible students enrolled in a dropout reengagement program under RCW 28A.175.100; 28A.175.105), as well as low income.

   **Out-of-School Youth** (WIOA Sec. 129(a)(B)Between the ages 16-24, not attending any school, and meet one or more of the following: A school dropout; Within the age of compulsory school attendance (up to age 17 RCW 28A.225), but has not attended school for at least the most recent complete school year calendar quarter.

h. **Youth and adults with disabilities** (WIOA Sec.3 (25)): An individual with a disability as defined in section 3 of the Americans with Disabilities Act of 1990.

i. **Re-entry-offenders who are released from prisons and jails** (WIOA Sec. 3(38)): An adult or juvenile who is or has been subject to any stage of the criminal justice process, and for whom services under this Act...
may be beneficial; or requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

j. Employers within the GLWDAG
Attachment B

Job Seeker Services

Basic Career Services

Outreach, intake and orientation to the services, programs and resources available
Assessments of skill level, aptitudes and supportive service needs
Job search and placement assistance
Information on the availability of supportive services and referral where appropriate
Information and referral on unemployment insurance claims
Determination of potential need for partner services and referrals where appropriate

Individualized Services

Comprehensive and specialized assessments of skills levels and service needs
Referral to training services where appropriate
Group sessions/workshops
Activities related to work readiness, such as literacy programs, and assessment for potential partner services

Training Opportunities

Occupational skills training through Individual Training Accounts
Adult education and literacy activities
On-the-Job Training and Apprentice Training
Incumbent Worker Training
Skill upgrading and retraining
Attachment C

Business Service Team

Partners will identify staff contact to serve as part of the business service team. The team will coordinate efforts to provide the following services, including but not limited to:

Conduct outreach regarding Local workforce system’s services and products
Provide access to labor market information
Assist with interpretation of labor marking information
Post vacancies in the state labor exchange system and take and fill job orders
Provide customized recruitment and job applicant screening, assessment and referral services
Conduct job fairs
Consult on job description development and industry trends
Provide information on disability awareness issues
Provide information regarding assistive technology and communication accommodations
Provide information and services related to unemployment insurance
Coordinate with on-site Rapid Response activities regarding closures and downsizings
Coordinate with employers to develop and implement layoff aversion strategies
Develop or convene industry or sector partnerships
Access to training funcs
Attachment D

UNIVERSAL ACCESS OF CAREER CENTER SERVICES

The Career Center is equipped to accommodate jobseekers with disabilities. The following assistive technology is available in our Resource Room:

- **Windows Screen Magnifier** - Screen enlarger which magnifies text and images on computer screen from 2 to 18 times.
- **JAWS** - a voice synthesizer which outputs computer contents through its speakers.
- **Scanner** - a necessary tool in the process of converting printed documents into formats that can be read with Zoom Text and JAWS software.
- **Dragon Naturally Speaking** - hands free speech recognition software which enables the user to access the web, email and perform computer functions.
- **Kensington Mouse** - a trackball computer mouse that enables the user to perform mouse functions with reduced hand and wrist movements.
- **Pocket Talkers** - amplifies sound for hard of hearing customers who are participating in workshops and meetings.
- **Communication Access for Deaf and Hard of Hearing Jobseekers** - upon request, Interpreters and CART services will be secured through the Massachusetts Commission for the Deaf and Hard of Hearing.
- **TTY** - enables Deaf customers to contact employers and community resources.
- **Tape Recorders** - used as a note taker at meetings, workshops.
- **Big Keys** - keyboard with enlarged keys, also has a built in assist mode, built in sticky key feature which allows the user to enter keyboard functions without simultaneous key presses.
- **Adjustable Table** - electronically powered table that adjusts its height with a push of a button.
- **Word Q** - software writing tool that is used to provide spelling, grammar and reading assistance. It has word prediction to suggest words to use and provides spoken (text to speech) feedback. It also acts as a text reader to proofread work.
- **Oversized Computer Monitor and Lamp for Task Lighting**
- **Telephone with Amplification**

The Career Center of Lowell provides Equal Opportunity in employment and programs.
Attachment E

Partner Cross-Training Plan

1. Workshops/Mini Boot Camps to provide an overview of programs and processes for all partners

2. Training of agency liaisons to streamline referral process

3. Online folder for partner agencies to share resources, i.e. resource contacts, brochures etc.

4. Monthly meetings of partner team members to review practices and provide service updates
GLWDB Career Pathway Blueprint

- Progressively organized skills standards; stackable credentials
- Four-year degree
- Two-year degree
- Certificate or diploma
- License or Industry
- Job sequence in career path
- Multiple exit points
- Contextualized learning
- Concurrently equivalent workforce prep and academic goals
- Common pathway elements, which vary in content for each industry

Multiple entry and re-entry points, with seamless transition between providers

Open feeder system from CBOs & programs

Secondary system
Incumbent workers
Military service
High school or CVTE
Bridge from GED or HiSET
Bridge from adult

Counseling along an individualized career pathway plan
ATTACHMENT G: Unemployment Insurance Service Flow for Reemployment Services and Eligibility Assessment (RESEA) Grant

1. Enrolled in RESEA (1st UI payment)
   - Receives state Notification Letter
   - 60-Dayers notified by Career Center

2. If not - one week sanction
   - Attends CCS by week 3
   - Attended CCS within 60 days of Enrollment

3. Attends Initial RESEA
   - CAP auto-populates after CCS attendance
   - CAP populated when enrolled

4. Attains Subsequent RESEA Review by fifth week
   - Continue to use Career Center services
   - Employment
   - Referred to career center to complete RESEA requirements

5. If not - indefinite sanction
   - DCS file transfer to DUA
   - DUA RESEA conducts fact-finding; sends to Adjication for determination

6. Attains Subsequent RESEA
   - DCS file transfer to DUA
   - Issue auto-ends
ATTACHMENT H: Customer-Center Service design flowchart for low-skilled, low-income individuals

SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND ACCOUNTABILITY (Greater Lowell Workforce Development Board)

Individuals enrolled in Adult Education (ACLS), Refugees & Immigrants, DTA programming, community colleges

Referrals: Individuals enrolled in ACLS, ORI, DTA programs who would benefit from OSCC. OSCC customers who qualify for adult education, ORI, DTA etc.

Co-enrolled participants

Enrolled Individuals: One-Stop Career Center Services

Referrals, online registration, walk-ins etc.

Customer Gets: OSCC Orientation

Customer Gets: Career Action Plan

Customer Gets: Connections to Business

Customer Gets: EXPANDED case mgmt. team on job search and access to education and training to improve career path.

JOINT OUTCOMES:

JOINT WORKSHOPS FOR POPULATION

Individuals may use assessment tools like Interest Aptitude, Career Scope, Career Ready 101, TORQ, etc.

Career Centers and Core Program Partners develop targeted recruitments

Regions develop virtual or co-located "teams" across Core Program staffing to enhance job placement and credentiaing pathways for population—e.g., shared case mgmt., access to OJT/ITAs, develop sector grants for population, community college navigators etc.

JOINT JOB FAIRS & INDUSTRY BRIEFS

JOINT CASE MANAGEMENT AND ACCESS TO CAREER PATHWAYS

CREDENTIAL

JOB PLACEMENT
ATTACHMENT I: Customer-centered service design flowcharts for adult individuals with disabilities

SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND ACCOUNTABILITY
Greater Lowell Workforce Development Board

Enrolled Individuals: Vocational Rehabilitation Programming (MRC, MCB etc.)

- Referrals: Individuals enrolled in ACLS, ORI, DTA programs who would benefit from OSCC. OSCC customers who qualify for adult education, ORI, DTA etc.

Joint Outcomes:

Job Placement

CREDENTIAL

Co-enrolled participants

J O B  Q U E S T   P O R T A L

- Referrals, online registration, walk-ins etc.

J O I N T   W O R K S H O P S   F O R   P O P U L A T I O N

- Individuals may use assessment tools like Inter Aptitude, Career Scope, Career Ready 101, TORQ, Benefits Counseling, Ticket-to-Work, post-placement accommodations etc.


- Partners develop targeted recruitments


- Regions develop virtual or co-located "teams" across Core Program staffing to enhance job placement and credentialing pathways for population—shared case mgt, access to OJTs / ITAs, develop sector grants, community college navigators.

Customer Gets: OSCC Orientation

Customer Gets: Career Action Plan

Customer Gets: Connections to Business

Customer Gets: EXPANDED case mgt team on job search and access to education and training to improve career path.
ATTACHMENT J: Customer-centered service design flowcharts for Veterans

Chapter 115 Benefits:
Qualifying Veterans and their dependents receive necessary financial assistance for food, shelter, clothing, fuel, and medical care in accordance with a formula which takes into account the number of dependents and income from all sources.
GLWDB Model for Business Services Across Agency Partners

**Entry Point for Business**
- Core Partner Agencies
- Community College
- Economic Development
- Business to Business Referral
- Job Fair
- Job Posting

**Assessment, Triage & Referral**
- Assess business need and priorities
- What are the skill needs?
- Are there existing programs, resources, or capacity to meet business needs?
- Are work-based training models appropriate?
- Is customer eligible for Workforce Training Fund?

**Account Management**
- Account manager based on business need.
- Talent sourcing & development = career center
- Incumbent worker training = Workforce Training Fund
- Economic incentives = MOBD

**Service Delivery**
- Layoff aversion
- Talent sourcing
- Business access to education and training resources
- Referral to incentives

**Outcomes**
- Successful hires
- Employee retention
- Repeat business referrals
SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS

CAREER CENTER PARTICIPANT AND OUTCOME SUMMARIES

PROFILE OF CAREER CENTER CUSTOMERS

A profile of customers served at the One-Stop Career Centers in the workforce area during Fiscal Year 2017 (July 1, 2016 – June 30, 2017). Profiles and outcomes data are provided for customers who received services at the One-Stop Career Centers under the WIOA Title I Adult, Dislocated Worker and Youth Programs and the Trade Adjustment and Assistance Program.

WIOA TITLE I ADULT PARTICIPANTS SUMMARY

The Adult program provides job search assistance and training opportunities to unemployed and other job seekers, with priority to public assistance recipients, low-income individuals, and those that are basic skills deficient and others who face barriers to employment.

WIOA TITLE I DISLOCATED WORKER PARTICIPANTS SUMMARY

The Dislocated Worker program provides job search assistance and training opportunities to individuals experiencing job dislocation resulting from a layoff or business closing or who have exhausted Unemployment Insurance, to help them return quickly to the labor force.

WIOA TITLE I YOUTH PARTICIPANTS SUMMARY

The Youth program provided employment and training activities to provide youth assistance in achieving careers and academic and employment success and provides opportunity for training and supportive services.

WIOA TRADE ADJUSTMENT ASSISTANCE

The Trade Adjustment Assistance (TAA) program assists workers impacted by foreign Trade providing training, employment and case management services, job search and relocation allowances, wage supplements for those 50 or older, and Trade Readjustment Allowances (TRA).

WIOA PRIMARY INDICATORS OF PERFORMANCE

The Primary Indicators of Performance for the WIOA Title I Programs, WIOA Title III, Wagner Peyser and WIOA Title II, Adult Education will be used to measure and evaluate performance for the local area. These are federal performance indicators negotiated with the U.S. Department of Labor and the U.S. Department of Education.

ADDITIONAL PERFORMANCE DATA

Career Center Performance Reports are located at: http://www.mass.gov/massworkforce/ccpr/
## Profile of Career Center Customers

**Greater Lowell Workforce Development Area**  
**Fiscal Year 2017**

<table>
<thead>
<tr>
<th>Total Individuals Served</th>
<th>6,220</th>
</tr>
</thead>
</table>

### Gender
- Male: 3,435 (55%)
- Female: 2,785 (45%)

### Ethnicity
- White: 4,286 (69%)
- Black or African American: 410 (7%)
- Hispanic or Latino: 803 (13%)
- American Indian or Alaskan Native: 43 (1%)
- Asian: 841 (14%)
- Hawaiian Native or Other Pacific Islander: 8 (0%)
- Other: 722 (12%)

### Age
- 18 or under: 141 (2%)
- 19-21: 165 (3%)
- 22-45: 2,777 (45%)
- 46-54: 1,520 (24%)
- 55+: 1,617 (26%)

### Education
- Less than High School: 462 (7%)
- High School Diploma or Equivalent: 1,611 (26%)
- Some College/Vocational Degree: 1,133 (18%)
- Associate Degree: 506 (8%)
- Bachelors Degree: 1,543 (25%)
- Advanced Degree: 816 (13%)

### Self-Identified Persons With Disabilities
- 374 (6%)

### Unemployment Insurance Claimants
- 4,996 (80%)

### Veterans
- 352 (6%)

### Employers Served
- Total: 412
- Employers Listing Job Orders: 201 (49%)
- Employers Receiving Referrals: 213 (52%)
- Employers Who Hired a Job Seeker Referral: 48 (12%)
## GREATER LOWELL WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017
### TITLE I YOUTH PARTICIPANT SUMMARY

#### Participant Characteristics (%)

<table>
<thead>
<tr>
<th></th>
<th>In-School</th>
<th>Out-of-School</th>
<th>Total Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>64</td>
<td>39</td>
<td>103</td>
</tr>
<tr>
<td>Age 14-18</td>
<td>94%</td>
<td>44%</td>
<td>75%</td>
</tr>
<tr>
<td>Age 19-21</td>
<td>6%</td>
<td>46%</td>
<td>21%</td>
</tr>
<tr>
<td>Age 22-21</td>
<td>0%</td>
<td>10%</td>
<td>4%</td>
</tr>
<tr>
<td>Female</td>
<td>69%</td>
<td>62%</td>
<td>66%</td>
</tr>
<tr>
<td>Disabled</td>
<td>16%</td>
<td>46%</td>
<td>12%</td>
</tr>
<tr>
<td>HS Student</td>
<td>98%</td>
<td>0%</td>
<td>61%</td>
</tr>
<tr>
<td>HS Dropout</td>
<td>0%</td>
<td>82%</td>
<td>31%</td>
</tr>
<tr>
<td>Limited English</td>
<td>14%</td>
<td>3%</td>
<td>10%</td>
</tr>
<tr>
<td>Math or Reading Level &lt;9.0</td>
<td>6%</td>
<td>23%</td>
<td>13%</td>
</tr>
<tr>
<td>Offender</td>
<td>0%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Welfare</td>
<td>8%</td>
<td>21%</td>
<td>13%</td>
</tr>
<tr>
<td>Foster Child</td>
<td>9%</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Homeless/Runaway</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Pregnant/Parenting</td>
<td>2%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Requires Additional Assistance</td>
<td>63%</td>
<td>33%</td>
<td>51%</td>
</tr>
</tbody>
</table>

#### Enrollments By Activity

<table>
<thead>
<tr>
<th>Activity</th>
<th>In-School</th>
<th>Out-of-School</th>
<th>Total Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educ., Trng, &amp; Tutoring</td>
<td>52</td>
<td>32</td>
<td>84</td>
</tr>
<tr>
<td>ABE/GED or Alternative</td>
<td>0</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Financial Literacy</td>
<td>0</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Summer Employment Opportunity</td>
<td>32</td>
<td>1</td>
<td>33</td>
</tr>
<tr>
<td>Work Experience/OJT</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Occupational Skills Trng</td>
<td>18</td>
<td>31</td>
<td>49</td>
</tr>
<tr>
<td>Leadership Dev/Community Services</td>
<td>52</td>
<td>1</td>
<td>53</td>
</tr>
<tr>
<td>Mentoring</td>
<td>52</td>
<td>1</td>
<td>53</td>
</tr>
<tr>
<td>Guidance/Comprehensive Counseling</td>
<td>20</td>
<td>10</td>
<td>30</td>
</tr>
<tr>
<td>Other (non program)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

#### Exit and Outcome Summary

<table>
<thead>
<tr>
<th>Metric</th>
<th>In-School</th>
<th>Out-of-School</th>
<th>Total Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Exits YTD</td>
<td>33</td>
<td>14</td>
<td>47</td>
</tr>
<tr>
<td>Entered Employments YTD</td>
<td>1</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Entered Post-HS Training YTD</td>
<td>16</td>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>Placed in Employment/Education Rate</td>
<td>52%</td>
<td>79%</td>
<td>60%</td>
</tr>
<tr>
<td>Average Wage</td>
<td>$10.00</td>
<td>$11.99</td>
<td>$11.77</td>
</tr>
<tr>
<td>Degree/Certification</td>
<td>22</td>
<td>11</td>
<td>33</td>
</tr>
</tbody>
</table>

**Note:** Data on entered employments and wages obtained from the participants.

**Source:** DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/
### Participant Characteristics (%)

<table>
<thead>
<tr>
<th></th>
<th>Title I Adult</th>
<th>Title I Dislocated Worker</th>
<th>Trade Adjustment Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Participants YTD</td>
<td>50</td>
<td>253</td>
<td>128</td>
</tr>
<tr>
<td>Female</td>
<td>76%</td>
<td>47%</td>
<td>35%</td>
</tr>
<tr>
<td>Age 55 or Over</td>
<td>20%</td>
<td>33%</td>
<td>41%</td>
</tr>
<tr>
<td>Less than High School</td>
<td>6%</td>
<td>9%</td>
<td>24%</td>
</tr>
<tr>
<td>Limited English</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Math or Reading Level &lt;9.0</td>
<td>30%</td>
<td>31%</td>
<td>30%</td>
</tr>
<tr>
<td>Disabled</td>
<td>14%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Cash Welfare</td>
<td>22%</td>
<td>na</td>
<td>na</td>
</tr>
<tr>
<td>UI Claimant</td>
<td>na</td>
<td>96%</td>
<td>73%</td>
</tr>
<tr>
<td>Offender</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Veteran</td>
<td>0%</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Single Parent</td>
<td>50%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Low Income</td>
<td>94%</td>
<td>na</td>
<td>3%</td>
</tr>
</tbody>
</table>

### Enrollments By Activity

<table>
<thead>
<tr>
<th></th>
<th>Title I Adult</th>
<th>Title I Dislocated Worker</th>
<th>Trade Adjustment Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Participants YTD</td>
<td>50</td>
<td>253</td>
<td>37</td>
</tr>
<tr>
<td>New Program Enrollments</td>
<td>34</td>
<td>130</td>
<td>20</td>
</tr>
<tr>
<td>New Training Enrollments</td>
<td>23</td>
<td>75</td>
<td>19</td>
</tr>
<tr>
<td>New &amp; Carry-in Training Enrollments</td>
<td>30</td>
<td>158</td>
<td>34</td>
</tr>
<tr>
<td>ABE/GED or Equivalent</td>
<td>0</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>ESL</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Occupational Skills Training</td>
<td>30</td>
<td>155</td>
<td>33</td>
</tr>
<tr>
<td>OJT</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Other.</td>
<td>0</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

### Exit and Outcome Summary

<table>
<thead>
<tr>
<th></th>
<th>Title I Adult</th>
<th>Title I Dislocated Worker</th>
<th>Trade Adjustment Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Exits YTD</td>
<td>20</td>
<td>128</td>
<td>10</td>
</tr>
<tr>
<td>Entered Employments YTD</td>
<td>19</td>
<td>116</td>
<td>7</td>
</tr>
<tr>
<td>Entered Employment Rate at Exit</td>
<td>95%</td>
<td>91%</td>
<td>70%</td>
</tr>
<tr>
<td>Average Pre-Wage</td>
<td>na</td>
<td>na</td>
<td>$27.01</td>
</tr>
<tr>
<td>Average (Post) Wage</td>
<td>$16.30</td>
<td>$25.19</td>
<td>$21.93</td>
</tr>
<tr>
<td>Wage Retention Rate (post/pre-wage)</td>
<td>na</td>
<td>na</td>
<td>81%</td>
</tr>
<tr>
<td>Degree/Certification</td>
<td>17</td>
<td>109</td>
<td>na</td>
</tr>
</tbody>
</table>

Note: Data on entered employments and wages obtained from the participants.

<table>
<thead>
<tr>
<th>PRIMARY INDICATORS OF PERFORMANCE</th>
<th>FISCAL YEAR 2017 7/1/16 -6/30/17</th>
<th>FISCAL YEAR 2018 7/1/17 – 6/30/18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WIOA TITLE I ADULT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed 2nd Quarter After Exit</td>
<td>83%</td>
<td>83.3%</td>
</tr>
<tr>
<td>Employed 4th Quarter After Exit</td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>Median Earnings at 2nd Quarter After Exit</td>
<td>$4900</td>
<td>$5200</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td>Measureable Skill Gains</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td>Effectiveness in Serving Employers</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td><strong>WIOA TITLE I DISLOCATED WORKER</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed 2nd Quarter After Exit</td>
<td>84%</td>
<td>86%</td>
</tr>
<tr>
<td>Employed 4th Quarter After Exit</td>
<td>83%</td>
<td>85%</td>
</tr>
<tr>
<td>Median Earnings at 2nd Quarter After Exit</td>
<td>$7500</td>
<td>$7600</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td>Measureable Skill Gains</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td>Effectiveness in Serving Employers</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td><strong>WIOA TITLE I YOUTH</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed 2nd Quarter After Exit</td>
<td>80%</td>
<td>80.5%</td>
</tr>
<tr>
<td>Employed 4th Quarter After Exit</td>
<td>72%</td>
<td>73%</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td>Measureable Skill Gains</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td>Effectiveness in Serving Employers</td>
<td>Baseline Indicator</td>
<td></td>
</tr>
<tr>
<td><strong>WIOA TITLE III WAGNER-PEYSER</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed 2nd Quarter After Exit</td>
<td>60.0%</td>
<td>64.0%</td>
</tr>
<tr>
<td>Employed 4th Quarter After Exit</td>
<td>60.0%</td>
<td>62.0%</td>
</tr>
<tr>
<td>Median Earnings at 2nd Quarter After Exit</td>
<td>$5,100.00</td>
<td>$5,500.00</td>
</tr>
<tr>
<td><strong>WIOA TITLE II ADULT EDUCATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measureable Skill Gains</td>
<td>41.0%</td>
<td>42.0%</td>
</tr>
</tbody>
</table>

Goal Setting:

- State level performance goals for Title I and Wagner-Peyser programs were negotiated by the Department of Career Services, Executive Office of Labor and Workforce Development (DCS/EOLWD) with the U.S. Department of Labor, Employment and Training Administration (DOL/ETA).
- DCS/EOLWD negotiated performance goals for Title I with each local Workforce Development Board. Local Boards adopt the State Wagner-Peyser goals.
- Adult and Community Learning Services, Massachusetts Department of Elementary and Secondary Education (ACLS/DESE) negotiated for Measureable Skill Gains only with the U.S. Department of Education, Office of Career, Technical, and Adult Education (ED/OCTAE). Each provider’s final performance will be assessed against the State goals based on individual local factors.
- A Baseline Indicator is one for which States did not propose goals. Data will be collected during FY17 and FY18 that will be used for goal setting beginning in FY19.