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

Greater Lowell Workforce Development Board
Peter Farkas, Executive Director

TABLE OF CONTENTS

WIOA LOCAL PLAN OVERVIEW

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. SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT **DATA PACKAGES DEMOGRAPHIC CONTEXT EMPLOYER DEMAND SUMMARY** CAREER PATHWAYS INVESTIGATING THE EMPLOYMENT SUPPLY GAP ADULT BASIC EDUCATION SURVEY RESULTS ANALYSIS SECTION II: SECTION II: WORKFORCE BOARD STRATEGIC PLAN 56 SECTION III: MEMORANDUM OF UNDERSTANDING 72 METHODS OF INTEGRATED SERVICE DELIVERY COMBINING EDUCATION & WORKFORCE SYSTESMS TO SUPPORT CAREER PATHWAYS SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS 91 CAREER CENTER PARTICIPANTS AND OUTCOME SUMMARIES PROFILE OF CAREER CENTER CUSTOMERS WIOA TITLE I ADULT PARTICIPANTS SUMMARY WIOA TITLE I DISLOCATED WORKERS PARTICIPANTS SUMMARY WIOA TITLE I YOUTH WORKERS PARTICIPANTS SUMMARY TRADE ADJUSTMENT ASSISTANCE PARTICIPANTS WIOA PRIMARY INDICATORS OF PERFORMANCE

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 ALLIGNMENT

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.



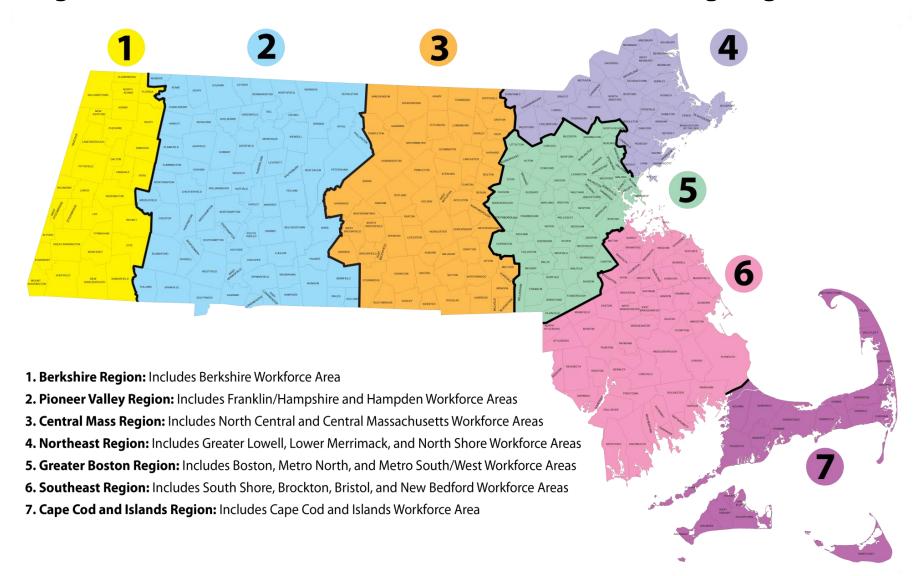


Table of Contents

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

Regional Structure – Workforce Skills Cabinet Planning Regions



II. Demographic Context and Overview

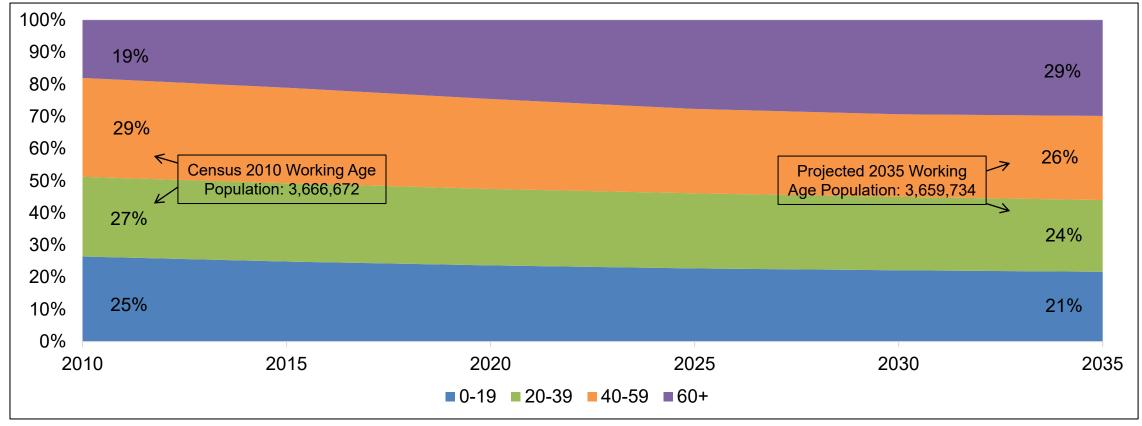
- Population trends in age, race, ethnicity, and immigration
- Commuter patterns in and out of the region
- Data summary

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
 Projected 2035

 Population: 6,547,629
 Population: 7,319,469



State Trends, Race/Ethnicity and Place of Origin

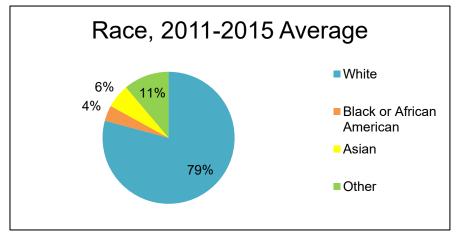
Massachusetts population growth is driven by immigration and growth in diverse populations.

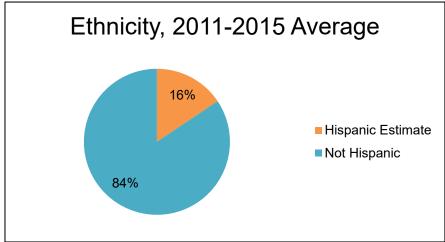
Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	Absolute Change	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	31.6%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

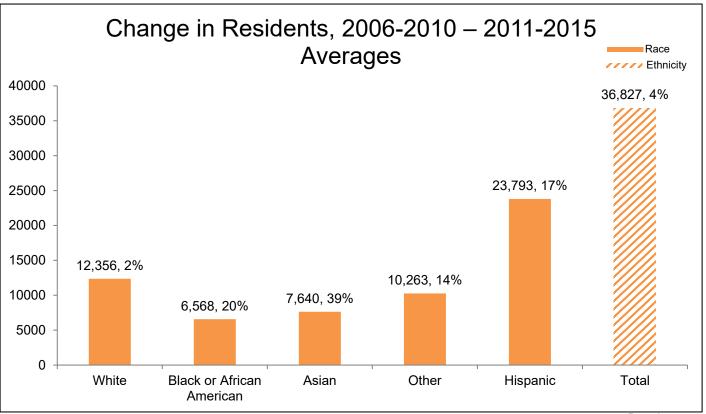
Regional Trends, Race/Ethnicity

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





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

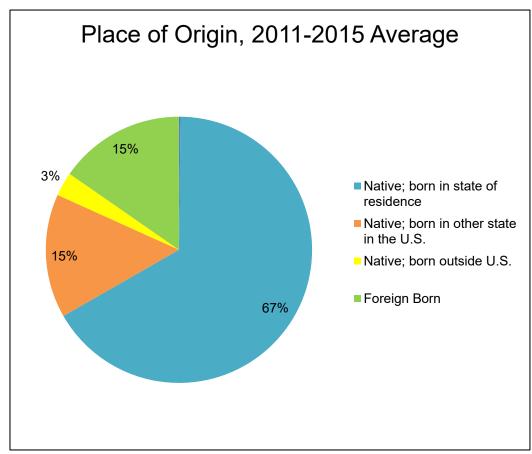


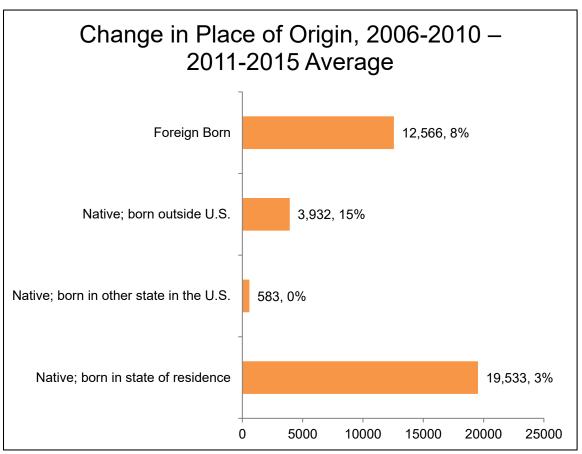
Source: American Community Survey, Selected Characteristics of the Total and Native Populations of the United States, 5 Year Averages 2011-2015

Page 9

Regional Trends, Place of Origin

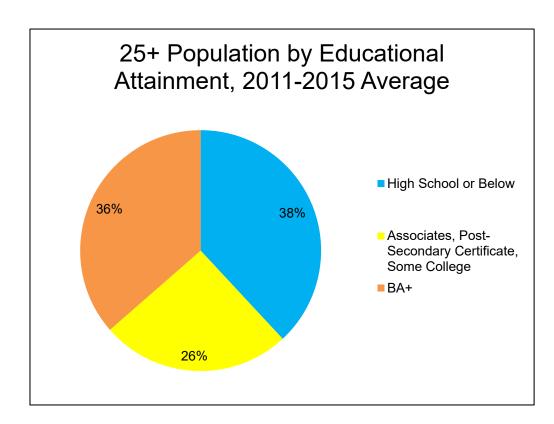
About 2/3 of the Northeast was born locally. The share of foreign-born residents has increased by 8%, while out of state migrants have not increased.

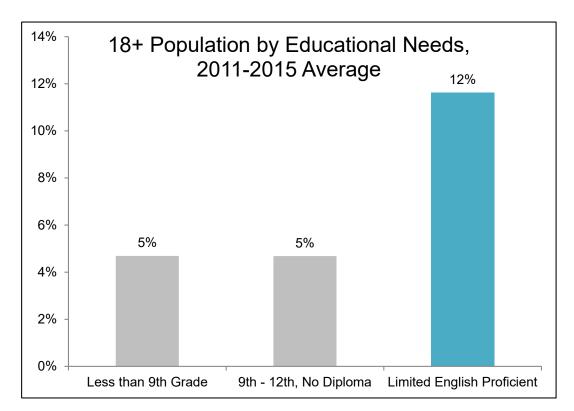




Regional Trends, Education

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





Total Population Estimate, 25+: 756,507

Total Population Estimate, 18+: 860,885

Regional Commuter Patterns

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

161,738 Employed in Region but Living Outside

237,933 Living and Employed in Berkshire

> 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

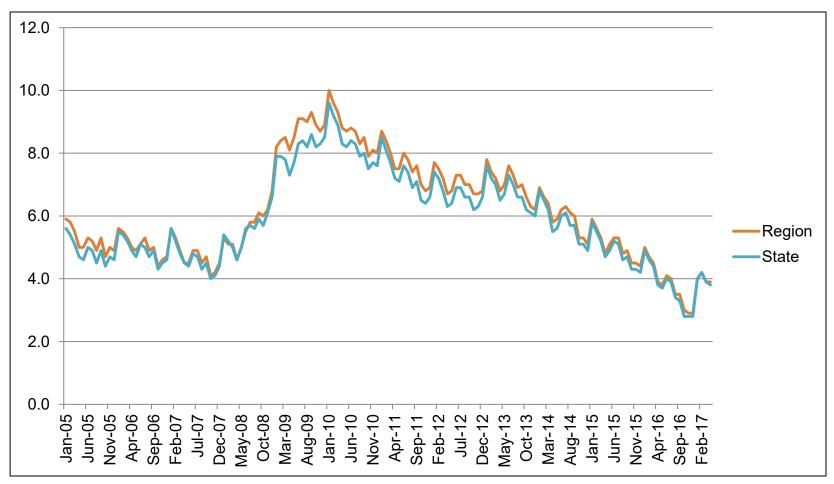
- A. Context
- B. Industry Overview
- C. Occupation Overview
- D. Career Pathways

Employer Demand Data

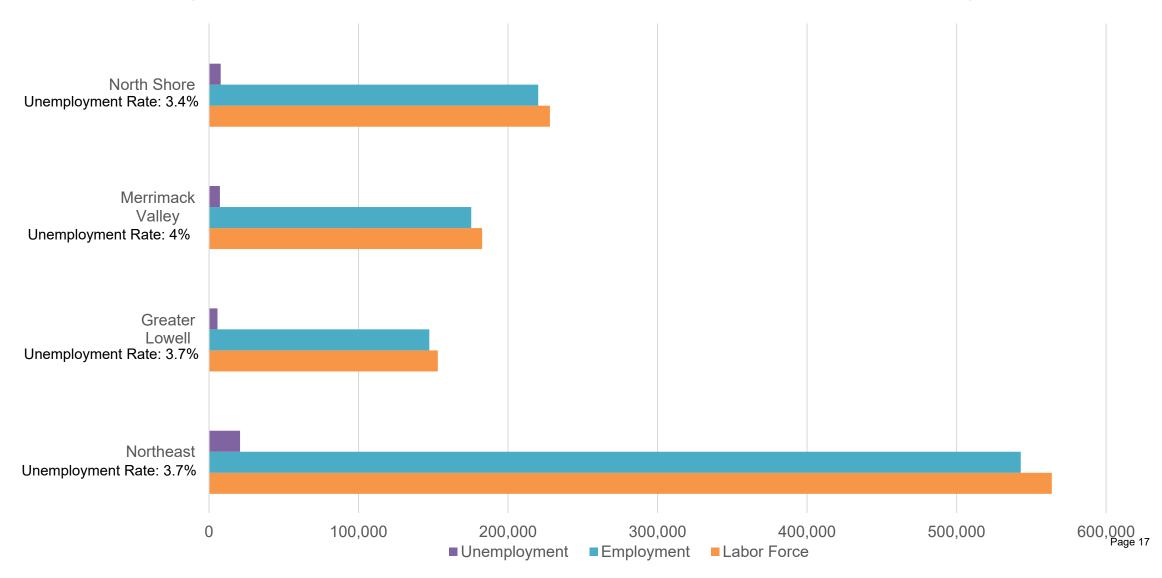
- Contextual data illustrates broadly the employment patterns in the region.
- Industry data shows which employers are prominent in the region.
- Occupation data shows which jobs people in the region do. People often perform the same jobs at different types of employers, and in different industries.
- 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.

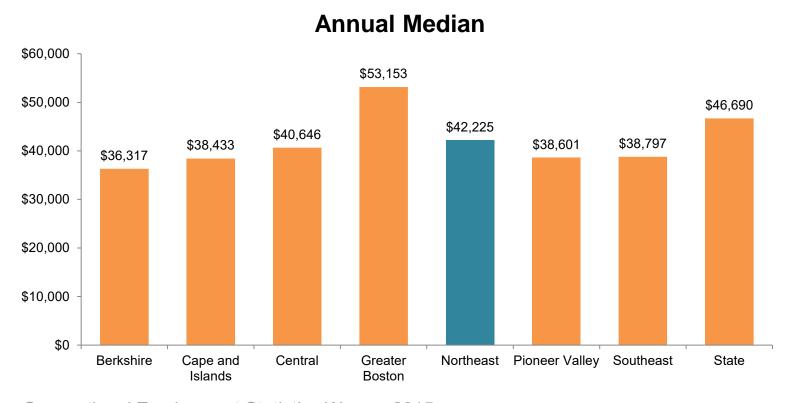


Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



Median Wage

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



Occupational Employment Statistics Wages, 2015

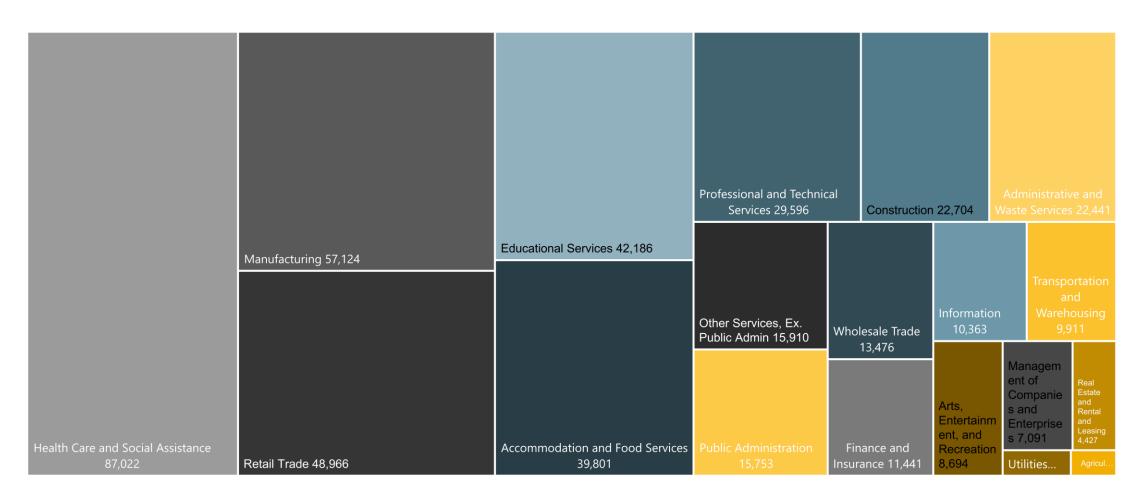
B. Industry Overview

Industry Terminology

Industry Sector	Sectors that represent general categories of economic activities, 2 digit NAICS
Industry Group	More detailed production-oriented combinations of establishments with similar customers and services, 4 digit NAICS
Total Employment	Total number of workers

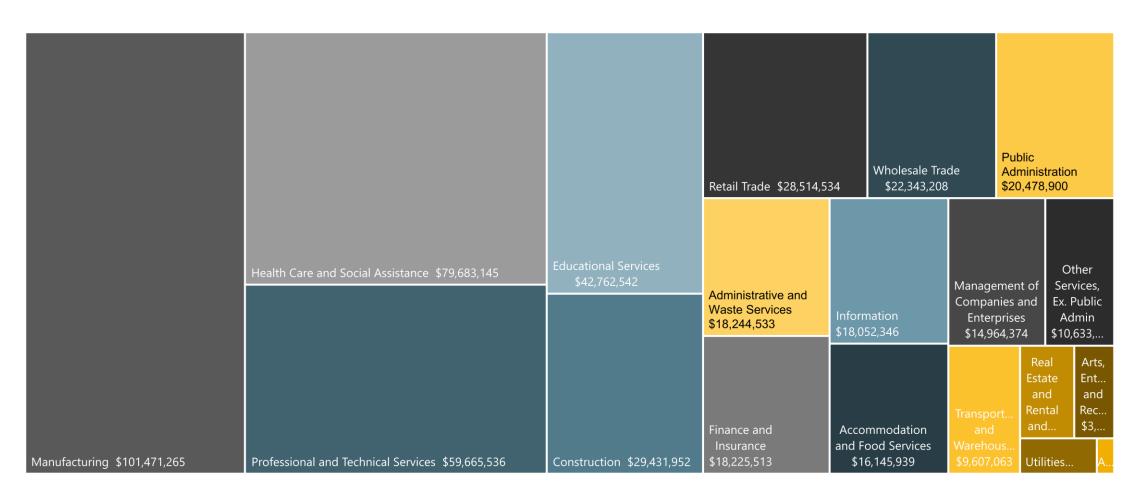
Northeast Region Sector Makeup

by total employment

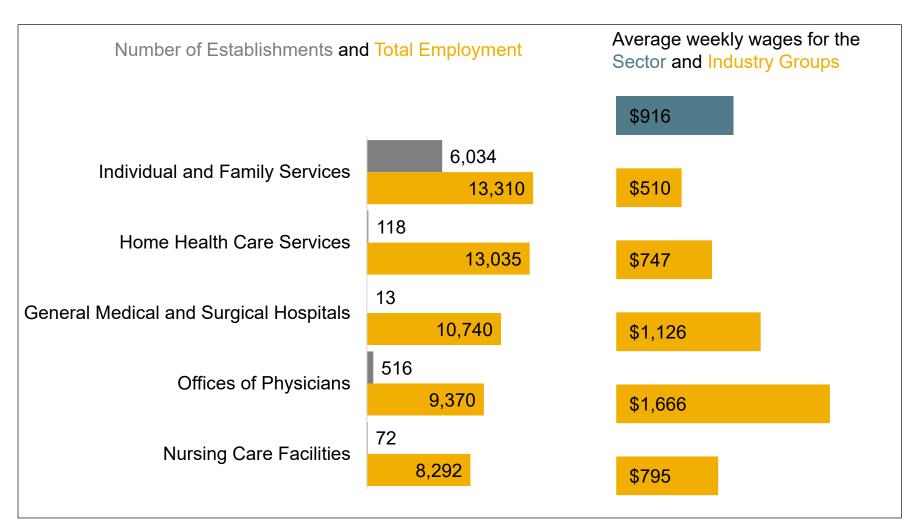


Northeast Region Sector Makeup

by total wages

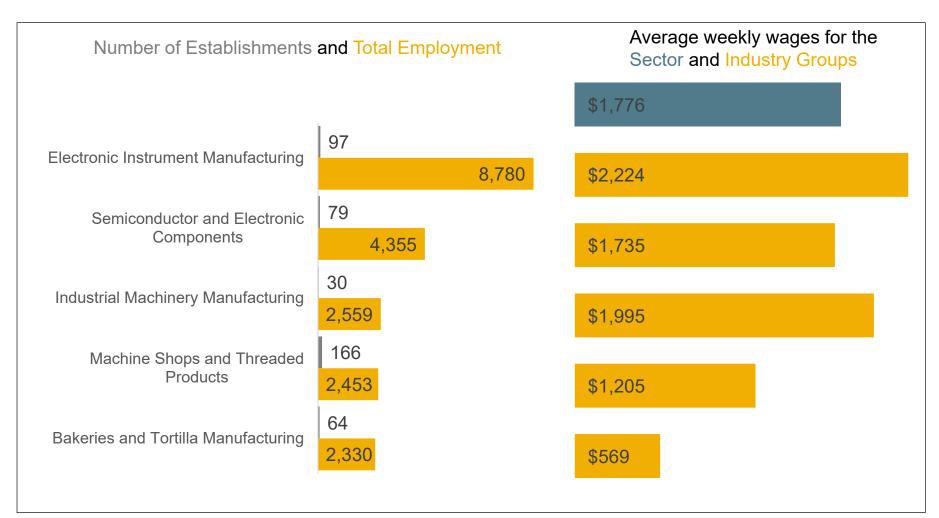


Top 5 Healthcare Industry Groups



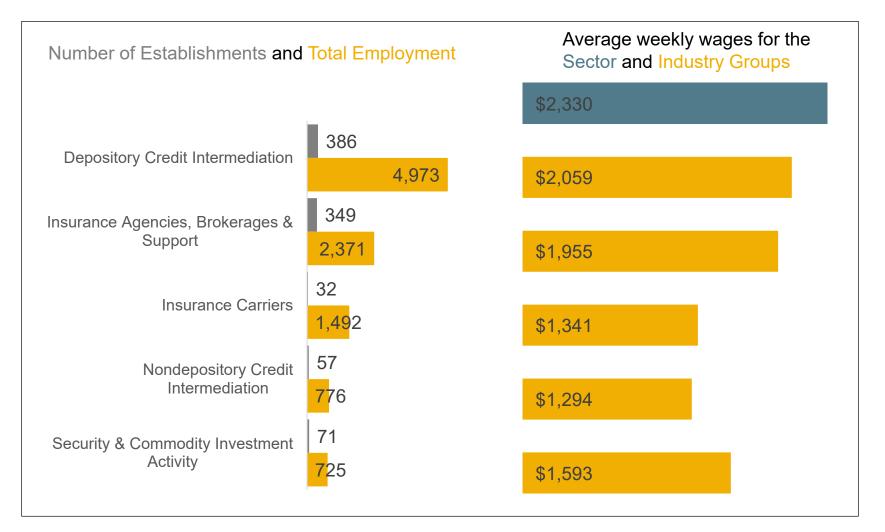
Largest Employers by 12- month Job Postings		
Employer	Postings	
Beverly Hospital	407	
Eliot Community	314	
Kindred Healthcare	274	
Vinfen	161	
Lahey Clinic, Inc.	151	

Top 5 Manufacturing Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Pfizer	493	
Entegris	275	
Thermo Fisher Scientific, Inc	266	
Medtronic	242	
Bruker AXS Inc	232	

Top 5 Finance Industry Groups



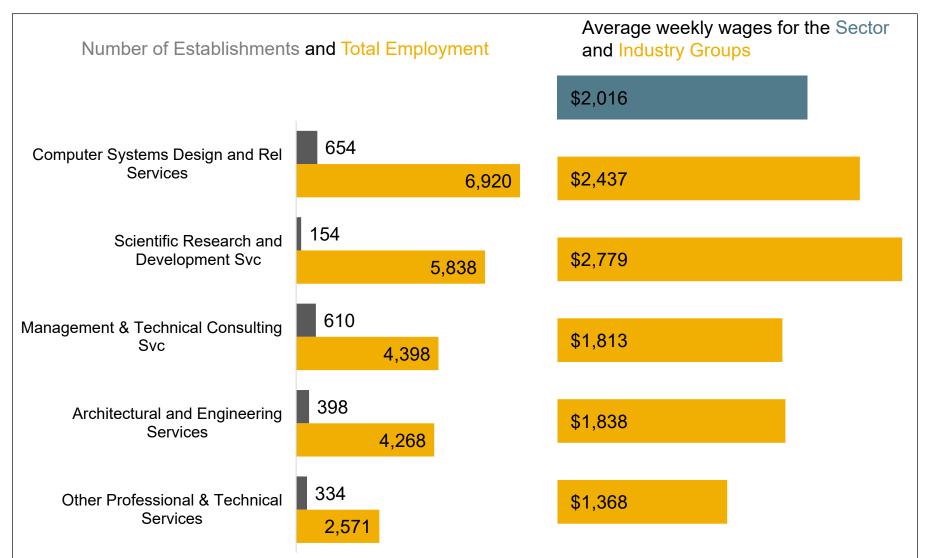
Largest Employers by 12- month Job Postings		
Employer	Postings	
Bank Of America	136	
Citizens Bank	87	
Eastern Bank	59	
Santander	48	
East Boston Savings Bank	44	

Top 5 Retail Trade Industry Groups



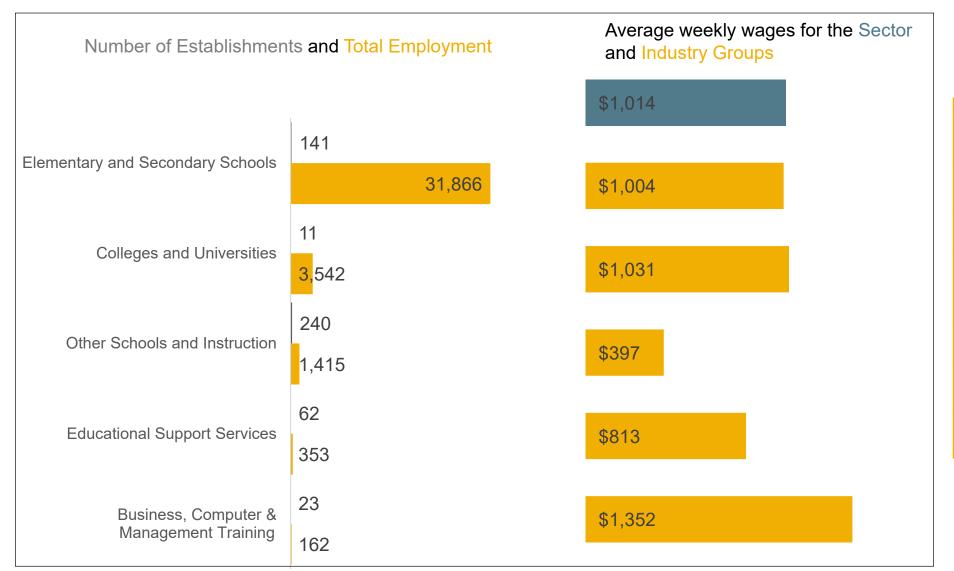
Largest Employers by 12- month Job Postings		
Employer	Postings	
Target Corporation	298	
Lowe's	258	
Macy's	171	
Kohl's Corporation	114	
Express Scripts, Inc	80	

Top 5 Professional and Technical Industry Groups



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

Top 5 Education Services Industry Groups



Largest Employers by 12- month Job Postings		
Employer	Postings	
Merrimack College	168	
North Shore Community College	135	
North Andover Public Schools	132	
Lawrence Public Schools	91	
Salem State University	78	

C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

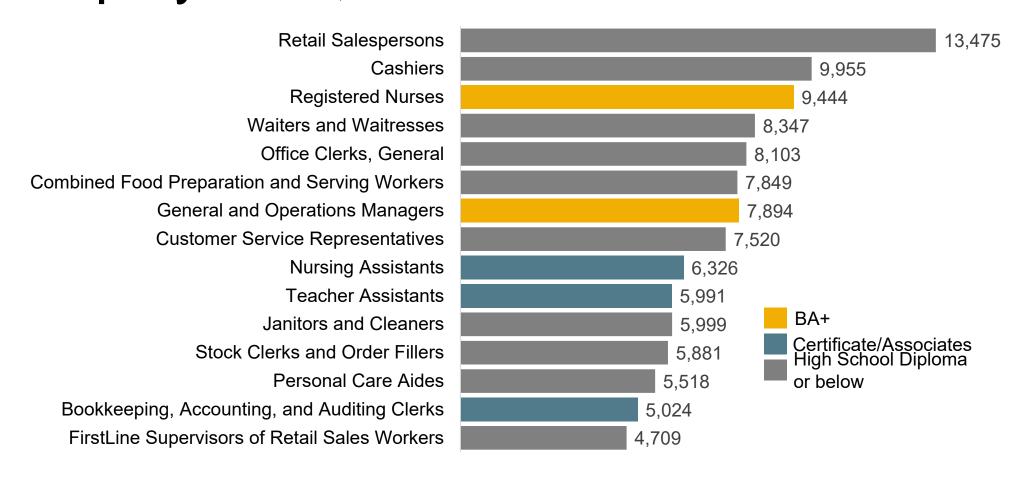
C3. Occupations Indexed by Demand Star Ranking

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

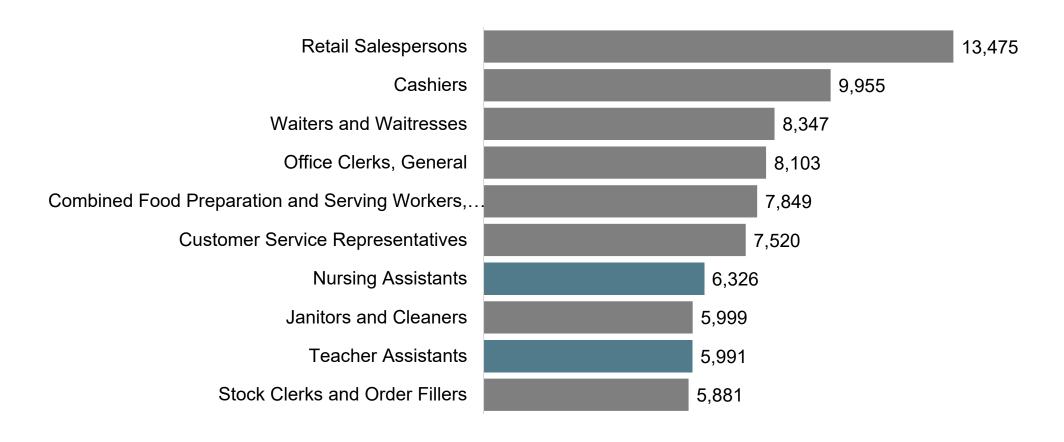
Occupation Terminology

Employment Share	Number of employees currently working in a specific industry or sector across all employers
Occupation	A job or profession, not specific to an industry, defined by SOC code

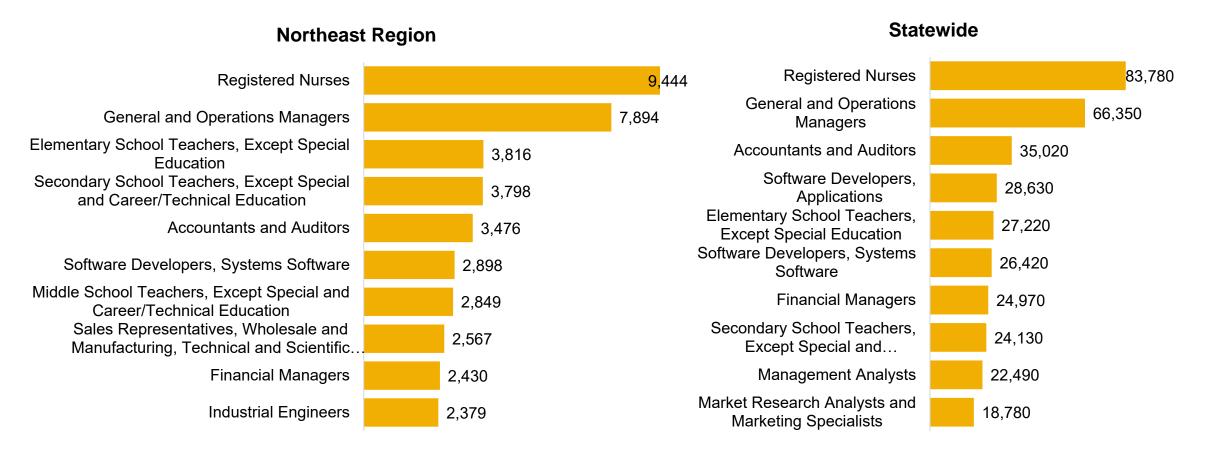
Top 15 Occupations by Share of Employment, 2015



Top 10 Occupations by Employment Share, 2015 Sub-BA



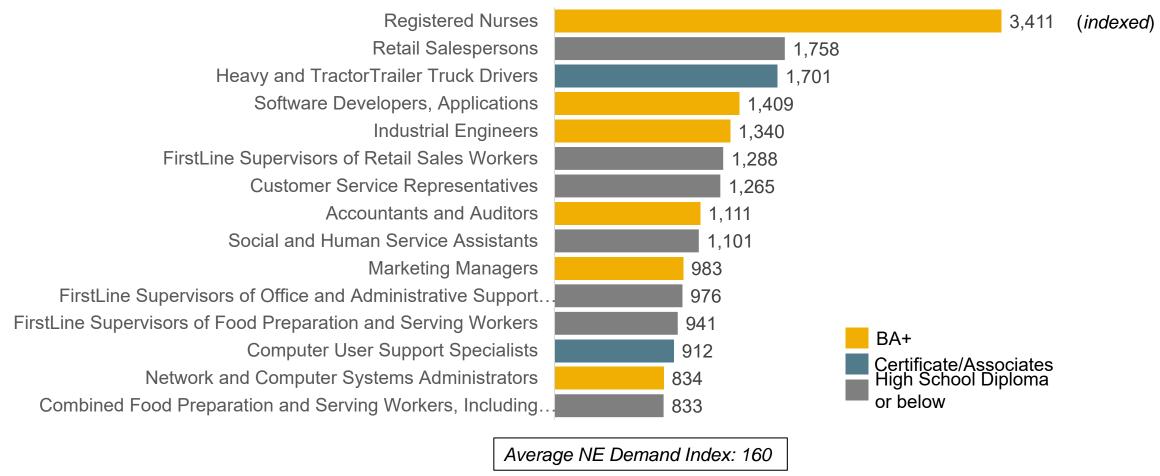
Top 10 Occupation by Employment Share, 2015, BA+



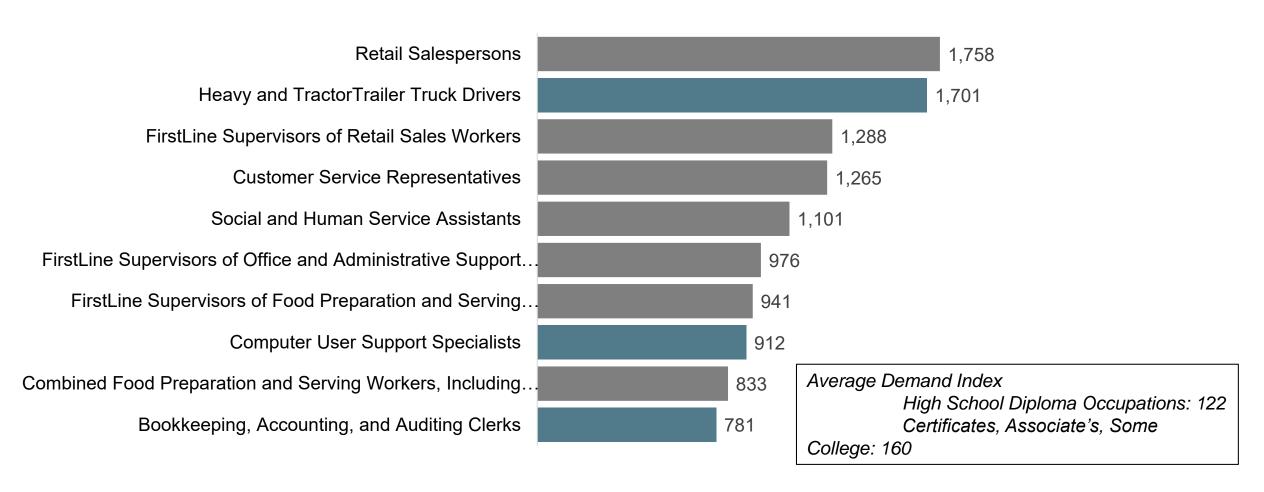
Employer Demand Terminology

	ected employment in 2017 (short term) and 2024 (long term) particular occupation, based on surveyed employers
term adve	openings from replacement and growth (2017), long openings from replacement and growth (2024), and ertised online postings, averaged e: there are many different ways to measure "employer and." The WSC team acknowledges that none are perfect, thus an average of three different measures seeks to find alle ground.

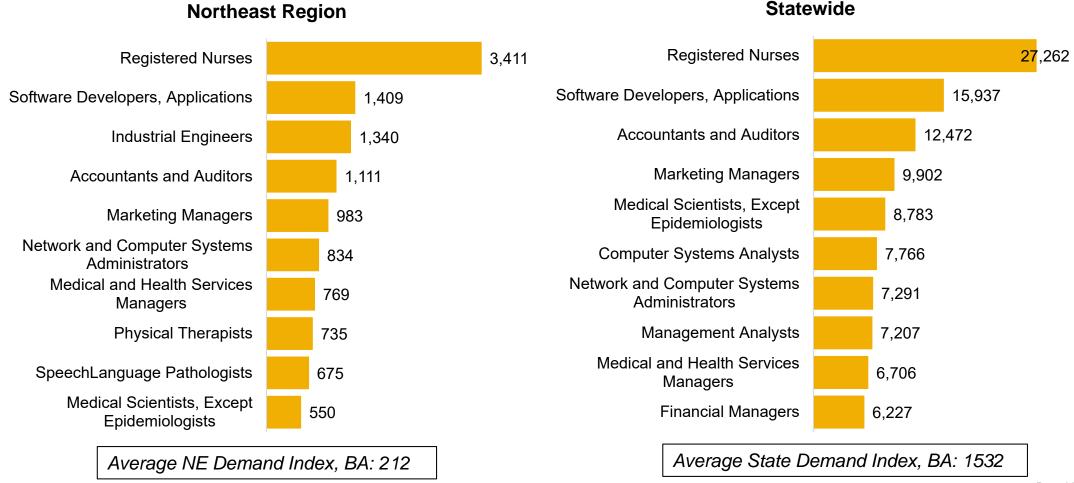
Top 15 Occupations by Indexed Employer Demand, All Education Levels



Top 15 Occupations by Indexed Employer Demand, Sub-BA



Top 15 Occupations Requiring a BA by Indexed Employer Demand



Terminology

Demand Star Ranking

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.

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

Occupation Title	Primary Industry	Indexed Demand	Median	Wages
Industrial Machinery Mechanics	Manufacturing	105	\$	57,983
Maintenance and Repair Workers, General	Real Estate and Rental and Leasing	674	\$	43,241
FirstLine Supervisors of Production and Operating Workers	Manufacturing	614	\$	64,740
Machinists	Manufacturing	212	\$	53,146
Inspectors, Testers, Sorters, Samplers, and Weighers	s Manufacturing	245	\$	47,060
FirstLine Supervisors of Transportation and MaterialMoving Machine and Vehicle Operators	Transportation and Warehousing	285	\$	58,848
Light Truck or Delivery Services Drivers	Transportation and Warehousing	622	\$	36,168

II.C.2: Selected 4- and 5-Star Occupations Requiring an Associates/Certificate

Occupation Title	Primary Industry	Indexed Demand	Median \	Wages
Radiologic Technologists	Health Care and Social Assistance	62	\$	70,650
Surgical Technologists	Health Care and Social Assistance	64	\$	49,180
Licensed Practical and Licensed Vocational Nurses	Health Care and Social Assistance	590	\$	56,252
Medical Records and Health Information Technicians	Health Care and Social Assistance	130	\$	42,830
Occupational Therapy Assistants	Health Care and Social Assistance	111	\$	49,472
Physical Therapist Assistants	Health Care and Social Assistance	199	\$	54,859
Dental Assistants	Health Care and Social Assistance	159	\$	40,758
Medical Assistants	Health Care and Social Assistance	337	\$	36,064
Telecommunications Equipment Installers and Repairers, Except Line Installers	Information	65	\$	70,768
Automotive Service Technicians and Mechanics	Retail Trade	348	\$	44,251
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Construction	131	\$	56,254
Heavy and TractorTrailer Truck Drivers	Transportation and Warehousing	1701	\$	46,793

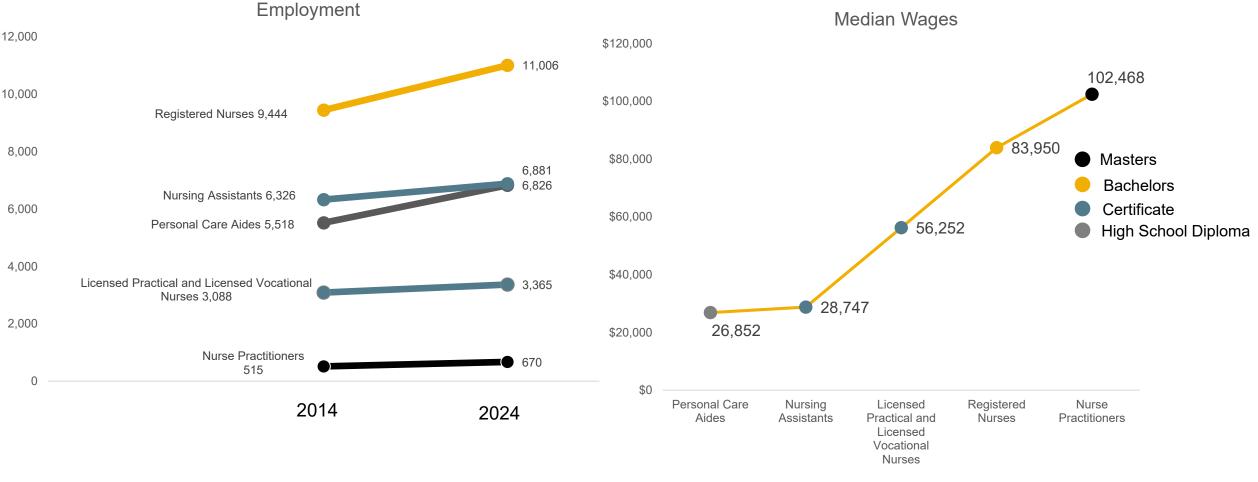
II.C.3: Selected 5-Star Occupations, BA+

Occupation Title	Primary Industry	Indexed Demand	Med	lian Wages
General and Operations Managers	Professional and Technical Services	501	\$	98,312
Marketing Managers	Professional and Technical Services	983	\$	124,266
Sales Managers	Retail Trade	326	\$	135,720
Computer and Information Systems Managers	Professional and Technical Services	271	\$	137,597
Financial Managers	Finance and Insurance	452	\$	108,444
Architectural and Engineering Managers	Professional and Technical Services	190	\$	144,779
Medical and Health Services Managers	Health Care and Social Assistance	769	\$	93,810
Software Developers, Applications	Professional and Technical Services	1409	\$	108,342

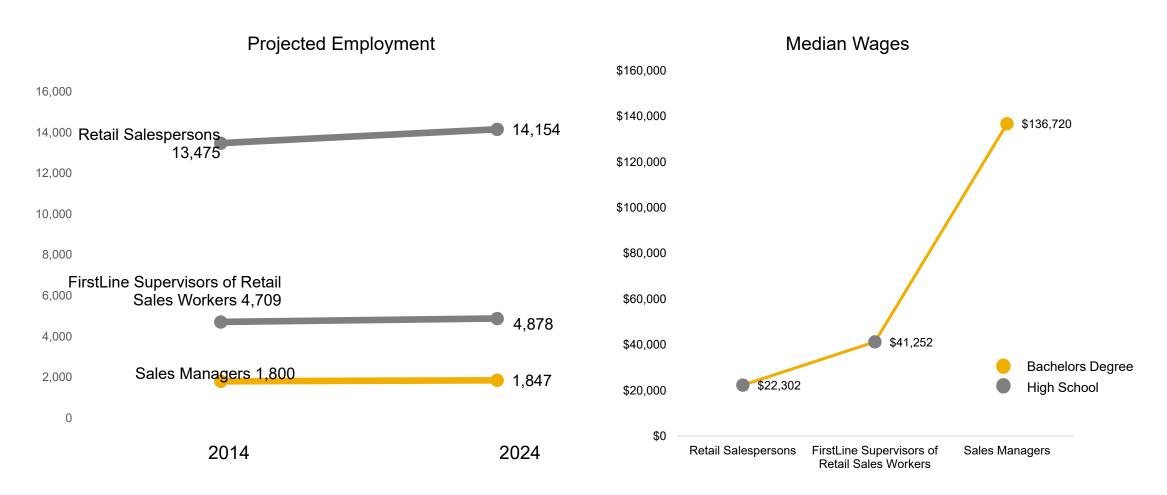
D. Career Pathways

 Projected employment and median earnings for key career pathways important to the region

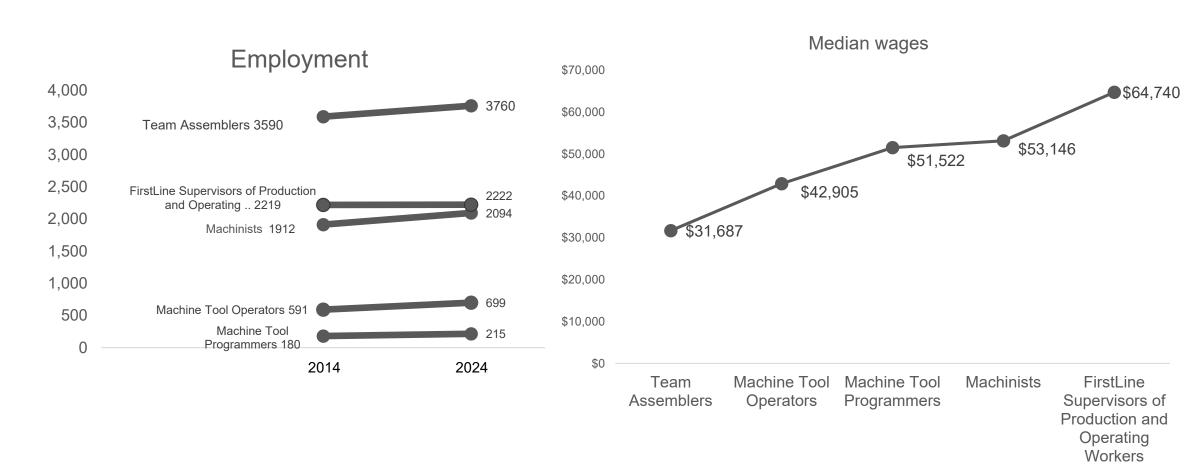
Nursing Career Pathway



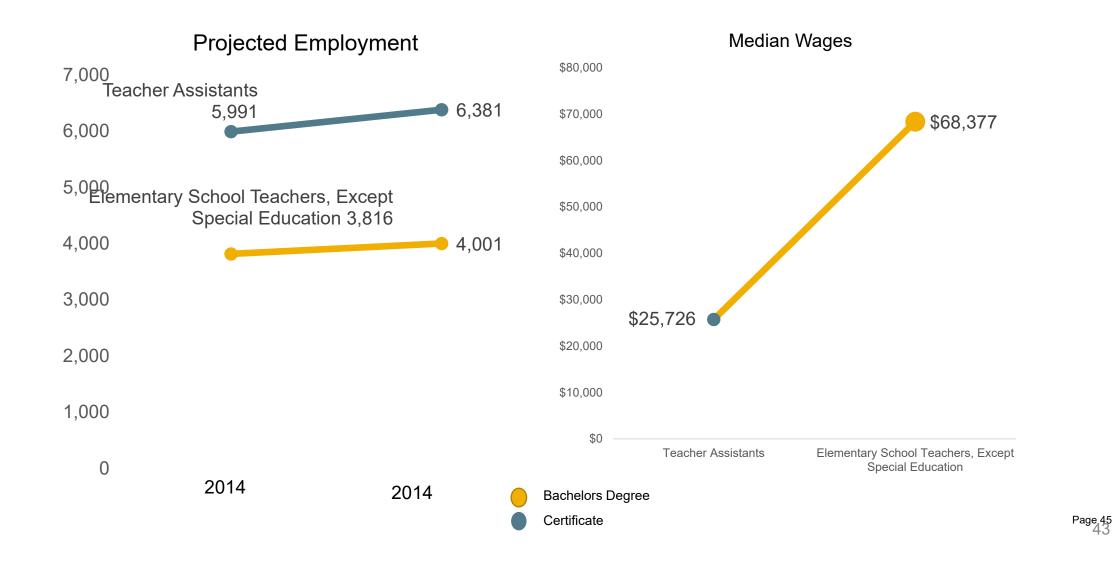
Retail Career Pathway



Manufacturing Career Pathway



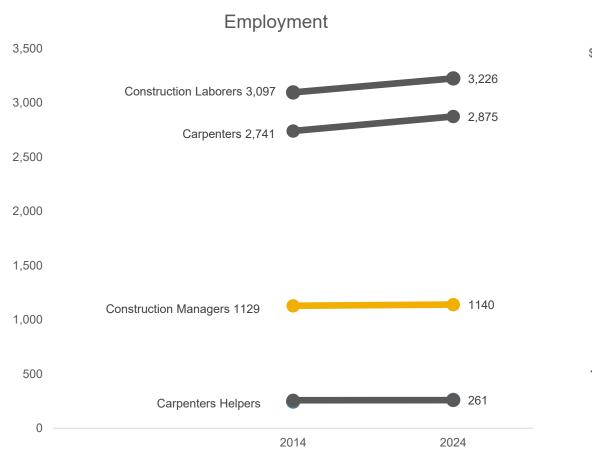
Teaching Career Pathway

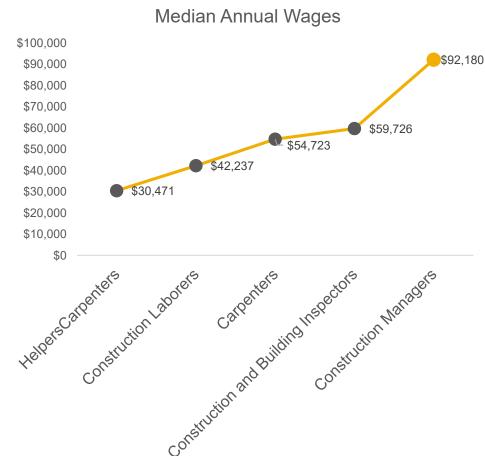


Financial Services Career Pathway



Construction Career Pathway





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

Demand

How many potential job openings do are expected for a given occupation?

Average of total number of jobs for each occupation across three data sets...

- 2017 projections from openings and replacement (OES)
- 2024 projections from openings and replacement (OES)
- Help Wanted Online annualized 2016 job postings

Supply

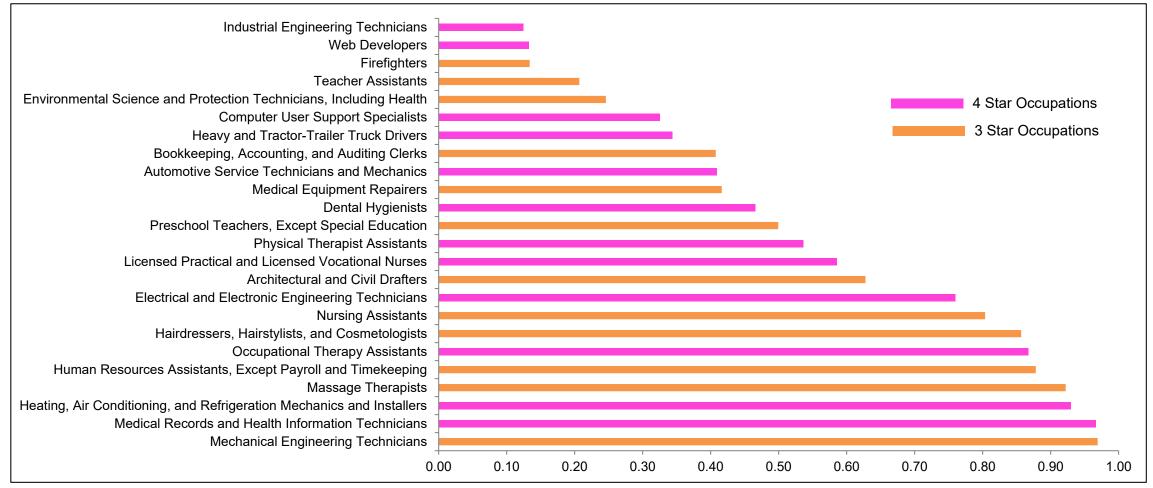
How many qualified individuals are potentially available to fill a relevant job opening?

Sum of available workers or graduates related to an occupation from multiple data sets...

- Unique UI claims, 2016 (DUA)
- Relevant completer data
 - Voc-Tech completers, 2013-2015 average (DESE), 50% available*
 - Community College completers, 2013-2015 average (DHE), 90% available
 - State University completers, 2013-2015 average (DHE), 71% available
 - Private University completers, 2013-2015 average (iPEDS), 55% available
 - *All retention figures are statewide, studies cited in Data Tool
 - **Occupations requiring post-secondary education only

More Openings than Qualified: Regional Sub-BA Occupations

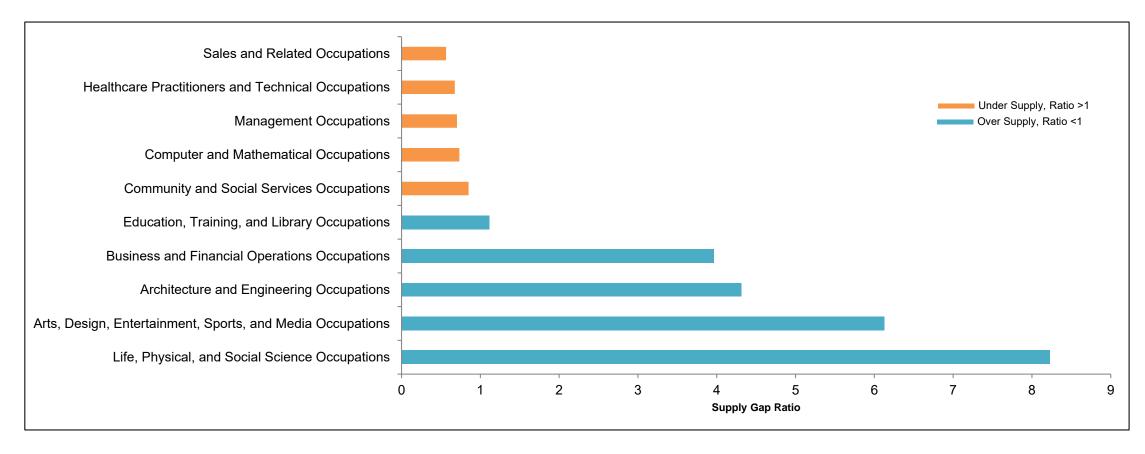
Among all occupations requiring an Associates or Certificate, computer/IT, healthcare support occupations, engineering and tech, transportation, and a number of installation professions face supply gaps.



Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree, 20+ only

State Supply Gap Overview: BA Clusters

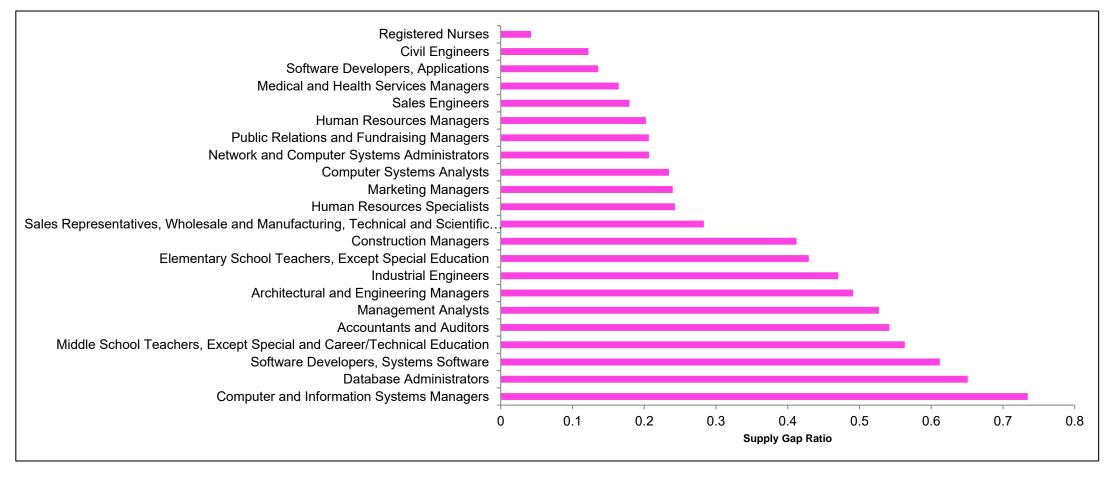
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



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

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.

Greater Lowell Workforce Investment Board

Local Area Information Related to Adult Education and Literacy

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 us Title 1 Adult and CIES funding to enroll students in ABE programming.

2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY 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.

Greater Lowell Workforce Investment Board

Strategic Plan 2015-2016



Chair: Raymond Wrobel

Director: Gail Brown

"The underlying principles of strategy are enduring, regardless of technology or the pace of change." - Michael Porter

Table of Contents

Executive Summary 4	ŀ
Overview 5	;
Mission 5	;
Planning Process6	5
Acknowledgements 6	5
Strategic Vision7	7
Summary of Environmental Scan8	3
Transitioning to WIOA9)
Turning Challenges into Opportunities1	LO
Strategic Goals1	L1
• Goal 1	L 2
• Goal 21	L3
• Goal 31	L4
Goal 4 1	L5

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 LowellChamber 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.

Page 62

-

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 jobseekers 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.



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.

GLWIB Strategic Plan 2015-2016

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

GLWIB Strategic Plan 2015-2016

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

SECTION III: MEMORANDUM OF UNDERSTANDING

METHODS OF INTEGRATED SERVICE DELIVERY

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.



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 in 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 Interagency 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 Executive Director Peter Farkas

DCS Operations Manager Cathy Byrnes

Adult Basic Education Elizabeth McKiernan

MA Commission for the Blind Thelma Williams

Operation A.B.L.E. Joan Cirillo Local Board Chair Raymond Wrobel

Local Career Center Lead Operator Shannon Norton

DUA Representative Raghida Ramey

MA Rehabilitation Commission Maureen Kriff

MA Department of Transitional Assistance Erin Quinn

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 GLWDA

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 indentify 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 funds

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:

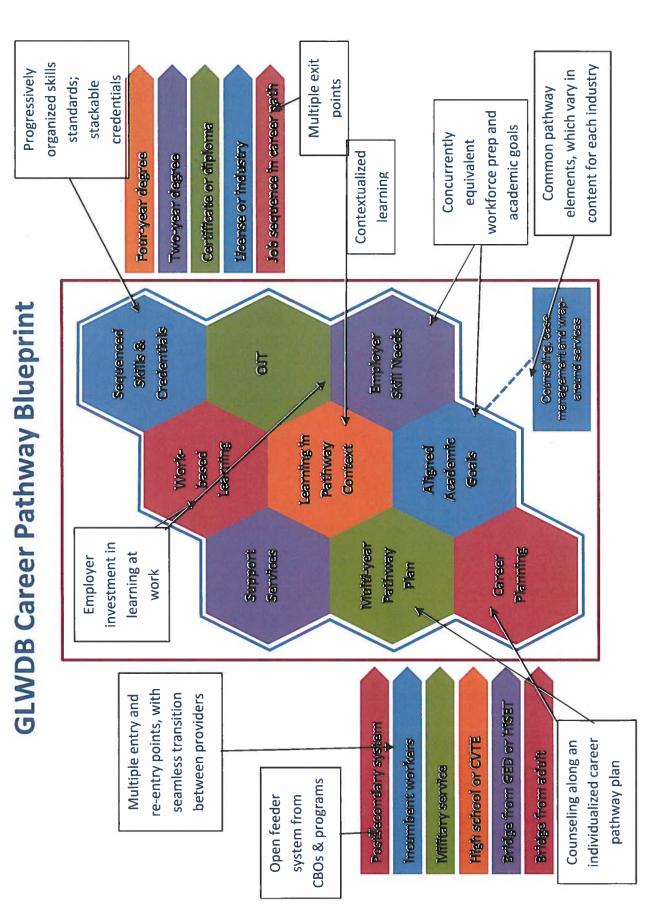
- Windows Screen Magnifier- Screen enlarger which magnifies text and images on computer screen from 2 to 18 times.
- JAWS- a voice synthesizer which outputs computer contents through its speakers.
- **Scanner** a necessary tool in the process of converting printed documents into formats that can be read 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

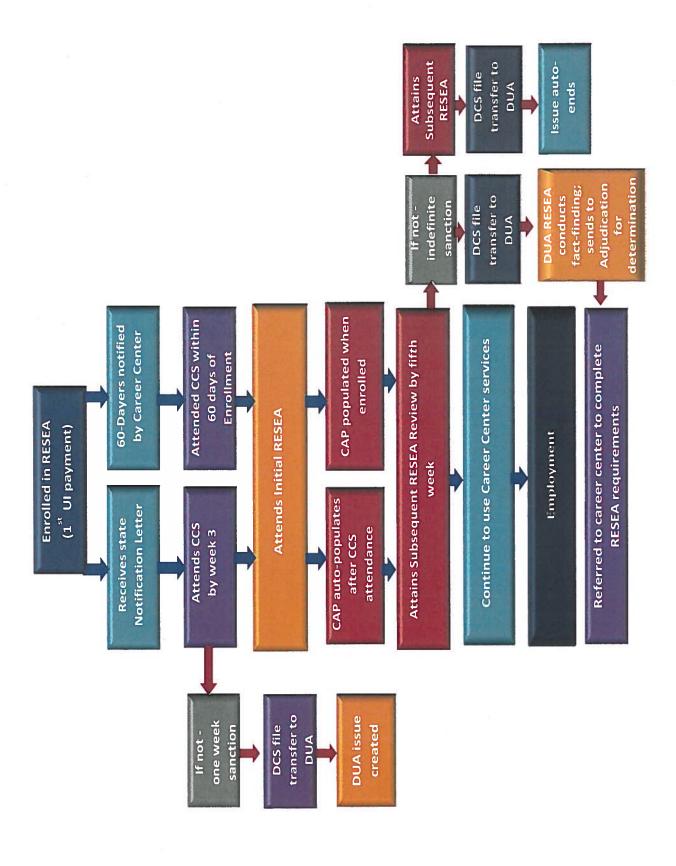
The Career Center of Lowell provides Equal Opportunity in employment and programs.

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





PLACEMENT OUTCOMES: CREDENTIAL JOINT JOB "teams" across Core Program staffing Regions develop virtual or co-located **EXPANDED** case mgmt. team on job search and access to education and access to OJTs / ITAs, develop sector training to improve career path. JOINT CASE MANGEMENT AND ACCESS TO CAREER PATHWAYS grants for population, community population -e.g. shared case mgt, to enhance job placement and **Customer Gets:** credentialing pathways for Individuals enrolled in Adult Education (ACLS), Refugees & Immigrants, DTA programming, ATTACHMENT H: Customer-Center Service design flowchart for low-skilled, low-income individuals college navigators etc. SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND JOINT JOB FAIRS & INDUSTRY BRIEFS and Core Program Partners develop **Customer Gets:** Connections to Career Centers Business targeted ACCOUNTABILITY (Greater Lowell Workforce Development Board) participants Co-enrolled Interest Aptitude, Career Scope, Career Ready 101, Individuals may use JOINT WORKSHOPS Career Action Plan FOR POPULATION **Customer Gets:** TORQ, etc. who would benefit from OSCC. Referrals: Individuals enrolled for adult education, ORI, DTA OSCC customers who qualify in ACLS, ORI, DTA programs Customer Gets: OSCC Orientation Referrals, online JOB QUEST PORTAL etc. community colleges **Career Center Services** Enrolled Individuals: One-Stop Page 88 ATTACHMENT I: Customer-centered service design flowcharts for adult individuals with disabilities

CREDENTIAL OUTCOMES: PLACEMENT JOINT JOB SHARED CUSTOMER MODEL: SERVICE DESIGN, CAREER PATHWAYS, COSTS AND ACCOUNTABILITY search and access to education and **EXPANDED** case mgt team on job training to improve career path. JOINT CASE MANGEMENT AND ACCESS TO CAREER PATHWAYS Program staffing to enhance job case mgt, access to OJTs / ITAs, Regions develop virtual or coplacement and credentialing **Customer Gets:** college navigators. JOINT JOB FAIRS & INDUSTRY BRIEFS Partners develop Connections to **Customer Gets:** targeted Business participants Co-enrolled Enrolled Individuals: Vocational Rehabilitation Programming (MRC, MCB etc.) Benefits Counseling, Ticketto-Work, post-placement Career Ready 101, TORQ, Aptitude, Career Scope, accommodations etc Individuals may use JOINT WORKSHOPS FOR POPULATION Career Action Plan **Customer Gets:** Greater Lowell Workforce Development Board who would benefit from OSCC. Referrals: Individuals enrolled for adult education, ORI, DTA OSCC customers who qualify in ACLS, ORI, DTA programs registration, walk-**OSCC Orientation** Referrals, online **Customer Gets:** JOB QUEST PORTAL etc **Career Center Services Enrolled Individuals:** One-Stop

ATTACHMENT J: Customer-centered service design flowcharts for Veterans

- Unemployment Insurance Benefits
- Case Managers
- Career Exploration / Planning
- Job Search Preparation / Interviewing
- Access to Education & Training Resources
- Veteran Mentorship Program

Job Placement

Credentials and Employment

Financial & Medical Assistance (VS Office in cities/towns)

Employment Support (One-Stop Career Center)

Education and
Training
(community
organization,
community college

College Navigator at One-Stop Career Center

- Financial Aid Yellow Ribbon G.I. Education Enhancement
 - Ennancemeni Program

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



Management Account

Account manager business need based on

 Talent sourcing & development = career center

Are there existing

What are the skill

needs?

Assess business

need and priorities

Core Partner

Agencies

Community

College

Incumbent worker **Training Fund** Workforce training =

> business needs? capacity to meet

resources, or

Business Referral

Job Posting

Job Fair

Business to

Development

Economic

programs,

Are work-based

incentives = MOBD Economic

Service Delivery

Outcomes

Successful hires

Layoff aversion Talent sourcing

- Repeat business/ retention referrals
- Referral to incentives

training resources

Business access to education and

> training models Workforce Training Fund? appropriate? Is customer eligible for

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 LYOUTH 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

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%
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%
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%
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%
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%
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%
Hispanic or Latino American Indian or Alaskan Native Asian Hawaiian Native or Other Pacific Islander Other Age 18 or under 803 13% 43 1% 841 14% 14% 90% 722 12%
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%
Hawaiian Native or Other Pacific Islander Other 8 0% 722 12% Age 18 or under 141 2%
Other 722 12% Age 18 or under 141 2%
Age 18 or under 141 2%
18 or under 141 2%
18 or under 141 2%
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 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 (%)					
Total	64	39	103		
Age 14-18	94%	44%	75%		
Age 19-21	6%	46%	21%		
Age 22-21	0%	10%	4%		
Female	69%	62%	66%		
Disabled	16%	46%	12%		
HS Student	98%	0%	61%		
HS Dropout	0%	82%	31%		
Limited English	14%	3%	10%		
Math or Reading Level < 9.0	6%	23%	13%		
Offender	0%	3%	1%		
Welfare	8%	21%	13%		
Foster Child	9%	3%	7%		
Homeless/Runaway	3%	3%	3%		
Pregnant/Parenting	2%	10%	5%		
Requires Additional Assistance	63%	33%	51%		
Enrollments By Activity					
Educ., Trng, & Tutoring	52	32	84		
ABE/GED or Alternative	0	31	31		
Financial Literacy	0	31	31		
Summer Employment Opportunity	32	1	33		
Work Experience/OJT	2	0	2		
Occupational Skills Trng	18	31	49		
Leadership Dev/Community Services	52	1	53		
Mentoring	52	1	53		
Guidance/Comprehensive Counseling	20	10	30		
Other (non program)	0	0	0		
	Exit and Outcome Sun	nmary			
Total Exits YTD	33	14	47		
Entered Employments YTD	1	8	9		
Entered Post-HS Training YTD	16	3	19		
Placed in Employment/Education Rate	52%	79%	60%		
Average Wage	\$10.00	\$11.99	\$11.77		
Degree/Certification	22	11	33		

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

Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

GREATER LOWELL WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 2017
TITLE I ADULT AND DISLOCATED WORKER, AND TRADE PARTICIPANT SUMMARIES

	Title I Adult	Title I Dislocated Worker	Trade Adjustment Assistance		
Participant Characteristics (%)					
Total Participants YTD	50	253	128		
Female	76%	47%	35%		
Age 55 or Over	20%	33%	41%		
Less than High School	6%	9%	24%		
Limited English	0%	0%	0%		
Math or Reading Level < 9.0	30%	31%	30%		
Disabled	14%	3%	3%		
Cash Welfare	22%	na	na		
UI Claimant	na	96%	73%		
Offender	0%	0%	0%		
Veteran	0%	3%	8%		
Single Parent	50%	10%	5%		
Low Income	94%	na	3%		
E	nrollments By Activit	у			
Total Program Participants YTD	50	253	37		
New Program Enrollments	34	130	20		
New Training Enrollments	23	75	19		
New & Carry-in Training Enrollments	30	158	34		
ABE/GED or Equivalent	0	6	5		
ESL	0	1	1		
Occupational Skills Training	30	155	33		
OJT	0	2	0		
Other.	0	2	1		
Exit	and Outcome Summ	ary			
Total Exits YTD	20	128	10		
Entered Employments YTD	19	116	7		
Entered Employment Rate at Exit	95%	91%	70%		
Average Pre-Wage	na	na	\$27.01		
Average (Post) Wage	\$16.30	\$25.19	\$21.93		
Wage Retention Rate (post/pre-wage)	na	na	81%		
Degree/Certification	17	109	na		

Note: Data on entered employments and wages obtained from the participants. Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

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

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.