



1. Strategic Planning elements, including:

(1) A regional (local) analysis of:

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

The Northeast Labor Market Blueprint identifies priority and critical industries within the Northeast region including the Greater Lowell, Merrimack Valley and North Shore workforce regions. The regional blueprint is available at: <https://www.mass.gov/doc/2024-northeast-regional-workforce-plan/download>

- II. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.

As of April 2025, the unemployment rate in the Greater Lowell region has risen to 4.7%, up from 3.5% in April 2024. During the same period, the labor force expanded to 169,231 people.¹ Greater Lowell's five priority sectors, Advanced Manufacturing, Professional & Technical Services, Healthcare, Education, and Construction, remain key workforce drivers. Manufacturing faces a high demand for replacement workers due to an aging workforce. Information Technology spans all sectors, with employers seeking talent trained across skill levels. Reliable transportation remains a critical need for both employers and workers.

- III. As appropriate, your local area may use an existing analysis that is a timely current description of the regional economy to meet the requirements of this section.

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

Within the Greater Lowell workforce area Healthcare and Social Assistance is the largest with over 20,000 jobs projected by 2032. Manufacturing is next with over 19,000 jobs followed by Professional, Scientific and Technical Services with over 14,000 jobs and Educational Services at 13,214. Retail Trade and Accommodation and Food Services continue to see growth approximately 10,000 jobs, respectively. While Retail and Accommodation/Food services continue to have an impact in the area, Construction has been identified as an industry critical to the area's economic success and will support initiatives that focus on the industry. We also anticipate an increase in biotechnology and life sciences occupations as the region continues to invest in innovation, climate resilience, and sustainability as economic priorities. Workforce strategies will support the development of green and science-based career pathways, including those in biotechnology, biomanufacturing, environmental technology, and sustainable land management. Partnering with academic institutions, life sciences companies, and environmental

¹ U.S. Bureau of Labor Statistics, State unemployment rates, seasonally adjusted

organizations, the workforce system will expand training programs and apprenticeships that prepare individuals—especially those with barriers to employment—for high-demand careers that support public health, environmental justice, and long-term ecological and economic health. Through our strengths in research and development, talent, training, and scientific infrastructure, Greater Lowell will remain at the forefront of biotechnology and life sciences.

The chart below indicates long-term projections over a 10-year period, 2022-2032, for the Greater Lowell region.

Industry Projections for Greater Lowell WDA					
NAICS Code	Industry Title	Employment 2022	Employment 2032	Change Level	Change Percent
	Total All Industries	132,286	143,905	11,619	8.78%
620000	Health Care and Social Assistance	19,262	20,779	1,517	7.88%
310000	Manufacturing	18,794	19,616	822	4.37%
540000	Professional, Scientific, and Technical Services	13,466	14,549	1,083	8.04%
541000	Professional, Scientific, and Technical Services	13,466	14,549	1,083	8.04%
610000	Educational Services	11,622	13,214	1,592	13.70%
440000	Retail Trade	10,122	10,432	310	3.06%
720000	Accommodation and Food Services	8,538	9,533	995	11.65%
230000	Construction	7,973	8,676	703	8.82%
334000	Computer and Electronic Product Manufacturing	7,844	7,876	32	0.41%
670	Self Employed and Unpaid Family Workers, All Jobs	6,853	7,311	458	6.68%
671	Total Self Employed and Unpaid Family Workers, All Jobs	6,853	7,311	458	6.68%
561000	Administrative and Support Services	6,849	10,027	3,178	46.40%
238000	Specialty Trade Contractors	6,646	7,319	673	10.13%
624000	Social Assistance	6,393	6,672	279	4.36%
621000	Ambulatory Health Care Services	6,094	6,252	158	2.59%
480000	Transportation and Warehousing	4,876	5,013	137	2.81%
622000	Hospitals	4,048	4,391	343	8.47%

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

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

Advanced Manufacturing

The MassHire Greater Lowell Workforce Board (MHGLWB) plays a central role in the Northeast Advanced Manufacturing Consortium (NAMC), a strategic partnership that includes workforce boards, community colleges, vocational schools, and career centers across Metro North, North Shore, Greater Lowell, and Merrimack Valley. NAMC's mission is to support the region's advanced manufacturing economy by expanding talent pipelines, aligning training programs with industry needs, and promoting manufacturing careers.

Advanced manufacturing continues to be a major economic driver in the Greater Lowell area, with over 8,400 workers employed in production occupations and 5,430 workers in architecture and engineering occupations. These two broad occupation categories encompass a wide range of roles, many of which offer strong wages and career progression opportunities.

Key high-demand occupations in the region include:

Occupation	# Employed	Median Salary	Typical Education
Industrial Engineers	1,070	\$104,279	Bachelor's degree
Mechanical Engineers	810	\$104,869	Bachelor's degree
Electrical Engineers	450	\$126,707	Bachelor's degree
Machinists	600	\$62,198	High school diploma or equivalent
Electrical Equipment Assemblers	1,390	\$47,152	High school diploma or equivalent
Inspectors and Testers	760	\$56,628	High school diploma or equivalent

These roles span various levels of education, from no formal credential to bachelor's degrees, allowing for multiple entry points into the sector. The industry also includes specialized technicians such as Electro-Mechanical Technologists and Engineering Drafters, who typically require associate degrees.

With a broad range of job opportunities and competitive wages (many exceeding \$60,000 annually), the advanced manufacturing sector remains a strong pillar of Greater Lowell's labor market and a key focus area for workforce development and training investments.

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

SOC Code	Occupation Title	Employment in Greater Lowell	Median Annual	Typical education needed for entry
17-0000	Architecture and Engineering Occupations	5,430	\$101,020	No formal educational credential
17-1022	Surveyors	80	\$94,504	Bachelor's degree
17-2031	Biomedical Engineers	110	\$99,997	Bachelor's degree
17-2041	Chemical Engineers	100	\$104,487	Bachelor's degree
17-2051	Civil Engineers	480	\$101,086	Bachelor's degree
17-2061	Computer Hardware Engineers	140	\$155,778	Bachelor's degree
17-2071	Electrical Engineers	450	\$126,707	Bachelor's degree
17-2072	Electronics Engineers, Except Computer	350	\$104,461	Bachelor's degree
17-2081	Environmental Engineers	70	\$107,945	Bachelor's degree
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	10	***	Bachelor's degree
17-2112	Industrial Engineers	1,070	\$104,279	Bachelor's degree
17-2131	Materials Engineers	70	\$117,371	Bachelor's degree
17-2141	Mechanical Engineers	810	\$104,869	Bachelor's degree
17-2199	Engineers, All Other	240	\$109,624	Bachelor's degree
17-3012	Electrical and Electronics Drafters	30	\$69,600	Associate's degree
17-3013	Mechanical Drafters	70	\$79,996	Associate's degree
17-3023	Electrical and Electronic Engineering Technologists and Technicians	370	\$75,691	Associate's degree
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	150	\$60,142	Associate's degree
17-3025	Environmental Engineering Technologists and Technicians	20	\$48,496	Associate's degree
17-3026	Industrial Engineering Technologists and Technicians	210	\$66,510	Associate's degree

17-3027	Mechanical Engineering Technologists and Technicians	40	\$75,058	Associate's degree
17-3029	Engineering Technicians, Except Drafters, All Other	50	\$63,264	Associate's degree
17-3031	Surveying and Mapping Technicians	50	\$60,340	High school diploma or equivalent
51-0000	Production Occupations	8,400	\$49,127	No formal educational credential
51-1011	First-Line Supervisors of Production and Operating Workers	770	\$79,111	High school diploma or equivalent
51-2021	Coil Winders, Tapers, and Finishers	60	\$38,945	High school diploma or equivalent
51-2028	Electrical and Electromechanical Equipment Assemblers except coil winders, tapers and finishers	1,390	\$47,152	High school diploma or equivalent
51-2041	Structural Metal Fabricators and Fitters	50	\$61,314	High school diploma or equivalent
51-2090	Miscellaneous Assemblers and Fabricators	850	\$46,334	High school diploma or equivalent
51-3011	Bakers	110	\$38,345	No formal educational credential
51-3021	Butchers and Meat Cutters	60	\$46,954	No formal educational credential
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	70	\$35,563	No formal educational credential
51-3099	Food Processing Workers, All Other	10	\$41,394	No formal educational credential
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	140	\$49,761	High school diploma or equivalent
51-4041	Machinists	600	\$62,198	High school diploma or equivalent
51-4061	Model Makers, Metal and Plastic	30	\$63,529	High school diploma or equivalent
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	290	\$39,706	High school diploma or equivalent
51-4121	Welders, Cutters, Solderers, and Brazers	220	\$60,105	High school diploma or equivalent

51-5112	Printing Press Operators	140	\$50,955	High school diploma or equivalent
51-6011	Laundry and Dry-Cleaning Workers	190	\$36,184	No formal educational credential
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	50	\$45,959	High school diploma or equivalent
51-8021	Stationary Engineers and Boiler Operators	30	\$72,359	High school diploma or equivalent
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	40	\$57,460	High school diploma or equivalent
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	760	\$56,628	High school diploma or equivalent
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	180	\$45,935	High school diploma or equivalent
51-9198	Helpers--Production Workers	70	\$41,898	High school diploma or equivalent

Source: <https://lmi.dua.eol.mass.gov/lmi/OccupationalEmploymentAndWageAllIndustries>

Healthcare and Social Assistance

The healthcare and social assistance sector remains the largest employment sector in the Greater Lowell region, accounting for over 21% of total jobs. Long-term projections still show sustained growth. Between 2022 and 2032, demand for healthcare workers is expected to rise, particularly in areas like home-based care, behavioral health, and nursing.

This increase is driven not only by the expansion of healthcare services but also by the region's growing population of retirees and older adults. As more individuals choose to "age in place" by remaining in their homes and communities as they grow older, there is a rising need for supportive, community-based healthcare services. This trend is fueling demand for occupations related to caregiving and in-home support. Home Health and Personal Care Aides continue to lead in demand, with over 5,100 currently employed and 420 projected job openings. Registered Nurses follow, with 2,140 employed and 394 expected openings.

Other high-need roles include Nursing Assistants, Medical Assistants, and Licensed Practical Nurses. Wages vary across the field, ranging from entry-level support positions earning around \$37,000 annually to advanced practitioners and physicians earning over \$100,000.

A career pathway refers to a series of connected education and training programs, support services, and employment opportunities that enable individuals to advance over time to higher levels of education and employment in a given sector. A position, by contrast, is a specific job or role held at a point in time. For individuals with no formal educational credential, occupations such as Home Health

and Personal Care Aides represent accessible entry points into the healthcare field. These roles typically require only short-term on-the-job training and provide a critical gateway into the sector, offering both immediate employment and opportunities for long-term advancement through further education and certification.

SOC Code	Occupation Title	Employment in Lowell	Median Annual	Typical education needed for entry
21-0000	Community and Social Service Occupations	1,950	\$58,879	No formal educational credential
21-1012	Educational, Guidance, School, and Vocational Counselors	240	\$90,193	Master's degree
21-1015	Rehabilitation Counselors	140	\$44,650	Master's degree
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	430	\$58,810	Master's degree
21-1021	Child, Family, and School Social Workers	300	\$62,055	Bachelor's degree
21-1022	Healthcare Social Workers	150	\$73,296	Master's degree
21-1023	Mental Health and Substance Abuse Social Workers	150	\$62,203	Master's degree
21-1029	Social Workers, All Other	10	\$62,704	Bachelor's degree
21-1091	Health Educators	40	\$66,254	Bachelor's degree
21-1093	Social and Human Service Assistants	280	\$43,598	High school diploma or equivalent
21-1094	Community Health Workers	80	\$60,781	High school diploma or equivalent
21-1099	Community and Social Service Specialists, All Other	70	\$44,919	Bachelor's degree
21-2011	Clergy	20	\$58,125	Bachelor's degree
29-0000	Healthcare Practitioners and Technical Occupations	6,530	\$92,726	No formal educational credential
29-1021	Dentists, General	100	\$192,101	Doctoral or professional degree
29-1031	Dietitians and Nutritionists	60	\$73,367	Bachelor's degree
29-1041	Optometrists	40	\$144,922	Doctoral or professional degree
29-1051	Pharmacists	240	\$134,124	Doctoral or professional degree
29-1122	Occupational Therapists	190	\$96,041	Master's degree
29-1123	Physical Therapists	200	\$103,531	Doctoral or professional degree
29-1125	Recreational Therapists	10	\$51,860	Bachelor's degree
29-1127	Speech-Language Pathologists	170	\$101,232	Master's degree
29-1141	Registered Nurses	2,140	\$100,922	Bachelor's degree

29-1171	Nurse Practitioners	180	\$129,284	Master's degree
29-1215	Family Medicine Physicians	60	***	Doctoral or professional degree
29-1223	Psychiatrists	20	***	Doctoral or professional degree
29-1229	Physicians, All Other	90	\$232,398	Doctoral or professional degree
29-2010	Clinical Laboratory Technologists and Technicians	330	\$64,908	Bachelor's degree
29-2034	Radiologic Technologists and Technicians	120	\$80,091	Associate's degree
29-2035	Magnetic Resonance Imaging Technologists	80	***	Associate's degree
29-2051	Dietetic Technicians	20	\$38,674	Associate's degree
29-2052	Pharmacy Technicians	410	\$45,626	High school diploma or equivalent
29-2057	Ophthalmic Medical Technicians	70	\$59,868	Postsecondary non-degree award
29-2061	Licensed Practical and Licensed Vocational Nurses	480	\$75,026	Postsecondary non-degree award
29-2072	Medical Records Specialists	90	\$56,315	Postsecondary non-degree award
29-2081	Opticians, Dispensing	40	\$64,754	High school diploma or equivalent
29-2099	Health Technologists and Technicians, All Other	70	\$47,742	Postsecondary non-degree award
29-9091	Athletic Trainers	20	\$56,593	Master's degree
31-0000	Healthcare Support Occupations	7,600	\$37,878	No formal educational credential
31-1120	Home Health and Personal Care Aides	5,110	\$37,445	High school diploma or equivalent
31-1131	Nursing Assistants	1,190	\$44,652	Postsecondary non-degree award
31-2011	Occupational Therapy Assistants	60	\$74,654	Associate's degree
31-2021	Physical Therapist Assistants	80	\$77,107	Associate's degree
31-2022	Physical Therapist Aides	30	\$37,671	High school diploma or equivalent
31-9091	Dental Assistants	360	\$60,418	Postsecondary non-degree award
31-9092	Medical Assistants	460	\$47,254	Postsecondary non-degree award
31-9095	Pharmacy Aides	10	\$38,058	High school diploma or equivalent
31-9099	Healthcare Support Workers, All Other	30	\$49,474	High school diploma or equivalent

Source: <https://lmi.dua.eol.mass.gov/lmi/OccupationalEmploymentAndWageAllIndustries#>

Education

In addition to its strong higher education institutions, such as UMass Lowell and Middlesex Community College, the Greater Lowell region benefits from partnering with Greater Lowell, Shawsheen Valley, and Nashoba Valley Technical High Schools. These institutions, along with the broader K-12 system, play a critical role in the region's educational pipeline.

One initiative is the UMass Lowell LINC (Lowell Innovation Network Corridor) Project. LINC is an \$800+ million public-private redevelopment of Lowell which plans to add over 1 million square feet of new lab and office space, hundreds of housing units and student residences, and is projected to create 2,000 permanent and 1,300 construction jobs over the next decade.² Beyond its projected economic impact, \$3.7 billion over ten years, LINC intentionally aligns with UMass Lowell's goal of integrating academics, research, and workforce development. By bridging academic learning with real-world industries through labs, offices, and employer engagement, LINC aims to provide students and recent graduates with unparalleled career pathways.

At the MassHire Greater Lowell Workforce Board, Connecting Activities (CA) staff work with employers to provide students with part-time, after-school, weekend, and summer job opportunities. They also visit local high schools to assist students with job applications and coaching. In addition to work placements, CA supports career development activities such as job fairs, shadow days, workshops, and employer guest speakers.

The CA line item in the state budget establishes public-private partnerships through the 16 local workforce development boards (WIBs) to connect schools and businesses. These partners provide structured work-based learning and career development experiences for students that support academic and employability skill attainment.

The employment outlook for educational instruction and library occupations in the Greater Lowell region remains robust, with 9,200 individuals employed in this sector. Notably, Elementary and Secondary School Teachers report strong employment numbers (1,280 and 840 respectively), with median annual earnings approaching or exceeding \$86,000. Teachers and specialized educators are in high demand, particularly in K-12. Additionally, demand spans across special education and support roles like teaching assistants and instructional coordinators, highlighting the region's ongoing need for qualified educators across all grade levels and specialties.

² <https://www.uml.edu/magazine/spring-2024/linc.aspx>

SOC Code	Occupation Title	Employment	Median Annual	Experienced Annual	Typical education needed for entry
25-0000	Educational Instruction, and Library Occupations	9,200	\$72,251	\$95,590	No formal educational credential
25-2011	Preschool Teachers, Except Special Education	710	\$46,002	\$55,076	Associate's degree
25-2012	Kindergarten Teachers, Except Special Education	100	\$86,961	\$94,558	Bachelor's degree
25-2021	Elementary School Teachers, Except Special Education	1,280	\$86,851	\$108,044	Bachelor's degree
25-2022	Middle School Teachers, Except Special and Career/Technical Education	470	\$91,053	\$103,990	Bachelor's degree
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	840	\$92,874	\$109,343	Bachelor's degree
25-2032	Career/Technical Education Teachers, Secondary School	240	\$101,168	\$102,451	Bachelor's degree
25-2051	Special Education Teachers, Preschool	40	\$90,974	\$101,394	Bachelor's degree
25-2052	Special Education Teachers, Kindergarten and Elementary School	270	\$85,788	\$106,375	Bachelor's degree
25-2057	Special Education Teachers, Middle School	100	\$83,582	\$100,924	Bachelor's degree
25-2058	Special Education Teachers, Secondary School	130	\$92,475	\$105,539	Bachelor's degree

25-2059	Special Education Teachers, All Other	330	\$84,098	\$93,325	Bachelor's degree
25-3011	Adult Basic and Secondary Education and Literacy Teachers and Instructors	110	\$66,277	\$70,866	Bachelor's degree
25-3031	Substitute Teachers, Short-Term	400	\$37,816	\$46,092	Bachelor's degree
25-3041	Tutors	380	\$66,022	\$69,338	Some college, no degree
25-3099	Teachers and Instructors, All Other	210	\$67,252	\$87,472	Bachelor's degree
25-4022	Librarians and Media Collections Specialists	140	\$78,064	\$89,177	Master's degree
25-4031	Library Technicians	80	\$48,065	\$60,027	Postsecondary non-degree award
25-9031	Instructional Coordinators	120	\$86,254	\$113,706	Master's degree
25-9045	Teaching Assistants, Except Postsecondary	1,670	\$40,229	\$47,903	Some college, no degree

Source: <https://lmi.dua.eol.mass.gov/lmi/OccupationalEmploymentAndWageAllIndustries#>

Professional, Technical, and Scientific

Computer Systems Design and Related Services, along with Scientific Research and Development Services, continue to serve as the leading subsectors within Greater Lowell's Professional, Scientific, and Technical Services industry. Secondary growth areas include Architectural and Engineering Services and Management and Technical Consulting Services, which also contribute significantly to the regional economy.

The chart below highlights the strong long-term outlook for information technology occupations in the Greater Lowell region. With over 6,430 individuals currently employed in Computer and Mathematical Occupations, demand is especially high for Software Developers (3,220), Computer User Support Specialists (720), and Computer Systems Analysts (460). These roles offer competitive median and experienced annual wages, often exceeding \$120,000, and typically require a bachelor's degree or higher, reflecting the region's need for highly skilled technical professionals.

SOC Code	Occupation Title	Employment	Median Annual	Experienced Annual	Typical education needed for entry
15-0000	Computer and Mathematical Occupations	6,430	\$130,218	\$155,373	No formal educational credential
15-1211	Computer Systems Analysts	460	\$121,624	\$141,181	Bachelor's degree
15-1212	Information Security Analysts	140	\$117,895	\$143,633	Bachelor's degree
15-1221	Computer and Information Research Scientists	***	\$144,769	\$176,923	Master's degree
15-1231	Computer Network Support Specialists	80	\$98,281	\$116,499	Associate's degree
15-1232	Computer User Support Specialists	720	\$75,141	\$89,471	Some college, no degree
15-1241	Computer Network Architects	210	\$169,697	\$187,317	Bachelor's degree
15-1242	Database Administrators	80	\$129,692	\$144,849	Bachelor's degree
15-1243	Database Architects	50	\$171,745	\$184,918	Bachelor's degree
15-1244	Network and Computer Systems Administrators	250	\$108,950	\$127,247	Bachelor's degree
15-1251	Computer Programmers	90	\$115,822	\$132,355	Bachelor's degree
15-1252	Software Developers	3,220	\$143,239	\$170,704	Bachelor's degree
15-1253	Software Quality Assurance Analysts and Testers	270	\$129,194	\$138,801	Bachelor's degree
15-1254	Web Developers	40	\$103,036	\$129,732	Bachelor's degree
15-1255	Web and Digital Interface Designers	90	\$125,738	\$145,408	Bachelor's degree
15-1299	Computer Occupations, All Other	320	\$108,822	\$150,142	Bachelor's degree

15-2031	Operations Research Analysts	110	\$85,550	\$115,651	Bachelor's degree
15-2041	Statisticians	40	\$96,678	\$129,500	Master's degree
15-2051	Data Scientists	180	\$120,417	\$148,054	Bachelor's degree

Source: <https://lmi.dua.eol.mass.gov/lmi/OccupationalEmploymentAndWageAllIndustries#>

Construction

The long-term projection for the Construction industry shows a 11.4% growth between 2022 to 2032.³

As of recent data, Construction and Extraction occupations employ nearly 6,000 workers locally, spanning a variety of roles from laborers to skilled trades such as electricians, plumbers, and carpenters. Median annual wages range from approximately \$48,000 for painters to over \$90,000 for plumbers and pipefitters. Many positions require a high school diploma or equivalent, while others are accessible without formal educational credentials, offering diverse entry points into the industry.

Ongoing public construction projects alongside sustained private sector development make the Construction industry a vital component of the Greater Lowell workforce system. The Finishing Trades Institute, which is constructing a new training facility in the City of Lowell expected to open in late 2025 and other union-affiliated training centers serve as critical partners in expanding access to Registered Apprenticeship programs. These institutes provide industry-recognized credentials, hands-on training, and clear career pathways into high-demand sectors such as construction, energy efficiency, and building maintenance.

The following chart highlights information technology occupations projected to experience long-term growth in the region.

SOC Code	Occupation Title	Employment	Median Annual	Experienced Annual	Typical education needed for entry
47-0000	Construction and Extraction Occupations	5,960	\$77,032	\$94,153	No formal educational credential
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	790	\$96,543	\$111,618	High school diploma or equivalent
47-2031	Carpenters	490	\$69,939	\$91,469	High school diploma or equivalent
47-2061	Construction Laborers	740	\$62,187	\$81,361	No formal educational credential

³ Massachusetts Executive Office of Labor and Workforce Development – Long Term Industry Projections – Greater Lowell WDA.

47-2073	Operating Engineers and Other Construction Equipment Operators	470	\$77,036	\$96,559	High school diploma or equivalent
47-2111	Electricians	1,110	\$79,929	\$93,387	High school diploma or equivalent
47-2141	Painters, Construction and Maintenance	100	\$48,003	\$61,207	No formal educational credential
47-2151	Pipelayers	10	\$58,335	\$75,473	No formal educational credential
47-2152	Plumbers, Pipefitters, and Steamfitters	770	\$90,104	\$104,806	High school diploma or equivalent
47-3013	Helpers--Electricians	90	\$44,974	\$51,174	High school diploma or equivalent
47-4011	Construction and Building Inspectors	60	\$81,054	\$103,880	High school diploma or equivalent

Source: <https://lmi.dua.eol.mass.gov/lmi/OccupationalEmploymentAndWageAllIndustries#>

The MassHire Greater Lowell Workforce Board recognizes infrastructure jobs as key drivers of regional economic growth and workforce equity. These jobs span critical sectors such as clean energy, transportation, healthcare, education, and public service. Examples include:

- Clean Energy: Solar panel installers, energy auditors, HVAC technicians, and wind turbine service technicians.
- Transportation: CDL drivers, logistics coordinators, diesel mechanics, and public transit operators.
- Healthcare: Certified nursing assistants (CNAs), licensed practical nurses (LPNs), phlebotomists, and behavioral health technicians.
- Education: Paraprofessionals, early childhood educators, and adult basic education instructors.
- Government/Public Sector: Clerical and administrative support, building inspectors, public works technicians, and human services aides.

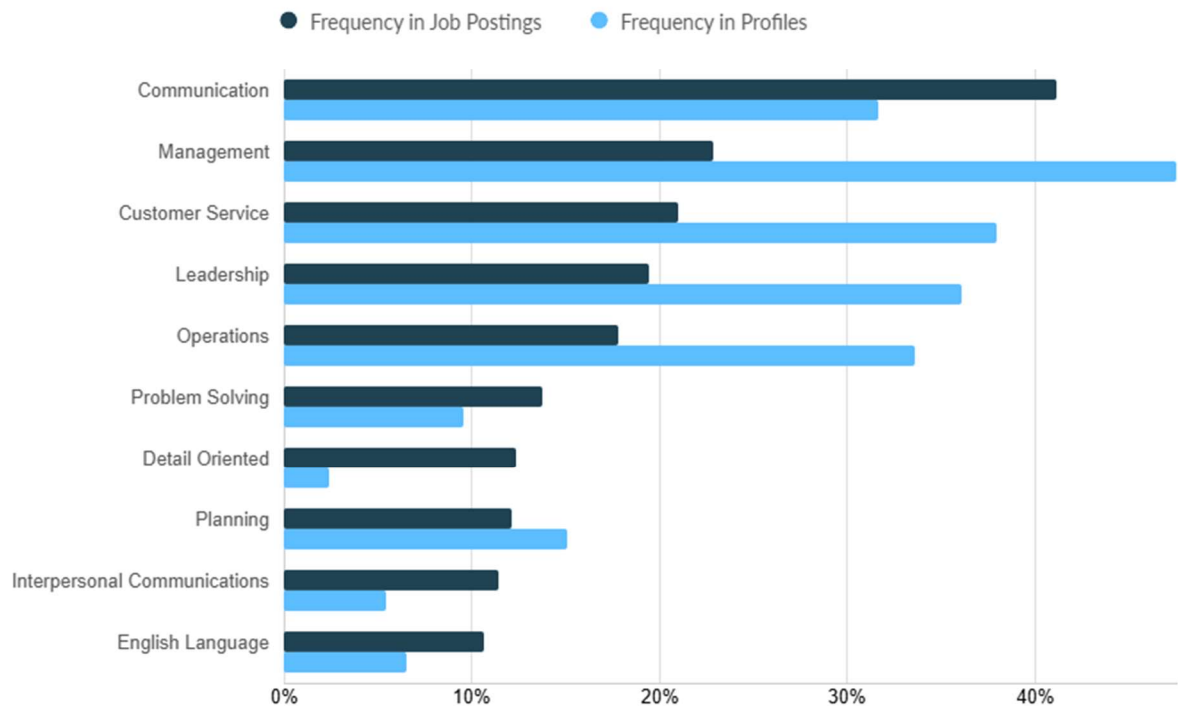
These jobs offer accessible entry points for residents of all backgrounds, including low-income individuals, veterans, and those with limited formal education. The region partners with community colleges, unions, vocational schools, and employer networks to build career pathways into these fields.

Ongoing regional planning supports training and placement in infrastructure jobs as part of the Commonwealth's broader goals to expand labor force participation, especially among historically underserved populations.

(2) Describe the knowledge and skills needed to meet the employment needs of businesses in your region, including employment needs in in-demand industry sectors and occupations.

The following skills below are the most requested:

Top Common Skills



Source: https://analyst.lightcast.io/analyst/?t=4qVd9#h=1FBqsfZel03.Zc-S74y7zGX4j1u&page=postings_report&vertical=edo&nation=us , Lightcast, data pulled from May 2024 – May 2025.

Qualification in Greatest Demand

Top Qualifications

Qualification	Postings with Qualification
Valid Driver's License	10,957
Registered Nurse (RN)	10,631
Basic Life Support (BLS) Certification	9,793
Cardiopulmonary Resuscitation (CPR) Certification	8,574
First Aid Certification	3,464
Licensed Practical Nurse (LPN)	2,951
Advanced Cardiovascular Life Support (ACLS) Certification	2,677
Certified Nursing Assistant (CNA)	2,107
Teaching Certificate	1,919
Security Clearance	1,719

Source: https://analyst.lightcast.io/analyst/?t=4qVd9#h=1FBqsfZel03.Zc-S74y7zGX4j1u&page=postings_report&vertical=edo&nation=us , Lightcast, data pulled from May 2024 – May 2025.

In the Greater Lowell Area, Advanced Manufacturing, Professional, Technical, Healthcare, Education, and Construction remain as in-demand industry sectors and occupations. To meet the employment needs of businesses in the Greater Lowell region, workers must possess a strong combination of soft skills and industry-specific qualifications.

According to the data above, communication stands out as the most frequently requested skill in job postings, followed by management, leadership, and customer service. These soft skills are essential across multiple industries, particularly in healthcare, education, and public-facing roles. Employers also place high value on problem solving, operations, and planning, skills that are necessary for effective workplace performance and organizational success.

Notably, there are gaps between the skills employers seek and those commonly listed in job seeker profiles, especially in areas like management and planning, indicating key opportunities for targeted skill development.

In addition to soft skills, specific qualifications are in high demand. The healthcare sector dominates the list, with Registered Nurse (RN), Basic Life Support (BLS) Certification, CPR Certification, and Certified Nursing Assistant (CAN) among the top credentials sought by employers. These qualifications highlight the region's growing need for trained medical personnel at various levels.

Other frequently requested credentials include a valid driver's license, first aid certification, teaching certification, and security clearance. These reflect a demand for mobility, safety preparedness, education professionals, and government-related positions. Overall, the Greater Lowell region's workforce must be equipped with both interpersonal and technical competencies. Expanding access to certification programs and soft skill training will be critical to preparing job seekers for roles in high-demand sectors and addressing current labor market gaps. Massachusetts is increasingly embracing skills-based hiring and apprenticeship pathways to help people enter the workforce sooner, bypassing the traditional four-year degree model.

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

The Greater Lowell region demonstrates a diverse and dynamic workforce with strengths and challenges across demographics, education, and employment outcomes.

As of April 2025, the labor force in the Greater Lowell area stands at 169,231, with 161,361 individuals employed and 7,870 unemployed, resulting in an unemployment rate of 4.7%, slightly above the state average of 4.6%.⁴ Over the past year, unemployment rates in the region have fluctuated between 3.5% and 5%, showing moderate variability but generally staying in line with state trends. The consistency in labor force participation indicates stability, though the elevated unemployment earlier in 2025 signals a need for continued investment in job placement and upskilling.

The population of Greater Lowell is ethnically diverse. Lowell itself stands out with 21.2% Asian, 8.9% Black, and 17.9% Hispanic residents, with 26.7% born outside the U.S., highlighting the area's large immigrant population. In contrast, surrounding towns like Westford and Dunstable have higher percentages of White residents and higher median incomes. Lowell also has the highest poverty rate in the region at 17.3%, compared to the regional average of 9.6% and the statewide average of 10.4%, pointing to economic disparities within the region. The region's diversity calls for ESOL (English for Speakers of Other Languages) accessibility to ensure equitable participation in education, workforce development, and community life. Addressing language barriers is especially important for immigrant and refugee populations seeking employment, job training, or public services. Expanding ESOL offerings and integrating language support into career pathways will be essential in promoting economic mobility and fostering inclusive regional growth.

From May 2024 to May 2025, 11,898 individuals were served by the MassHire Lowell Career Center. The gender distribution was nearly even, with 51.2% male and 47.9% female. Most customers were between the ages of 30 and 59, with the largest group (24.2%) aged 30 to 39. Notably, 709 individuals

⁴ U.S. Bureau of Labor Statistics, State unemployment rates, seasonally adjusted

(6%) self-identified as having a disability, representing a significant portion of the population facing employment barriers.

In terms of race and ethnicity, the Career Center served a broad mix: 44.1% White, 16.4% Hispanic, 13.8% African American, and 12.6% Asian, roughly aligning with the demographics of Lowell and indicating inclusive outreach.

Educational attainment among Career Center customers reveals a workforce with varied qualifications. While 24.3% have a bachelor's degree and 11.4% hold a master's degree, 38.5% have a high school diploma or less, which may limit access to higher-paying, skilled jobs. Only 7% possess an associate degree, and 2.6% have a doctorate, suggesting that mid-level and advanced credentials are underrepresented. This emphasizes the need for expanded access to postsecondary education, workforce training programs, and industry-recognized certifications. In particular, expanding access to registered apprenticeships, especially through union partnerships, offers a proven pathway to well-paying, skilled employment without requiring a traditional college degree. These programs combine paid, on-the-job learning with classroom instruction, making them ideal for individuals with lower formal educational attainment seeking upward mobility.

To address these skill gaps, the region actively collaborates with Middlesex Community College and local high schools through programs such as Connecting Activities, Career Technical Initiatives (CTI), and Early College programs, which provide students and adult learners with access to hands-on experience, job opportunities, and training. These programs are designed to strengthen the talent pipeline into sectors such as healthcare, IT, and skilled trades. Additionally, partnerships with employers and workforce boards through Connecting Activities support structured internships and work-based learning experiences, helping students build career readiness and soft skills that align with employer needs.

Greater Lowell's workforce is diverse, with strong representation from immigrant and minority communities. While the region enjoys a relatively stable labor market, disparities in education, income, and poverty, particularly in the city of Lowell, point to key areas for future workforce development. Efforts should focus on enhancing access to education, supporting underserved populations, and aligning training with regional employer needs to reduce unemployment and elevate economic opportunity for all residents.

	Popula- tion	% White	% Black	% Asian	% His- panic	% Born Outside the US	% Aged 0-17	% Aged 65+	Median Income	% Under Poverty Line
Billerica	41,453	81.7	5.0	7.2	5.3	13.9	18.9	15.5	113,239	4.3
Chelmsford	35,933	87.3	1.2	8.5	3.3	10.0	21.0	17.8	117,582	4.3
Dracut	32,159	87.8	4.0	3.7	6.4	9.2	21.5	16.7	92,685	6.3
Dunstable	3,374	93.7	0.0	2.9	1.9	5.7	21.0	16.0	158,523	1.4
Lowell	113,994	60.3	8.9	21.2	17.9	26.7	21.0	11.5	62,196	17.3
Tewksbury	30,876	91.5	3.2	2.8	2.2	8.4	17.3	18.3	104,610	4.0
Tyngsborough	12,421	85.6	.8	10.6	5.0	12.9	20.1	12.0	115,280	6.7
Westford	24,446	73.1	0.6	23.1	2.6	17.8	27.0	13.2	149,437	1.9
Total/Weighted Average	294,656	75.4	5.1	13.3	9.5	17.5	20.8	14.3	114,260	9.6

Source: 2022-greater-lowell-community-health-needs-assessment-v6a.pdf,
https://www.tuftsmedicine.org/sites/default/files/2023-11/2022-greater-lowell-community-health-needs-assessment-v6a.pdf?utm_source=chatgpt.com

MassHire Lowell Career Center Customer Demographics Snapshot Based on Total Served
05/2024 – 05/2025

Demographics									
Gender			Age			Ethnicity			
Female	5219	47.9%	Less than 20	526	4.8%	African American	1855	13.8%	
Male	5577	51.2%	20 to 29	1801	16.5%	Asian	1697	12.6%	
Non-Binary	33	0.30%	30 to 39	2637	24.2%	Hispanic	2204	16.4%	
Refuse to Answer	69	0.63%	40 to 49	2242	20.6%	Native	112	0.8%	
			50 to 59	1943	17.8%	Other	1141	8.5%	
			60 to 69	1543	14.2%	Pacific	33	0.2%	
			70 to 79	191	1.8%	Unknown	490	3.6%	
			80+	15	0.1%	White	5947	44.1%	
Family Size			Average Age	43.9					
Avg Family Size	2.5		Medium Age	42.9					
Max Family Size	34		Mode Age	52					
			Min Age	13.6					
			Max Age	124.6					
Educational Attainment									
Info not available	62	0.6%	Associates Degree	706	7.0%				
Less than H.S.	1224	12.1%	Bachelor Degree	2456	24.3%				
GED/HiSET	522	5.2%	Masters	1148	11.4%				
H.S. Graduate	2708	26.8%	Doctrate	259	2.6%				
Some College	1021	10.1%	Other Advanced Degree	6	0.1%				
Post Secondary	0	0.0%	Certificate of Completion with Disability	0	0.0%				
Vocational Degree	0	0.0%							
Person with a Disability									
			Yes	709					

Labor Force and Unemployment Data – Not Seasonally Adjusted, Data Pull from last 13 Months

Month	Year	Labor Force	Employed	Unemployed	Area Rate	Massachusetts Rate
April	2025	169231	161361	7870	4.7	4.6
March	2025	168843	160586	8257	4.9	5
February	2025	168907	160517	8390	5	5
January	2025	169226	161427	7799	4.6	4.7
December	2024	168194	161216	6978	4.1	4.1
November	2024	167578	160961	6617	3.9	3.9
October	2024	167354	160740	6614	3.9	3.9
September	2024	166257	159623	6634	3.9	3.8
August	2024	168492	160782	7710	4.5	4.3
July	2024	169320	161291	8029	4.7	4.5
June	2024	168784	161475	7309	4.3	4.2
May	2024	165820	159390	6430	3.9	3.8
April	2024	166072	160256	5816	3.5	3.4

Source: <https://lmi.dua.eol.mass.gov/LMI/LaborForceAndUnemployment#>

(4) Please describe the MassHire board’s strategic vision to support regional economic growth and economic self-sufficiency (*Please refer to the MA Workforce Agenda, Focus Area II for details*). Include goals for preparing an educated and skilled workforce (including youth, UI claimants, and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1). The primary indicators of performance include:

- a. Employment Rate Second Quarter After Exit: The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program.

WIOA Adult - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Entered Employments	[H=G/D] Q2 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	38	0	38	28	0	28	73.7%	75.5%	97.6%

WIOA Dislocated Worker - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Entered Employments	[H=G/D] Q2 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	113	1	112	86	0	86	76.8%	78.8%	97.4%

WIOA Youth - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental EE/Educ	[G=E+F] Total Q2 EE/Educ	[H=G/D] Q2 EE/Educ Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	38	1	37	26	4	30	81.1%	71.3%	113.7%

Source : <https://www.mass.gov/info-details/fiscal-year-2025-ccpr>

- b. Employment Rate Fourth Quarter After Exit: The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.

WIOA Adult - Fourth Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q4 Entered Employments	[H=G/D] Q4 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	35	0	35	26	0	26	74.3%	69.9%	106.3%

WIOA Dislocated Worker - Fourth Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q4 Entered Employments	[H=G/D] Q4 Entered Employment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	104	1	103	75	0	75	72.8%	81.1%	89.8%

WIOA Youth - Fourth Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental EE/Educ	[G=E+F] Total Q4 EE/Educ	[H=G/D] Q4 EE/Educ Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	34	0	34	26	2	28	82.4%	70.3%	117.1%

Source : <https://www.mass.gov/info-details/fiscal-year-2025-ccpr>

- c. Median Earnings Second Quarter After Exit: Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

WIOA Adult - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	38	0	38	28	0	28	\$9,511	\$7,939	119.8%

WIOA Dislocated Worker - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	113	1	112	86	0	86	\$15,597	\$15,581	100.1%

WIOA Youth - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Number of Wage Record Matches	[F] Number of Supplemental Employments	[G=E+F] Total Q2 Employments	[H] Q2 Median Earnings	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	38	1	37	26	0	26	\$5,606	\$6,135	91.4%

Source : <https://www.mass.gov/info-details/fiscal-year-2025-ccpr>

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

WIOA Adult - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025
ADULT CREDENTIAL ATTAINMENT

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Attained HS/Equiv	[F] Attained Post Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	29	0	29	0	20	20	69.0%	83.1%	83.0%

WIOA Dislocated Worker - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025
Dislocated Worker CREDENTIAL ATTAINMENT

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Attained HS/Equiv	[F] Attained Post Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	54	1	53	0	35	35	66.0%	84.1%	78.5%

WIOA Youth - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025
Youth CREDENTIAL ATTAINMENT

WORKFORCE AREA	[B] Total Number of Exiters	[C] Medical & Other Exclusions	[D=B-C] Adjusted Number of Exiters	[E] Attained HS/Equiv	[F] Attained Post Secondary Credential	[G=E+F] Total Credential Attainments	[H=G/D] Credential Attainment Rate	[I] Local Goal	[J=I/H] Percent of Local Goal
Greater Lowell	33	0	33	21	8	26	78.8%	57.9%	136.1%

Source : <https://www.mass.gov/info-details/fiscal-year-2025-ccpr>

- e. Measurable Skill Gain: The percentage of participants who, during a Program Year, are in education or training, and who achieve academic, technical, occupational, or other forms of progress towards such a credential or employment.

WIOA Adult - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025
ADULT MEASUREABLE SKILL GAIN

WORKFORCE AREA	[B] Adjusted Participan ts	[C] Educatio n Achieve	[D] HS/Equ iv	[E] Transcri pt	[F] Training Milesto ne	[G] Skills Progressi on	[H] Tota l Skill Gain *	[I=H/B] Skill Gain Rate	[J] Local Goal	[K=I/J] Perce nt of Local Goal
Greater Lowell	45	0	0	0	11	24	27	60.0%	70.6 %	85.0%

WIOA Dislocated Worker - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025
ADULT MEASUREABLE SKILL GAIN

WORKFORCE AREA	[B] Adjusted Partici- pants	[C] Education Achieve	[D] HS/ Equiv	[E] Trans- cript	[F] Training Miles- tone	[G] Skills Progressi on	[H] Total Skill Gain *	[I=H/B] Skill Gain Rate	[J] Local Goal	[K=I/J] % of Local Goal
Greater Lowell	65	0	0	0	17	24	34	52.3%	73.1 %	71.6%

WIOA Youth - Second Quarter After Exit
FY25 QUARTER ENDING MARCH 31, 2025
ADULT MEASUREABLE SKILL GAIN

WORKFORCE AREA	[B] Adjusted Participan ts	[C] Educatio n Achieve	[D] HS/Equi v	[E] Transcri pt	[F] Training Mileston e	[G] Skills Progressio n	[H] Total Skill Gain *	[I=H/B] Skill Gain Rate	[J] Local Goal	[K=I/J] Percen t of Local Goal
Greater Lowell	72	0	17	14	8	0	36	50.0%	57.7 %	86.7%

Source : <https://www.mass.gov/info-details/fiscal-year-2025-ccpr>

The MassHire Greater Lowell Workforce Board (MHGLWB) is committed to advancing regional economic growth and promoting economic self-sufficiency by preparing an educated, skilled, and inclusive workforce. Aligned with the Massachusetts Workforce Agenda – Focus Area II, MHGLWB focuses on connecting job seekers to in-demand opportunities while addressing the needs of local employers. The board’s strategic priorities include expanding career pathways for youth, supporting individuals with barriers to employment, and providing reemployment services for Unemployment Insurance (UI) claimants.

A major goal is to equip youth with the tools and experiences needed for long-term career success. Through programs like Connecting Activities, Career Technical Initiatives (CTI), and partnerships with Middlesex Community College, students gain exposure to career pathways, college-level coursework, and industry-recognized credentials. At the same time, MHGLWB works to remove barriers for adults facing challenges such as limited English proficiency, disabilities, or lack of a high school diploma by offering targeted services, skills training, and wraparound supports at the MassHire Lowell Career Center.

UI claimants are also a priority, with services designed to help them reenter the workforce quickly. The Career Center offers job matching, career counseling, and access to short-term credential programs in fields like healthcare, logistics, and information technology. These efforts are backed by partnerships with training providers and employers to ensure jobseekers are prepared for high-demand roles. MHGLWB’s approach is guided by the federal performance indicators outlined in § 677.155(a)(1), including employment rates, median earnings, credential attainment, and measurable skill gains. The board also emphasizes strong engagement with employers to ensure training programs align with real workforce needs. By focusing on equity, access, and results, MHGLWB is creating a pipeline of skilled workers who are equipped to succeed and contribute to a thriving regional economy.

(5) Considering the analysis described above, please describe your strategy to work with the entities that carry out the core programs and workforce system partners to align available resources to achieve the strategic vision and goals described in paragraph (4) of this section.

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

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

a. Please list all programs included in your local workforce system such as Apprenticeship and ESOL.

- Behavioral Health
- Career Technical Initiative (CTI)
- Competitive Integrated. Employment Services (*CIES*)
- Co-located Partner Services
- Connecting Activities – DESE funded school-to-career program
- Health Care HUB
- Middlesex Community College Pathmaker
- Move to Work
- National Dislocated Worker Grants
- Northeast Advanced Manufacturing Consortium (NAMC)
- Pathways 2 Empowerment
- Rapid Response Services
- Reemployment Services and Eligibility Assessment (RSEA)
- Registered Apprenticeships
- Retention
- Skills Center
- SNAP Partnership
- State One-Stop Funded Labor Exchange
- Ticket to Work
- Unemployment Insurance Services
- Veteran’s Services
- Wagner Peyser Labor Exchange
- Work Participant Program (WPP)
- Workforce Innovation and Opportunity Act (WIOA) Title I --- Adult, Dislocated Worker and Youth
- YouthWorks – Year-Round and Summer

- b. How your Board will support the strategies identified in the StatePlan/MA Workforce Agenda and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment. *Please refer to the MA Workforce Agenda, Focus Area IV for details regarding Workforce System Infrastructure.*

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

(2) Please describe how your Board will work with entities carrying out core programs to:
(Please refer to the MA Workforce Agenda, Focus Area II for details.)

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

With guidance and oversight from the MassHire Greater Lowell Workforce Board, the board and the MassHire Lowell Career Center will continue to work in close partnership with core program entities to advance the objectives of the MA Workforce Agenda, Focus Area II.

a. Expanding Access:

We will continue to expand access to employment, education, training, and supportive services, particularly for individuals with barriers to employment—by leveraging strong partnerships with community colleges, technical schools, and social service agencies. Our approach includes targeted outreach, increased availability of wraparound supports such as childcare and transportation, and accommodations for individuals with disabilities to ensure equitable participation in workforce programs.

b. Facilitating Career Pathways and Co-Enrollment:

The Board and Career Center will build on our established cohort-based training models in high-demand fields such as healthcare, advanced manufacturing, and information technology. We will enhance these models by embedding career pathways and formalizing co-enrollment protocols across core programs to ensure participants receive seamless, holistic support. Cross-program staff training and shared intake tools will be used to reduce duplication and streamline service delivery.

c. Improving Access to Credentials:

To support attainment of recognized postsecondary credentials—including industry-recognized, portable, and stackable certifications—the Board will collaborate with training providers to align curriculum with regional labor market demands. These credentials will be embedded in training programs designed to lead directly to employment or continued advancement along a career pathway.

Recognizing the historical siloing of partner efforts, we have institutionalized collaboration through a comprehensive Partner Memorandum of Understanding (MOU). This includes quarterly partner meetings and the creation of a Partner Business Service Team to ensure ongoing communication, alignment, and service integration.

(3) Please describe the strategies and services that will be used in your local area (*Please refer to the MA Workforce Agenda, Focus Area II (Talent Development) and Focus Area IV – Improve “front door” experiences for both jobseekers and employers.*):

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

The MassHire Greater Lowell Workforce Board (MHGLWB) engages businesses—especially small employers and those in high-demand sectors—through a combination of strategic partnerships, labor market alignment, and improved access to workforce services.

MHGLWB focuses on five priority industries: healthcare, IT, advanced manufacturing, education, and construction. Career pathways for these sectors, including wage data and required education levels, are being developed and distributed through the OSCC, schools, colleges, and community partners.

The Board co-developed the Northeast Regional Labor Market Blueprint with regional partners, identifying shared industry priorities and guiding workforce strategies based on employer input and labor market data.

To support talent pipelines, MHGLWB plays a lead role in the Northeast Advanced Manufacturing Consortium (NAMC). NAMC was established to promote sustained collaboration between industry, academia, and workforce development to support the manufacturing industry in northeast Massachusetts. It is led by a business leadership team which informs the consortium about the current

and future business needs of the manufacturing community. NAMC is consistently adapting its training modules to reflect the skills demanded in industry.

Work-based learning is a core strategy. The Board promotes on-the-job training, apprenticeships, and requires WIOA Youth Providers to include internships, job shadowing, and mentoring as part of career pathway programming.

To improve employer engagement, MHGLWB leverages quarterly Partner meetings and a Business Service Team to streamline access to services. Employers use the OSCC for job postings, recruitment, pre-screening, job fairs, and assistance with training grants.

The Board actively promotes state and federal programs—such as the Workforce Training Fund, WorkShare, WOTC, and apprenticeships—and provides technical assistance to help businesses access these resources. Outreach at events and through local business groups ensures employers are aware of the full range of available services.

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

Agriculture is not a critical or priority industry in the region, but collaboration with agricultural businesses occurs as needs arise.

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

Under the Board's oversight, the MassHire Lowell Career Center pre-screens applicants to ensure they meet the skill requirements of targeted occupations and industry sectors. To support continuous improvement, the Workforce Performance and Opportunities Committee monitors program infrastructure and evaluates strategies to address service delivery gaps.

To align with business needs and support talent development, the Board will establish clear metrics to measure program success and return on investment (ROI) for employers. Ongoing support will be provided after job placement or enrollment in work-and-learn opportunities to help ensure long-term success and retention.

In addition, the Board will identify and promote employee retention strategies and workforce system resources that offer cost-saving benefits to employers, strengthening the connection between workforce services and business sustainability.

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

To better coordinate workforce development programs with economic development, the Board will lead the following strategies:

- **Establish clear connections** between the local workforce system and both existing and emerging local and regional economic drivers to ensure alignment with business growth and job creation.
- **Collaborate regularly** with regional economic development departments and agencies to maintain an up-to-date inventory of current and upcoming economic development initiatives, including real estate and infrastructure projects.
- **Review this inventory quarterly** to assess potential workforce development implications and to identify opportunities for training, job placement, and talent pipeline development.
- **Analyze hiring trends, skill gaps, and employment projections** within the region's priority industry sectors, as defined in the strategic plan.
- **Identify evolving skill needs** tied to in-demand occupations and work with workforce and education partners to create or refine career pathways that meet the expectations of employers and prepare jobseekers for long-term success.

These coordinated efforts will ensure workforce strategies are responsive to regional economic activity, support talent development in high-growth sectors, and improve access to career opportunities for residents.

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

To strengthen linkages between reemployment assistance and unemployment insurance (UI) programs, the MassHire Lowell Career Center integrates jobseeker services with employer engagement through coordinated strategies led by the Business Services Team.

Business Service Representatives (BSRs) proactively engage employers of all sizes to understand staffing needs and develop tailored recruitment strategies. BSRs gather detailed information, including number of openings, job descriptions, required qualifications, hours, hiring timelines, and use of staffing agencies. When possible, they conduct on-site visits to gain insight into company culture and hiring priorities.

Job openings are posted through MassHire systems and first shared with the Career Center's Veteran Representative for a 24-hour priority window, ensuring compliance with veteran priority of service. BSRs then share postings with Career Advisors and actively search MassHire JobQuest and internal reporting tools to identify qualified candidates. Reemployment efforts are closely tied to UI claimants. Jobseekers identified as UI recipients are assessed for both hard and soft skills and matched to openings based on qualifications

and work experience. BSRs assist candidates in applying directly to employers and maintain communication throughout the hiring process, including follow-up after interviews and post-hire data collection (e.g., job title, compensation, and start date).

This approach ensures that UI recipients are quickly connected to relevant job opportunities and that employers have access to a pool of pre-screened, qualified candidates. It strengthens the local workforce system's ability to rapidly respond to labor market needs while supporting unemployed individuals in returning to work efficiently.

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

Rapid Response (RR) activities include monitoring and reporting recent and upcoming layoffs in the region. The RR team distributes WARN reports for any anticipated layoffs and coordinates on-site visits to affected companies to deliver a full array of services.

Career Center (CC) staff are available to support these efforts as needed. If the scale of dislocation is significant and existing funding is insufficient, CC management and the Workforce Board will work with RR staff to assess whether a National Dislocated Worker Grant (NDWG) application is appropriate. In the interim, CC management may request a Rapid Response Set-Aside grant to help cover costs during the NDWG application process.

CC staff also actively participate in regional RR meetings to stay informed and coordinate services.

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

The Career Center's Business Service Team supports companies of all sizes in meeting their staffing needs. A **Business Service Representative (BSR)** meets with local businesses to introduce Career Center services, explain their role, and identify how the Career Center can provide value-added support.

The BSR is knowledgeable about the business services available through the Career Center and the Commonwealth of Massachusetts, including programs such as Rapid Response, WorkShare, the Work Opportunity Tax Credit (WOTC), the Workforce Training Fund, and On-the-Job Training (OJT).

Business Engagement

The BSR may request a tour of the company or hiring department to gain cultural insight and discuss staffing priorities. During the engagement, the BSR gathers key hiring information, including:

- Number of job openings
- Hiring priorities
- Job descriptions
- Full-time or part-time needs
- Use of staffing agencies
- Expected time frame for hiring
- Preferred follow-up schedule

Recruitment & Referral Process

The BSR develops tailored recruitment strategies to attract qualified candidates for open positions. In accordance with **Veterans' Priority of Service**, all job openings are first sent to the Veteran Representative at the Career Center for 24 hours before being shared with the general public. Job openings are also distributed to Career Advisors via daily and/or weekly email updates. Potential candidates are identified using platforms such as **Mass JobQuest**, **Crystal Reports**, and other tools. Once the BSR locates potential candidates, they enter all relevant job seekers and business information into **MOSES**. The BSR then:

- Contacts the job seeker
- Conducts a job skills and soft skills assessment
- Matches qualifications with the employer's job requirements

If the candidate is deemed a strong match, the BSR will direct them to apply via the company's website. The BSR also notifies the business customer when the application has been submitted, and the candidate is being referred for further consideration.

Interview and Hiring Follow-Up

If the business decides to interview the candidate, the BSR follows up with the job seeker to provide support and gathers feedback from the employer following the interview.

If the job seeker is hired, the BSR is responsible for collecting new hire information from the business contact, including:

- Job title
- Compensation
- Work location
- Start date

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

The board will lead and implement the following activities:

- Fully integrate and utilize the demand driven philosophy and tools to engage businesses
- Assist employers in identifying and hiring skilled workers and accessing relevant resources including education and training for their current workforce
- Promote, expand or develop industry/occupation career pathways to fill identified skills gaps
- Understand the workforce needs of industry and companies and respond quickly to their
- Emphasize training that leads to an industry recognized credential

- Strengthen career pathways, work-based learning, apprenticeship programs, and sector strategies
- Core Partners will actively participate in a business services team, collaborating to align employer outreach strategies, coordinate engagement efforts, and ensure businesses have streamlined access to the full range of workforce development services, including hiring assistance, customized training, and labor market information.

(4) Please provide a description of how your Board: (*Please refer to the MA Workforce Agenda, Focus Area IV.*)

a. Coordinates local workforce investment activities with regionaleconomic development activities.

The MassHire Greater Lowell Workforce Board (MHGLWB) actively collaborates with two neighboring workforce boards, North Shore and Merrimack Valley, to implement a regional planning process. Through this collaboration, a regional labor market blueprint was developed to align the goals and initiatives of workforce development, economic development, and education—core pillars of the Massachusetts Workforce Skills Cabinet.

As part of the planning process, businesses across key industry sectors—including Manufacturing, Healthcare, Education, and Professional, Scientific, and Technical Services—were engaged through focus groups and surveys. A total of 31 companies participated directly in focus groups, and over 500 businesses contributed through surveys. Several businesses also served on the planning committee, providing direct insight into regional workforce challenges and needs.

In addition to the regional planning effort, MHGLWB maintains ongoing participation in local economic development meetings with municipalities and regional stakeholders. These efforts support the Board’s mission to align workforce programs with evolving labor market demands and ensure a pipeline of skilled talent for local and regional employers.

b. Promotes entrepreneurial skills training and micro-enterprise services.

To foster entrepreneurship and support small business development, the MHGLWB is focused on strengthening relationships with business incubators and local economic development partners, including the UMass Lowell Innovation Hub, City of Lowell’s Office of Small Business Assistance, Greater Lowell Chamber of Commerce, and the Middlesex 3 Coalition.

Through these partnerships, MHGLWB assesses and responds to the workforce needs of start-ups and microenterprises by:

- Connecting entrepreneurs with relevant training programs and workshops
- Coordinating referrals to local small business support resources
- Offering workforce development services tailored to emerging companies

- Facilitating access to entrepreneurial skills training for jobseekers interested in self-employment or starting a business

These efforts help ensure that the local workforce system supports not only traditional employment but also the development of entrepreneurial talent and the growth of small, innovative enterprises within the region.

(5) Please describe the MassHire Career Center system in your area, including: (*Please refer to the MA Workforce Agenda, Focus Area III – Leadership by Example.*)

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

The MassHire Greater Lowell Workforce Board (MHGLWB) is committed to continuous improvement across all eligible training providers to ensure that programs remain relevant, effective, and aligned with the needs of both job seekers and local employers. To achieve this, the Board uses a data-driven approach that includes:

- Tracking and reviewing performance outcomes, such as enrollment numbers, participant progress, program completion rates, and employment outcomes after program exit.
- Monitoring cost-effectiveness by analyzing cost-per-outcome metrics to ensure public investments deliver strong returns for participants and the region.
- Collecting participant feedback to better understand the user experience, identify service gaps, and improve program delivery.
- Requiring providers to demonstrate alignment with labor market information (LMI), including:
 - Use of local and regional data to identify high-demand industries and occupations
 - Awareness of skill gaps and workforce needs as expressed by local employers
 - Responsiveness to regional economic development activities
 - Consideration of socio-economic barriers that impact workforce participation

Providers must show how their programs help close the skills gap, respond to employer demand, and create real opportunities for job seekers - particularly those from underrepresented and priority populations.

This approach ensures that the workforce system remains responsive, inclusive, and focused on measurable results, in line with the Commonwealth's vision of Leadership by Example.

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

The MHGLWB and Career Center are committed to equitable service delivery throughout the eight-community Greater Lowell region through both outreach and technology:

- Community-Based Service Delivery: Staff regularly conduct orientations and services at various accessible locations, including:
 - Libraries (Lowell, Westford, Chelmsford)
 - Adult Education sites
 - MRC, DTA, Family Resource Center, Coalition for a Better Acre
 - Greater Lowell Technical High School
- Virtual Access & Webinars:
 - Webinars focused on specialized workforce topics, supplementing in-person workshops.
 - Publicly accessible registration via the Career Center website with email confirmations and links provided.

This hybrid model ensures broad access for job seekers, including those in remote or underserved areas.

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

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

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

The MHGLWB maintains strong and collaborative relationships with WIOA core and required partners through formal agreements and shared initiatives:

- Local Umbrella MOU Signatories Include:
 - Department of Unemployment Assistance
 - Department of Transitional Assistance
 - Massachusetts Commission for the Blind
 - MassAbility
 - Abisi Adult Basic Education
 - Operation ABLE (SCSEP)
 - MassHire Lowell Career Center
- Coordination Mechanisms:
 - Regular partner meetings to review shared customer strategies, referral processes, and resource alignment.
 - A referral tracking portal, recognized as a best practice by the Department of Career Services.
 - Shared costs evaluated semi-annually and allocated based on actual use or in-kind contributions.
- Employer Engagement:
 - Business Service Team composed of partner representatives to deliver coordinated employer services, including job fairs, recruitments, and labor market insights.
 - Ongoing bi-monthly convenings ensure integration and responsiveness to business needs.

This integrated partner network reinforces an effective, collaborative, and demand-driven workforce system.

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

The MHLCC provides services to customers that qualify for Dislocated Worker or Adult services. As customers come to the MHLCC for the Career Center Seminar they can request to come back and meet with a Career Advisor. If they are enrolled in RESEA they must come back for a triage/RESEA review. At this meeting, the Career Advisor will determine if the customer wants/needs intensive services. The customer will be scheduled to come back for a longer appointment and to bring the required eligibility paperwork. Once enrolled the Career Advisor will work with the customer on a career plan and

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

(7) Please provide a description and assessment of the type and availability of youth workforce investment activities in your area including activities for youth who are individuals with disabilities. Please include an identification of successful models of such activities. *(Please describe how local strategies align with Focus Area II – Talent Development Strategies for Youth)*

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

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

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

Several MHGLWB private sector board members are active in the region's youth initiatives including hiring summer youth, conducting job shadows, company tours, financial literacy workshops, and speaker series. In addition, several financial institutions participate in a summer bank fair to introduce young people about the benefits of having a savings account.

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

to the Manager.

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

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

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

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

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

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

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

Center delivery system?

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

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

Staff go out to the following for services and for orientations: Lowell Adult Education, DTA, MassAbility., Lowell Career Academy, Greater Lowell Technical High School, Family Resource Center, Coalition for the Better Acre and Community Teamwork.

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

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

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

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

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

- described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;*
- v. how the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;*
- vi. how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and*
- vii. information that addresses the considerations described under section 231(e), as applicable.*

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

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

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

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

Gabriela Boscaja
 Assistant Director
 978.805.4717
Gabriela.Boscaja@masshirelowellcc.com

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

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

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

Individual Training Accounts (ITAs)

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

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

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

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

Performance Measure	FY'25 State Goal	FY'25 Local Target Goal
WIOA ADULT MEASURES		
Employment Q2	73.5%	75.5%
Employment Q4	75.0%	69.9%
Median Earnings Q2	\$7,900	\$7,939
Credential Rate	68.0%	83.1%
Measurable Skill Gains	41.50%	70.6%
WIOA DISLOCATED WORKER MEASURES		
Employment Q2	78.0%	78.8%
Employment Q4	81.0%	81.1%
Median Earnings Q2	\$12,000	\$15,581
Credential Rate	70.0%	84.1%
Measurable Skill Gains	45.0%	73.1%
WIOA YOUTH MEASURES		
Employment/Education Q2	75.0%	71.3%
Employment/Education Q4	72.0%	70.30%
Median Earnings Q2	\$4,500	\$6,135
Credential Rate	60.0%	57.90%
Measurable Skill Gains	45.0%	57.70%

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

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

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

New MassHire Greater Lowell Workforce Board (MHGLWB) members participate in a one-on-one, two-hour orientation with the Executive Director. This session provides an overview of the federal and state workforce development systems, Board committees, the One-Stop Career Center (OSCC), and current initiatives and grants. To support ongoing engagement, Board member orientations and refresher trainings are held twice a year for both new and existing members. All Board members are required to serve on a committee, ensuring active participation and direct input into strategic planning and operations.

Board members are encouraged to attend local and statewide workforce development events to stay informed and connected to best practices and statewide priorities.

Private-sector Board members actively contribute to workforce development by engaging directly with the OSCC. They utilize services such as:

- Hosting or participating in specialized recruitment events
- Posting job orders
- Attending off-site job fairs
- Offering summer youth internships
- Conducting applicant pre-screenings
- Assisting businesses in accessing Workforce Training Fund grants

In addition, Board members volunteer their time and expertise through financial literacy workshops, company tours, job shadowing, and participation in youth career awareness panels—supporting both in-school and out-of-school youth.

The Board fosters inter- and intra-Board collaboration through regular meetings, committee work, and regional partnerships. These efforts have led to positive outcomes, including stronger business engagement, more responsive career center services, and better alignment between jobseeker training and local employer needs.

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

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

Training services outlined under WIOA Sec. 134 are primarily delivered through Individual Training Accounts (ITAs) at the MassHire Lowell Career Center (MHLCC). Customers who are determined eligible for WIOA training services work with a Career Advisor to explore training options available on the Massachusetts Eligible Training Provider List (ETPL). This ensures that all training providers meet established performance and quality standards. While contracts for training services (e.g., cohort-based training) may also be used when appropriate, particularly to address targeted sector needs or when serving specific populations, they are coordinated with the ITA system to avoid duplication and to maintain customer choice. Customers eligible for both ITA-funded and contract-funded programs are guided through available options to select what best aligns with their career goals.

Ensuring Informed Customer Choice:

MHGLWB ensures informed customer choice through a customer-centered service model designed to provide personalized guidance and improve access to both in-house and partner services. Key components include:

- Career Center Seminar (CCS): All customers begin with CCS, where they are introduced to available services. From there, they may be triaged through RESEA (if connected to unemployment insurance) or request an appointment with a Career Advisor.
- “What Do I Need?” Assessment: Advisors use this tool to identify the customer’s goals and needs. It helps determine whether the customer would benefit from Career Center services, partner programs, or both.
- Action Planning: Career Advisors work with customers to create an individualized action plan, which may include workshops, job coaching, job search assistance, partner referrals, or enrollment in WIOA training.
- Training Guidance: For those interested in training, Advisors explain available programs, funding eligibility, and expected outcomes. Customers can review performance metrics of training providers via the ETPL, ensuring they make informed decisions.
- Referral Portal: MHLCC uses a digital referral portal to manage partner referrals and case coordination. This tool enhances communication between partners and allows tracking of shared customers. It ensures that partner referrals are followed up and accurately reflected in both the portal and MOSES (Massachusetts’ case management system).

- Ongoing Support & Follow-Up: Customers enrolled in WIOA receive up to 12 months of follow-up services to ensure job placement and retention. If customers are referred to partner agencies for additional support, co-case management is established, and once job-ready, they are referred back to the Career Center for placement services.

This integrated and data-informed approach ensures that all customers—regardless of how they enter the system—receive personalized, coordinated, and informed support, aligning with the WIOA emphasis on career pathways, sector strategies, and quality training outcomes.

(18) Please describe how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts (ITA) under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Training services under Chapter 3 of Subtitle B are primarily delivered through Individual Training Accounts (ITAs) in accordance with WIOA Section 134(c)(3)(G). At the MassHire Lowell Career Center, a customer-centered service model ensures that individuals receive access to appropriate training options based on their needs, goals, and labor market demand.

Customers begin by attending a Career Center Seminar (CCS), after which they may meet with a Career Advisor to assess their employment and training needs using a standardized “What Do I Need” form. This form helps determine whether a customer may benefit from Career Center services, partner resources, or both. If training is identified as appropriate, Career Advisors discuss WIOA eligibility and walk customers through the ITA process.

The MassHire Lowell Career Center ensures informed customer choice by providing customers with access to the Eligible Training Provider List (ETPL), which includes performance metrics, cost information, and outcomes for all approved programs. Career Advisors assist customers in reviewing training options that align with their interests and local labor market needs.

While ITAs are the primary method for funding training, the Board may also use contracts for training services when necessary, for example, in cohort-based training models, sector partnerships, or to meet the unique needs of specific populations. Any use of contracts is coordinated with ITAs to avoid duplication, ensure efficient use of resources, and maintain customer choice.

To track referrals and improve coordination with partners, a web-based portal was developed, which supports shared case management and ensures accountability across programs. This tool helps monitor service delivery, including follow-ups and no-shows, and ensures customers are accurately counted as shared clients in MOSES.

All customers enrolled in WIOA-funded training receive follow-up services for up to 12 months after program exit to support retention and continued success. If a customer receives services from both the Career Center and a partner organization, co-case management ensures a seamless experience through job readiness, training, and job placement.

Through this integrated approach, the Board upholds customer choice, aligns training services with in-demand occupations, and ensures compliance with WIOA's training service provisions.

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

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

A point person on staff will be identified to compile public comments. When the comment period closes, all comments will be reviewed and integrated into the final draft of the local plan that will be forwarded for submission to the state.

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

The Career Center has made significant progress in implementing a technology-enabled intake, referral, and case management system to support WIOA Partner Shared Customers. A variety of reports are generated weekly and monthly to monitor customer progress and case management activities. These reports—distributed to individual case managers—include weekly overviews, monthly follow-ups, caseload summaries for Case Advisors, and entered employment outcomes. This consistent reporting structure supports effective oversight and service delivery.

Customer requests to meet with Career Advisors or Employment Counselors can now be submitted directly through the Career Center's website. These requests are reviewed by a manager who assigns the customer to the appropriate staff member. An administrative assistant then schedules the appointment and notifies the customer via email. This digital process eliminates excessive paperwork, reduces wait times, and gives managers visibility into request volume.

A WIOA Partner Portal has also been developed, allowing partner agencies to refer customers directly through the Career Center website. Once a referral is received, a manager assigns it to the appropriate staff member. This system allows partners to submit customer information and upload résumés,

streamlining referrals and ensuring timely follow-up. The Career Center can also use this system to refer customers to partner agencies, enabling better tracking and coordination.

Additionally, the Career Center offers both live and on-demand webinars to the public. These can be accessed through the Career Center website, where participants register and receive a confirmation email with the webinar link.

Together, these tools and processes demonstrate meaningful progress toward a fully integrated and technology-enabled system that enhances service delivery for shared WIOA customers.

Note: A response to this section is only necessary if your local area currently has a model in place for an integrated case management system for WIOA Partner Shared Customers.

The Executive Office of Labor and Workforce Development's (EOLWD) Office of Workforce Innovation leads statewide efforts to modernize the Massachusetts workforce system by strengthening data use, enhancing technology, and upgrading systems to better serve staff, jobseekers, and employers. These efforts include implementing and transitioning to an integrated, technology-enabled intake, referral, and case management information system for WIOA Partner Shared Customers. EOLWD's Office of Workforce Innovation engages in workforce system modernization efforts on behalf of the 16 local workforce areas.

(21) Please describe the local policy and processes that ensure priority for adult career and training services are given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E), § 680.600 and 100 DCS 18.101.1 (Attachment C). Please ensure response aligns with MA Workforce Agenda Focus - Area I.

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

The Local Board may establish a process that also gives priority to other individuals eligible to receive such services outside the groups given priority under WIOA, provided that it is consistent with the [Priority of Service for Veterans](#).

These groups are consistently prioritized in line with federal and state guidance, including 100 DCS 18.101.1 and WIOA Sec. 134(c)(3)(E). The MHGLWB also allows for priority consideration to other individuals who may not fall into these categories but meet local economic or workforce needs, provided the Priority of Service for Veterans is maintained.

To operationalize this priority of service, the following procedures are in place:

1. Priority Verification at Intake: Career Center staff assess eligibility and priority status

- during intake. All customers are screened for public assistance status, income level, and basic skills proficiency. Veterans and eligible spouses are flagged for priority in the system.
2. **Integrated Customer Flow:** The MassHire Career Center Customer Flow process ensures that shared customers are routed efficiently to appropriate services. Partner agency referral points—whether virtual or in-person—are embedded in this flow to enhance accessibility for priority populations.
 3. **Partner Collaboration and Co-Enrollment:** MHGLWB and its partners have implemented a formal referral and co-enrollment process, allowing shared customers to access multiple programs (e.g., Title I Adult, Title II Adult Education, Vocational Rehabilitation, SNAP E&T, CIES, and WPP). This integrated approach ensures that low-income individuals and those facing employment barriers are connected to wraparound services.
 4. **Use of Technology and Data Sharing:** Modern tools and platforms—such as the WIOA Partner Portal—support real-time referral tracking, appointment scheduling, and information sharing across partner agencies. Shared data helps staff monitor engagement, outcomes, and the delivery of services to priority customers.
 5. **Quarterly MOU Team Convenings:** Local partners meet quarterly to review shared customer data, evaluate program effectiveness, and make adjustments to service delivery. These sessions ensure continued alignment with WIOA regulations and local workforce priorities.
 6. **Outreach to Priority Populations:** Career Center staff, in collaboration with partners, conduct targeted outreach to underserved communities. These include unemployed insurance claimants, re-entry populations, refugees, individuals in recovery, youth with barriers, and persons with disabilities. This supports the Commonwealth’s Talent Attraction and Retention goals by reducing systemic barriers to employment.
 7. **Continuous Review and Compliance:** The local Memorandum of Understanding (MOU) outlines the roles and responsibilities of each partner in delivering services to priority groups. The MOU is reviewed at least once every three years—or sooner if substantial changes occur—to ensure services remain equitable and effective.

Alignment with Massachusetts Workforce Agenda – Focus Area I: Talent Attraction and Retention
These local policies directly support Focus Area I by:

- Expanding access to career and training services for historically underrepresented and underserved populations;
- Strengthening labor force participation through targeted support for low-income and basic skills-deficient individuals;
- Promoting a more inclusive workforce through coordinated, data-informed service delivery;
- Ensuring that Career Center resources are aligned with the Commonwealth’s vision for a strong, diverse, and resilient talent pipeline.

Addendum Massachusetts Workforce Agenda Focus Areas

Building on the MassHire State Workforce Board's vision and mission, the Healey-Driscoll Administration's Workforce Agenda and WIOA State Plan include four focus areas:

Focus Area I: Talent Attraction and Retention

For the Commonwealth to be a leader in attracting and retaining talent, Massachusetts must reduce barriers to employment as a critical strategy that will increase labor market participation, especially among underrepresented and underserved populations, and foster a more equitable workforce.

Focus Area II: Talent Development

As Massachusetts invests in talent pipelines and career pathways for residents, it is imperative that workforce strategies align with industry hiring demands expressed by employers today and projected by employers for future in-demand occupations across the state.

With the goal of strengthening Massachusetts' talent pipelines, a collaborative workforce system needs to prepare future talent and create upskilling pathways for workers through effective education and training models that will fuel priority industries and occupation.

Focus Area III: Leadership by Example

Massachusetts has a tremendous opportunity to strengthen and scale effective strategies, programming, and resources to develop untapped talent especially with the Governor and Executive Branch leading by example, and the Commonwealth as the largest employer in Massachusetts.

Focus Area IV: Workforce System Infrastructure

Massachusetts needs to modernize and strengthen the infrastructure and coordination across the MassHire public workforce system to improve support for jobseekers and employers. Additionally, as the MassHire State Workforce Board serves as a convening body to influence and support Massachusetts' Workforce Agenda, the Board should also ensure alignment as a resource for the Executive Office of Labor and Workforce Development to engage Board members, regional workforce partners, and more.

ATTACHMENT B

WIOA Local Four-Year Plan Signatories

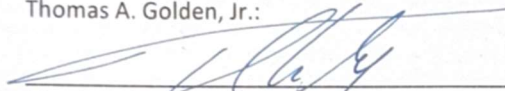
Fiscal Years 2026 - 2029

Greater Lowell Workforce Board

This Local Four-Year Plan shall be fully executed as of the date of signatures below, and effective through June 30, 2029. The Plan may be amended or modified if agreed to by all parties.

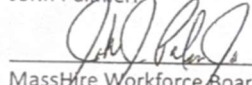
Signature indicates acceptance of the Local Four-Year Plan.

Thomas A. Golden, Jr.:



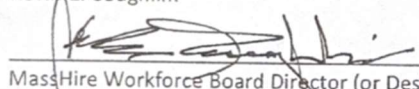
Chief Elected Official (or Designee) 7/17/25
Date

John Palmieri:



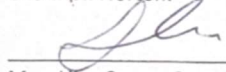
MassHire Workforce Board Chair (or Designee) 7/16/25
Date

Kevin E. Coughlin:



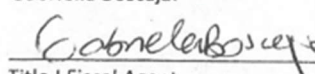
MassHire Workforce Board Director (or Designee) 7/16/25
Date

Shannon Norton:



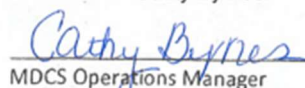
MassHire Career Center Director 7/18/25
Date

Gabriella Boscaja:



Title I Fiscal Agent 7/18/25
Date

~~Down Beat~~: Cathy Byrnes:



MDCS Operations Manager 7/21/25
Date