

Attachment A – Strategy Scorecard

The following “Strategy Scorecard” includes all the implementation and outcome metrics for the strategic goals and objectives in the strategic plan, and is a tool by which the GLWDB will assess its effectiveness over the period of the Strategic Plan. It will be completed biannually, with an accompanying narrative, and presented to the Board as a report on the GLWDB’s progress achieving the goals in the strategic plan.

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

Goals and Related Action Steps	Deadline	Progress %	Date Attained
Develop career pathways charts for each of the priority industries that details occupational tracks, salary ranges, and education/training required	9/18		
Update career pathways charts with new labor market information (salaries, job titles) and disseminate to high schools, the career center, community colleges, and training providers	End of each fiscal year		
Conduct industry specific focus groups and business roundtables to better understand hiring needs and to align and coordinate activities, resources, and best practices	End of each fiscal year		
Recruit and maintain 2 board members from Information Technology companies	6/19		
Recruit and maintain 1 board member from the Life Sciences industry	6/18		
Determine training gaps in the region and work with training providers to develop courses and curriculum to respond to business demands	6/19		
Increase the number of work-based learning opportunities (on-the-job training, and apprenticeship training)	6/20		
Increase connections for educators to connect curricula to industry by developing 5 teacher externships	6/20		

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

Goals and Related Action Steps	Deadline	Progress %	Date Attained
Participate as leader or partner in the development of 4 programs designed to serve job seekers with barriers to employment – persons with disabilities, ex-offenders, etc.	6/20		
Annually, develop 10 STEM internship opportunities through the Connecting Activities program	End of each fiscal year		
Expand utilization of Career Ready 101 assessment tool by developing 3 business champions	6/19		
Conduct in-depth needs assessment on target populations	6/20		
Identify areas for potential partnerships and/or expansion of existing programs that will reach targeted populations	6/19		
Host 2 youth focused career fairs per year	November and May each year		
Convene quarterly WIOA core partner meetings	March, June, Sept, Dec.		
Identify 1 innovative adult education/training practices/program and provide assistance and/or resources to support implementation and evaluation	End of each fiscal year		

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

Goals and Related Action Steps	Deadline	Progress %	Date Attained
Hold bi-annual education & training provider meetings to update vendors on region's priorities and funding	December & May each year		
Support and promote incumbent worker training by promoting the Workforce Training Fund including holding Workforce Training Fund information session	End of each fiscal year		
Prepare and disseminate labor market and industry trend reports to career centers, education and training providers, schools, industry	End of each fiscal year		
Reconfigure GLWDB website to include more resources for each priority industry and continue updating the website with relevant updates	12/18		
Convene community listening session to better understand the community's workforce development needs and concerns	End of each fiscal year		
Convene at least 3 meetings each fiscal year for each GLWDB committee	End of each fiscal year		
Conduct large scale survey on the current and future workforce development issues and topics in the region. Survey is distributed to elected officials, business leaders, students of all ages, parents, educators from K-12 through graduate school and adult education, economic development specialists, veterans and social service professionals.	6/21		
Convene bi-monthly WIOA Core partner meetings	6 times per year		
Convene superintendents for a "town hall" to address workforce development needs for youth	6/20		

Priority # 4 - Create and leverage partnerships to raise and develop additional funding and resources

Goals and Related Action Steps	Deadline	Progress %	Date Attained
Identify and apply for 4 grant opportunities each fiscal year (WCTF, Rapid Response, National Dislocated Worker Grants, USDOL, Mass Development, DESE, private foundations, etc)	End of each fiscal year		
In collaboration with the Merrimack Valley & North Shore (regional partners), develop an industry consortium in either healthcare or information technology	6/20		
Support 3 companies or consortia each fiscal year with Workforce Training Fund applications	End of each fiscal year		
Support and promote incumbent worker training by promoting the Workforce Training Fund including holding Workforce Training Fund information session	End of end fiscal year		
Develop MOUs with non-mandated community partners including, but not limited to, MCC, UTEC, and CTI	12/18		

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

Goals and Related Action Steps	Deadline	Progress %	Date Attained
Outline a comprehensive legislative outreach strategy (emailing, visiting, legislative breakfast, etc)	6/18		
Implement a legislative strategy – visit key legislators and/or their staff, invite to events, hold legislative breakfast	Oct & March each year		
Issue a quarterly newsletter	4 times a year		
Outline a comprehensive marketing strategy utilizing local media outlets to highlight work being accomplished	9/18		
Implement an approach of highlighting various GLWDB members - articles on members, on the website, presentation at Board meetings	12/18		
Certify the One-Stop Career Center	6/18		
Develop and implement comprehensive social media strategy to increase visibility of the board operations	12/18		