



HAMPDEN COUNTY WORKFORCE BOARD

**MassHire Hampden County Workforce Board
Workforce Innovation and Opportunity Act
Final Local 4-Year Plan**

Phase 2: Covering July 1, 2018 – June 30, 2021



MassHire Hampden County Workforce Board (MHCWB) WIOA Local 4-Year Plan

A. Strategic Planning elements, including:

1. A regional (local) analysis of:
 - i. Economic conditions including existing and emerging in-demand industry sectors and occupations; and
 - ii. Employment needs of businesses in existing and emerging in-demand industry sectors and occupations.
 - iii. As appropriate, your local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of paragraphs (a)(1)(i) and (ii) of this section:

What follows below is our analysis for Hampden County, however we also wish to note that the regional analysis for the Pioneer Valley via our Regional Blueprint also provides a wealth of information. Please see our Blueprint as approved by the Governor’s Workforce Skills Cabinet:

<http://masshirecwb.com/massachusetts-regional-workforce-development-planning/>

Also a Tableau view of our Priority and Other Critical Industries at Occupations are at:

- <http://masshirecwb.com/massachusetts-regional-workforce-development-planning/regional-blueprint-priority-industries/> and
- <http://masshirecwb.com/massachusetts-regional-workforce-development-planning/occupations/>

1. Economic Conditions Snapshot



As of 2017 the region's population increased by 0.6% since 2012, growing by 2,750. Population is expected to increase by 0.3% between 2017 and 2022, adding 1,534.

From 2012 to 2017, jobs increased by 3.9% in Hampden County, MA from 220,767 to 229,300. This change fell short of the national growth rate of 8.2% by 4.3%. As the number of jobs increased, the labor force participation rate increased from 57.2% to 57.8% between 2012 and 2017. As of April, 2018 it is presently at 59.61% for Hampden County.

Concerning educational attainment, 15.1% of Hampden County, MA residents possess a Bachelor's Degree (3.2% below the national average), and 8.8% hold an Associate's Degree (0.9% above the national average) (EMSI Economic Overview Report for Hampden County extracted on 9-21-18)



In terms of our largest industries and occupations, please see the following:

Largest Industries (Top 15) Priority Industries are highlighted:

Industry	2013 Jobs	2018 Jobs	Change in Jobs	% Change in Jobs	2018 LQ
Health Care and Social Assistance	47,148	54,484	7,336	16%	1.88
Government	35,448	35,050	(398)	(1%)	1.01
Retail Trade	23,325	22,629	(696)	(3%)	0.97
Manufacturing	19,789	19,056	(733)	(4%)	1.06
Accommodation and Food Services	15,352	15,699	347	2%	0.80
Other Services (except Public Administration)	9,820	10,229	409	4%	0.93
Construction	9,379	10,159	780	8%	0.81
Educational Services	8,876	9,763	887	10%	1.63
Administrative and Support and Waste Management and Remediation Services	8,979	9,513	534	6%	0.66
Finance and Insurance	9,061	8,479	(582)	(6%)	0.92
Transportation and Warehousing	6,122	7,632	1,510	25%	0.94
Professional, Scientific, and Technical Services	7,023	7,006	(17)	(0%)	0.47
Wholesale Trade	5,928	6,192	264	4%	0.72
Arts, Entertainment, and Recreation	3,260	3,855	595	18%	0.97
Real Estate and Rental and Leasing	2,761	3,169	408	15%	0.82

EMSI Economy Overview 3642

Largest Occupations (Top 15) Priority Occupational Groups are highlighted:

Occupation	2013 Jobs	2018 Jobs	Change in Jobs	% Change in Jobs	2018 LQ
Office and Administrative Support	32,014	31,926	(88)	(0%)	0.95
Sales and Related	20,347	19,327	(1,020)	(5%)	0.84
Personal Care and Service	12,423	17,601	5,178	42%	1.78
Healthcare Practitioners and Technical	15,422	16,776	1,354	9%	1.31
Food Preparation and Serving Related	16,310	16,583	273	2%	0.86
Education, Training, and Library	16,026	16,339	313	2%	1.25
Management	14,370	15,277	907	6%	1.19
Transportation and Material Moving	12,375	13,830	1,455	12%	0.90
Production	13,104	12,602	(502)	(4%)	0.94



Business and Financial Operations	9,371	9,849	478	5%	0.83
Healthcare Support	8,428	8,654	226	3%	1.39
Construction and Extraction	7,927	8,431	504	6%	0.81
Installation, Maintenance, and Repair	7,412	7,662	250	3%	0.85
Community and Social Service	6,949	7,522	573	8%	1.98
Building and Grounds Cleaning and Maintenance	6,837	6,902	65	1%	0.81

EMSI Q4 2018 Data Set

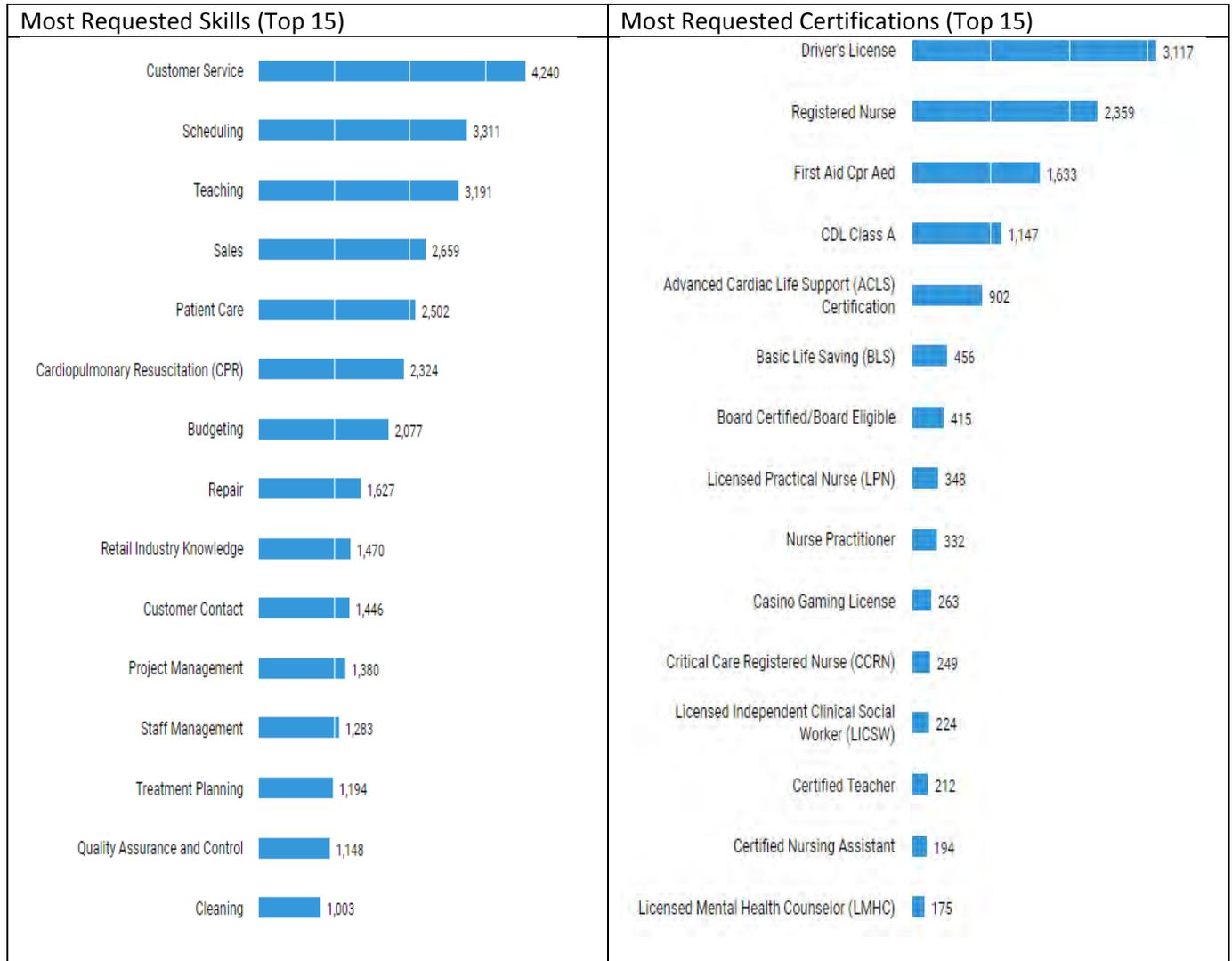
2. Employment Needs

As for the area's employment needs, the following depicts the **Hard to Fill Jobs (Top 20)** Source: Labor Insight Jobs (Burning Glass Technologies) Oct 2017-Oct 2018

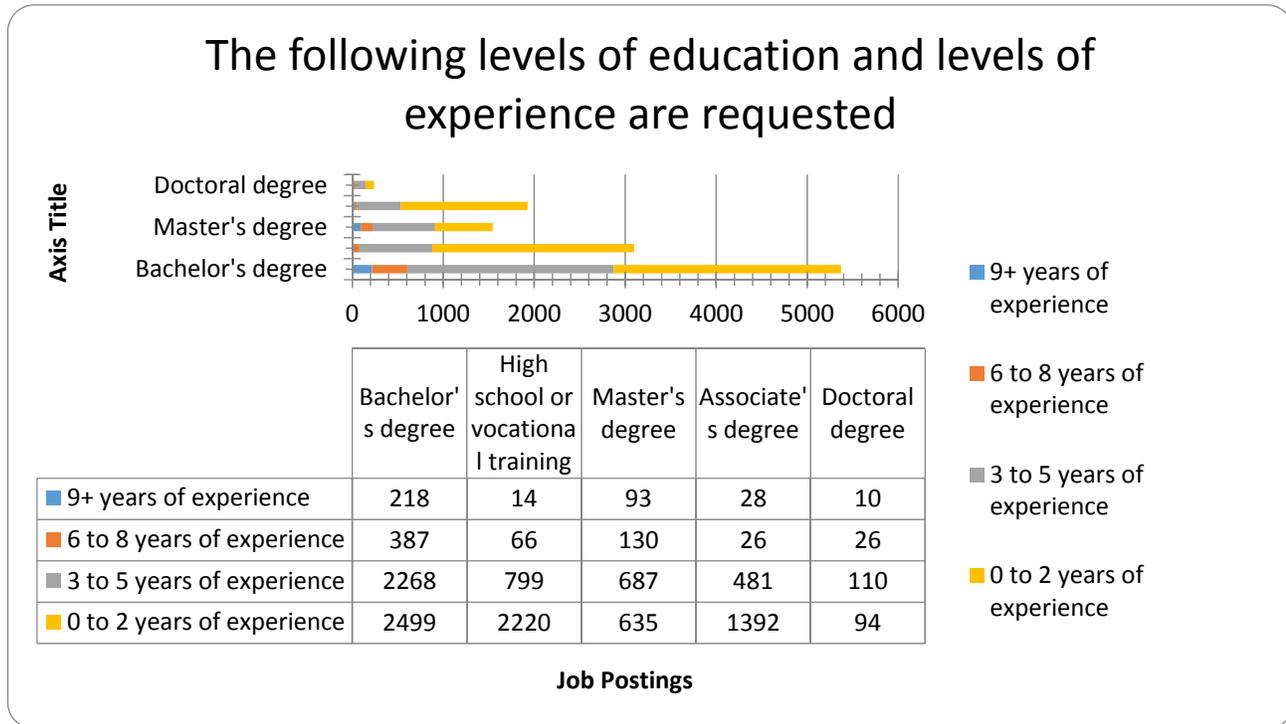
BGTOCC	BGTOCC Family	# of Job Postings	Demand	Time to Fill	Burning Glass Salary
Registered Nurse	Health Care including Nursing	2,387	Very High	44 days	\$72,350
Tractor-Trailer Truck Driver	Transportation	1,482	Very High	39 days	\$72,297
Physician	Health Care including Nursing	882	Very High	64 days	\$114,394
Retail Sales Associate	Sales	729	Very High	38 days	\$45,326
Physical Therapist	Health Care including Nursing	641	Very High	54 days	\$88,445
Retail Store Manager / Supervisor	Sales	640	Very High	46 days	\$61,902
Sales Representative	Sales	626	Very High	44 days	\$82,557
Customer Service Representative	Customer and Client Support	492	Very High	33 days	\$36,547
Special Education Teacher	Education and Training	398	Very High	53 days	\$47,689
Software Developer / Engineer	Information Technology	393	Very High	46 days	\$119,384
Office / Administrative Assistant	Clerical and Administrative	392	Very High	31 days	\$33,385
Nurse Practitioner	Health Care including Nursing	374	Very High	60 days	\$117,653
Licensed Practical / Vocational Nurse	Health Care including Nursing	329	Very High	45 days	\$55,964
Food Service Team Member	Hospitality, Food, and Tourism	328	Very High	41 days	N/A
Business / Management Analyst	Planning and Analysis	321	Very High	36 days	N/A
Speech Language Pathologist	Health Care including Nursing	318	Very High	68 days	\$79,903
Coach	Education and Training	304	Very High	43 days	N/A
College Professor / Instructor	Education and Training	282	Very High	64 days	\$54,110
Nursing Assistant	Health Care including Nursing	279	Very High	41 days	N/A
Teacher Assistant	Education and Training	269	Very High	42 days	\$24,375

MHHCWB supplements State data for employment needs with real-time local and regional data in priority industries as documented in the Pioneer Valley Labor Market Blueprint. MHHCWB produces periodic labor market reports such as the June 2018 Workforce Development and Technology Adoption Report (see link here: <http://masshirehcb.com/industry-initiatives/precision-manufacturing-pmrap2-0/>) on the regional advanced manufacturing industry that provides critical guidance on the employment needs of local and regional employers in this sector. The data informs MHHCWB's decision-making, supports analysis of current and emerging in-demand occupations, and drives decisions on resource allocation to support a coordinated response to the documented employer need. MHHCWB Blueprint implementation is supported by an Industry Advisory Board consisting of representatives of employers from each of the priority and other critical industries identified in the Blueprint. This dialogue occurs in real time and complements data collected from state, regional and local sources. In addition, beginning in 2019 as a part of the Blueprint Implementation process, MHHCWB in collaboration with MassHire Franklin Hampshire Workforce Board, will be conducting a detailed SWOT analysis of selected priority industries beginning with advanced manufacturing and healthcare. The SWOT will identify and categorize current industry strengths and weaknesses, review current assets and resources, codify employment needs and requirements, identify gaps in programs', services, and supports, and develop concrete action steps to mitigate the gaps.

2. Describe the **knowledge and skills needed to meet the employment needs of the businesses** in your region, including employment needs in in-demand industry sectors and occupations. Source: Labor Insight Jobs (Burning Glass Technologies) Oct 2017-Oct 2018:



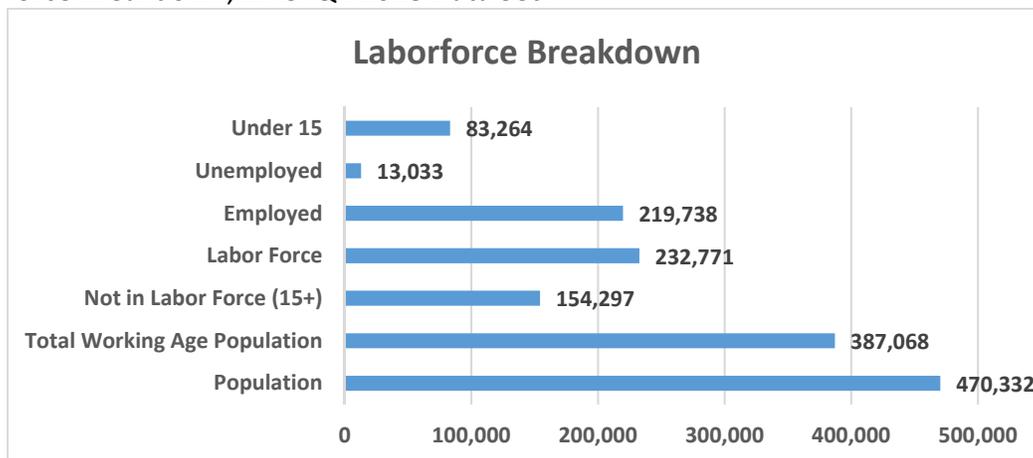
Education and Experience Levels requested by Employers Source: Labor Insight Jobs (Burning Glass Technologies)
Oct 2017-Oct 2018 are as follows:



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 unemployment rate for the most recent 13 months from July 2017 to July 2018 averaged 4.9% for Hampden County, 6.6% for Springfield, the largest city in the county and 5.7% for Holyoke, the poorest city per capita in Massachusetts. The unemployment rate for Massachusetts averaged 3.6% for the same time period.

2018 Labor Force Breakdown, EMSI Q4 2018 Data Set:



The following tables show the educational attainment, job trends, unemployment rate trends, employment status by disability status, veteran characteristics, Limited English Speaking household characteristics, and the region’s population in poverty and their characteristics ~ the key groups with barriers to employment for which statistics are available from EMSI Economic Overview Report for Hampden County extracted on 9-21-18 and EOLWD Labor Force and Unemployment Data.

Educational Attainment

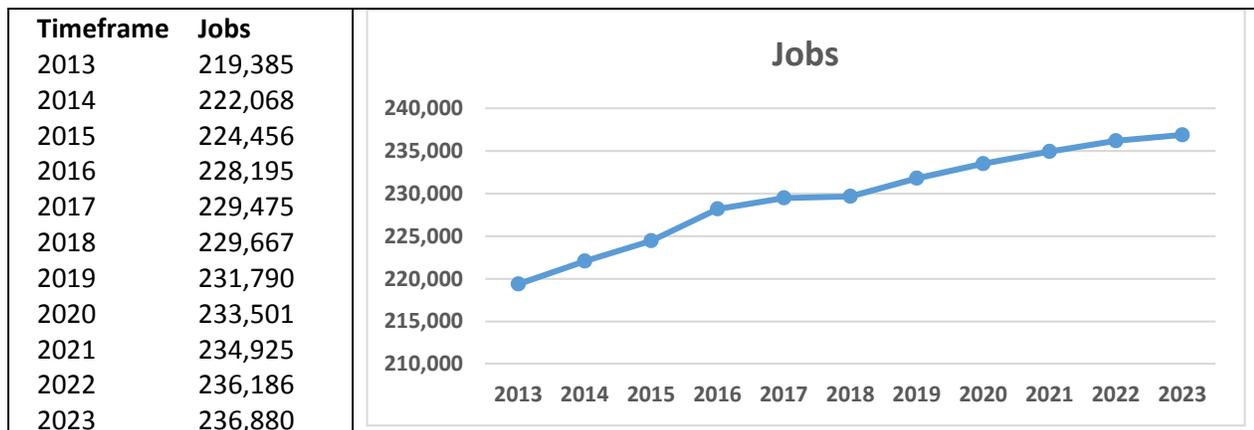
Concerning educational attainment, 15.1% of Hampden County, MA residents possess a Bachelor's Degree (3.2% below the national average), and 8.8% hold an Associate's Degree (0.9% above the national average).



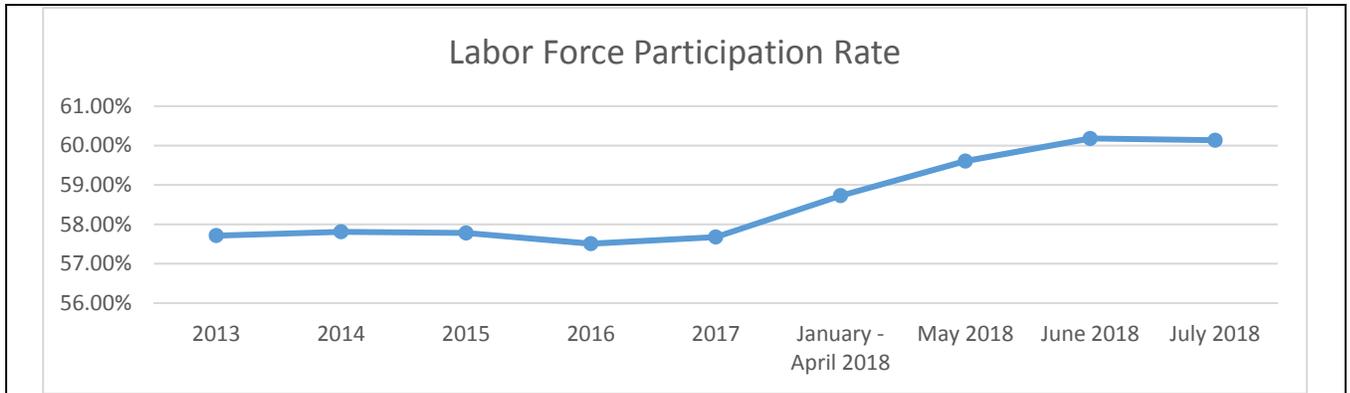
	% of Population	Population
Less Than 9th Grade	7.0%	22,260
9th Grade to 12th Grade	9.2%	29,266
High School Diploma	31.6%	99,963
Some College	18.7%	59,175
Associate's Degree	8.8%	27,865
Bachelor's Degree	15.1%	47,938
Graduate Degree and Higher	9.6%	30,273

Job Trends

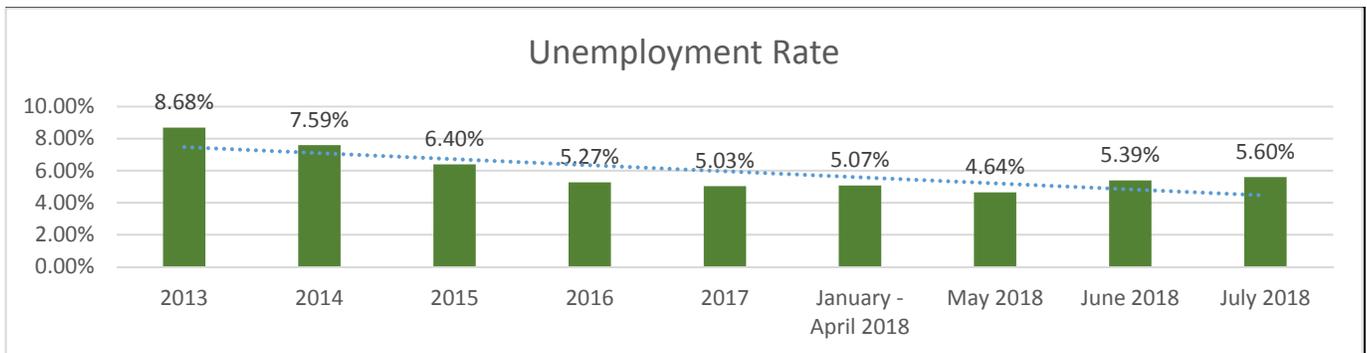
From 2013 to 2018, jobs increased by 4.7% in Hampden County, MA from 219,385 to 229,667. This change fell short of the national growth rate of 7.4% by 2.7%. *EMSI Q4 2018 Data Set*



Labor Force Participation Rate



Unemployment Rate Trends - Hampden County, MA had a July 2018 unemployment rate of 5.60%, decreasing from 8.68% 5 years before.



EMPLOYMENT STATUS BY DISABILITY STATUS AND TYPE

Universe: Civilian noninstitutionalized population 18 to 64 years

2017 American Community Survey 1-Year Estimates

	Hampden County, Massachusetts	
	Estimate	Margin of Error
Total:	287,590	+/-777
In the labor force:	210,811	+/-4,442
Employed:	197,665	+/-4,300
With a disability:	12,908	+/-2,082
With a hearing difficulty	3,558	+/-912
With a vision difficulty	2,420	+/-805
With a cognitive difficulty	4,324	+/-1,376
With an ambulatory difficulty	5,298	+/-1,448
With a self-care difficulty	1,232	+/-551
With an independent living difficulty	3,114	+/-1,255
No disability	184,757	+/-4,365
Unemployed:	13,146	+/-1,975
With a disability:	2,091	+/-870
With a hearing difficulty	334	+/-315
With a vision difficulty	467	+/-376
With a cognitive difficulty	1,212	+/-641
With an ambulatory difficulty	538	+/-359
With a self-care difficulty	217	+/-236
With an independent living difficulty	1,167	+/-683
No disability	11,055	+/-1,813
Not in labor force:	76,779	+/-4,331
With a disability:	30,203	+/-3,539
With a hearing difficulty	3,374	+/-970
With a vision difficulty	4,814	+/-1,203
With a cognitive difficulty	15,519	+/-2,533
With an ambulatory difficulty	17,965	+/-2,672
With a self-care difficulty	10,631	+/-2,276
With an independent living difficulty	17,741	+/-2,916
No disability	46,576	+/-3,425

2012-2016 American Community Survey 5-Year Estimates (extraction)
S2101: VETERAN STATUS

Subject	Hampden County, Massachusetts			
	Total	Percent	Veterans	Percent
	Estimate	Estimate	Estimate	Estimate
Civilian population 18 years and over	362,527	(X)	28,938	8.00%
SEX				
Male	171,714	47.40%	27,140	93.80%
Female	190,813	52.60%	1,798	6.20%
AGE				
18 to 34 years	109,739	30.30%	2,501	8.60%
35 to 54 years	119,535	33.00%	6,652	23.00%
55 to 64 years	61,800	17.00%	5,140	17.80%
65 to 74 years	38,898	10.70%	7,214	24.90%
75 years and over	32,555	9.00%	7,431	25.70%
EDUCATIONAL ATTAINMENT				
Civilian population 25 years and over	311,525	(X)	28,600	(X)
Less than high school graduate	45,611	14.60%	2,688	9.40%
High school graduate (includes equivalency)	94,708	30.40%	9,913	34.70%
Some college or associate's degree	89,519	28.70%	9,448	33.00%
Bachelor's degree or higher	81,687	26.20%	6,551	22.90%
EMPLOYMENT STATUS				
Civilian population 18 to 64 years	291,074	(X)	14,293	(X)
Labor force participation rate	(X)	75.10%	(X)	77.70%
Civilian labor force 18 to 64 years	218,583	(X)	11,104	(X)
Unemployment rate	(X)	8.50%	(X)	6.80%
POVERTY STATUS IN THE PAST 12 MONTHS				
Civilian population 18 years and over for whom poverty status is determined	350,365	(X)	28,223	(X)
Income in the past 12 months below poverty level	51,352	14.70%	1,995	7.10%
Income in the past 12 months at or above poverty level	299,013	85.30%	26,228	92.90%
DISABILITY STATUS				
Civilian population 18 years and over for whom poverty status is determined	350,365	(X)	28,223	(X)
With any disability	64,994	18.60%	7,807	27.70%
Without a disability	285,371	81.40%	20,416	72.30%

S1602: LIMITED ENGLISH SPEAKING HOUSEHOLDS
2017 American Community Survey 1-Year Estimates

Subject	Hampden County, Massachusetts			
	Total	Percent	Limited English-speaking households	Percent limited English-speaking households
	Estimate	Estimate	Estimate	Estimate
All households	180,933	(X)	10,471	5.8%
Households speaking --				
Spanish	33,680	18.6%	7,736	23.0%
Other Indo-European languages	11,777	6.5%	2,355	20.0%
Asian and Pacific Island languages	2,083	1.2%	315	15.1%
Other languages	1,629	0.9%	65	4.0%

S1701: POVERTY STATUS IN THE PAST 12 MONTHS
2017 American Community Survey 1-Year Estimates

Subject	Hampden County, Massachusetts		
	Total	Below poverty level	Percent below poverty level
	Estimate	Est.	Est.
Population for whom poverty status is determined	455,207	78,889	17.3%
AGE			
Under 18 years	99,838	26,060	26.1%
Under 5 years	24,942	6,218	24.9%
5 to 17 years	74,896	19,842	26.5%
Related children of householder under 18 years	99,223	25,445	25.6%
18 to 64 years	280,237	42,565	15.2%
18 to 34 years	102,586	19,049	18.6%
35 to 64 years	177,651	23,516	13.2%
60 years and over	104,562	13,755	13.2%
65 years and over	75,132	10,264	13.7%
SEX			
Male	220,447	33,172	15.0%
Female	234,760	45,717	19.5%
RACE AND HISPANIC OR LATINO ORIGIN			
White alone	368,946	57,642	15.6%
Black or African American alone	42,551	9,105	21.4%
American Indian and Alaska Native alone	N	N	N
Asian alone	11,371	1,619	14.2%
Native Hawaiian and Other Pacific Islander alone	N	N	N

Some other race alone	18,111	6,989	38.6%
Two or more races	12,996	3,317	25.5%
Hispanic or Latino origin (of any race)	117,248	45,218	38.6%
White alone, not Hispanic or Latino	282,587	24,075	8.5%
EDUCATIONAL ATTAINMENT			
Population 25 years and over	313,979	43,787	13.9%
Less than high school graduate	45,449	15,270	33.6%
High school graduate (includes equivalency)	92,984	14,661	15.8%
Some college, associate's degree	88,819	9,992	11.2%
Bachelor's degree or higher	86,727	3,864	4.5%
EMPLOYMENT STATUS			
Civilian labor force 16 years and over	224,124	18,580	8.3%
Employed	209,311	12,467	6.0%
Male	106,615	4,098	3.8%
Female	102,696	8,369	8.1%
Unemployed	14,813	6,113	41.3%
Male	8,335	2,743	32.9%
Female	6,478	3,370	52.0%
WORK EXPERIENCE			
Population 16 years and over	367,366	55,728	15.2%
Worked full-time, year-round in the past 12 months	141,598	1,627	1.1%
Worked part-time or part-year in the past 12 months	87,922	16,021	18.2%
Did not work	137,846	38,080	27.6%

4. Please provide an analysis of workforce development activities, including education and training, in the local area. This analysis must:
- a. include strengths and weaknesses of workforce development activities
 - b. address the capacity to provide the workforce development activities around:
 - i. education and skill needs of the workforce;
 - ii. individuals with barriers to employment;
 - iii. employment needs of businesses.

The MHCWB was one of the first state designated high performing workforce boards, prior to WIOA. Further responses to sections of this Plan demonstrate how we strive to deliver the highest quality of workforce development services and activities in partnership with our two One-Stop Career Centers, a number of youth programs and through a wide range of occupational training providers and work-based learning modalities. The variety and quality of workforce interventions available in our region targeting youth pipeline, low-income adults and dislocated workers, particularly those with barriers to employment, and the incumbent workforce, are our strengths. In addition, our regional post-secondary educational programs have capacity to expand career pathway and credentialing programs in our priority industries and occupational groupings. Our workforce development eco-system is networked with our community serving organizations and non-profit agencies thereby allowing for a continuum of programming and an array of services to individuals and customers.

Meeting the workforce demand needs of our regions' employers is a key priority. Stagnant population growth, an aging population, and too many adults who feel disconnected from job opportunities are constraining our labor participation rates and presenting challenges to fully closing the supply gap in several high demand occupational groupings. Also, we recognize the need to have broader participation of employers in our workforce system. We anticipate the launch of the "MassHire" branding initiative will improve our employer engagement across a wide spectrum of industries and allow for greater job creation opportunities for our job seekers. ***Please see the responses to the remaining questions for more details on our programs, services, and strategies.***

5. Please describe your Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1). ***See B. #17 for local performance accountability indicators.***

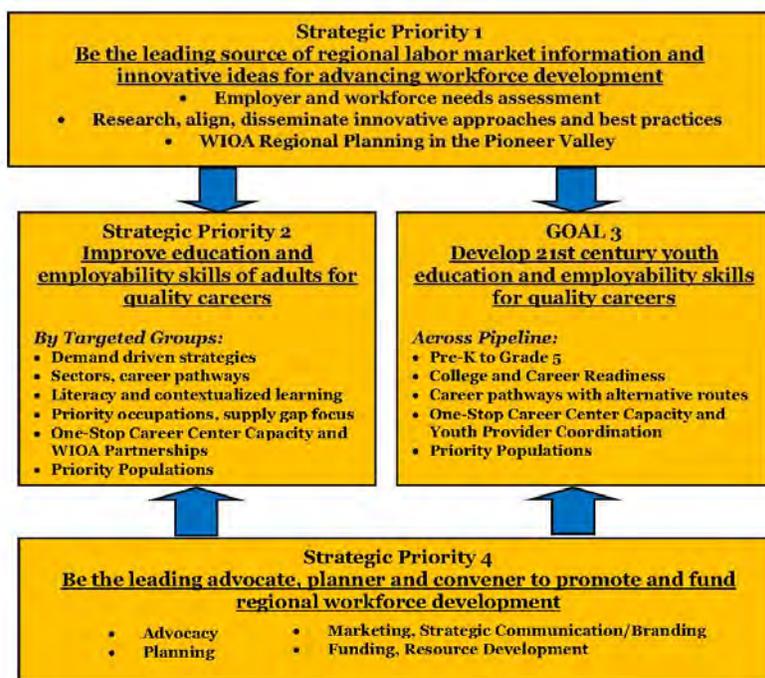
The MHHCWB has an approved Strategic Plan covering the years of July 1, 2017 – June 30, 2020 (***developed while under former REBHC name***) that has the following vision, mission and strategic priorities to support economic growth and economic self-sufficiency:

VISION

Hampden County residents have access to and are prepared for high quality career employment opportunities at family-sustaining wages that accelerate business growth, ensure continued economic development, and strengthen our communities.

MISSION

The Regional Employment Board leads a dynamic, efficient and integrated workforce development system that plans, coordinates and oversees the growth and effective use of public and private investment in workforce development initiatives for quality careers. The REB provides leadership in creating and sustaining strategic alliances that provide access to education, training and career opportunities for all workers while ensuring a skilled workforce for all employers.



Based on this, the FY 2018-2020 Strategic Plan continues our commitment to developing a continuum of strategies that address all segments of the workforce.

- The Emerging workforce of in-school and out-of-school, particularly Pre-K and at-risk youth aged 14-24, who are or will be the newest entrants into the workplace, and who need education, career guidance, job readiness skills, and support services.
- The Transitional workforce of unemployed or underemployed workers who need retraining and job search assistance to move into new jobs, including ex-offenders, and disconnected older youth.
- The Incumbent workforce of employed workers who need additional education and training to retain or advance in their jobs.

See more on our website at: <http://masshirehcb.com/about-mhhcb/strategic-plan/>

Our Strategic Plan Scoreboard/Key Performance Indicators, also found on our website above, supplements our Plan with specific goals and priorities (including for adults and youth and our workforce partners, One-Stop Career Centers and Youth Providers) that support this vision. As does our recently approved Pioneer Valley Regional Planning Labor Market Blueprint – found here at:

<http://masshirehcb.com/massachusetts-regional-workforce-development-planning/> and our Local Plan Performance Charts as submitted to MassHire DCS and – found here at: <http://masshirehcb.com/about-mhhcb/wioa-plan-and-publications/>

6. Taking into account analyses described in 1 through 4 above, what is your regions strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described in paragraph (a)(5) of this section.

MHHCWB acts as the convener of the WIOA Hampden County MOU, which outlines agreements between MHHCWB, our two Career Centers, and required and non-required partners, to deliver coordinated workforce development services. Hampden County MOU signatories include: The Adult Program, Dislocated Worker Program, and Youth Program (Title I), as part of DCS/EOLWD; The Adult Education and Family Literacy Act Program (Title II), as part of ACLS/DESE; The Wagner-Peyser Act Program (Title III), as part of DCS/EOLWD; The Vocational Rehabilitation Program, as part of the Massachusetts Rehabilitation Commission and Massachusetts Commission for the Blind, EOHHS; Federal-State Unemployment Compensation Program as part of DUA/EOLWD; Trade Adjustment Assistance for Workers Programs, as part of DCS/EOLWD; Jobs for Veterans State Grands Program, as part of DCS/EOLWD; Temporary Assistance for Needy Families Program, as part of DTA/EOHHS, Employment & Training Programs under the Supplemental Nutrition Assistance Program, as part of DTA/EOHHS; Senior Community Services Employment Program; Holyoke Community College; Springfield Technical Community College; Way Finders Housing; Westover Job Corps Center.

The MOU defines roles and responsibilities of all partners and is designed to meet the strategic vision and goals described in (a)(5) and produce the best possible outcomes for youth, job seekers and businesses in our region. In developing the MOU, partners worked together to define shared customers, design customer flow and service practices, identify and align resources, and develop procedures to track activities and outcomes.

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

- i. Identify the following elements of the workforce development system in your local area:
 - i. Programs that are included in your local workforce system (please list programs)
 - Wagner Peyser Labor Exchange
 - State One-Stop funded Labor Exchange
 - Veteran’s Programs
 - Unemployment Insurance Program Services
 - Reemployment Services and Eligibility Assessment
 - Workforce Innovation and Opportunity (WIOA) Title-1 Youth
 - WIOA Title-1 DW
 - WIOA T-1 Adult
 - National Dislocated Worker Grants (*Various*)
 - Registered Apprenticeship
 - On-The-Job Training (OJT) Program
 - DESE School-to-Career, Adult Education and Community Services, STEM Youth Programs
 - Commonwealth Corporation Summer Youth and Year-Round Programs
 - Rapid Response Services

- Core Partner Services/Programs: MRC/MCB, DTA, DOE, SCSEP, Job Corp
 - City of Springfield HUD funded Programs
- ii. How your Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment

In addition to A.4. above, MHHCWB has a unique partnership with our Perkins funded programs as carried out by our two area community colleges; which are separate signatories to our Core Partner MOU than the Adult Education Programs that they operate. Further, we are working to support alignment with programs at the secondary education level for Perkins funded vocational and technical education programming, locally and regionally through our Pioneer Valley Regional Blueprint strategies. MHHCWB President & CEO is a member of Board of Directors of the Roger L. Putman Technical Fund which provides guidance and strategic direction to the Chp. 74 programs at Roger I. Putnam Vocational Technical Academy, the largest vocational technical high school in the county. In addition, two MHHCWB staff serve on the Chp. 74 required Program Advisory Committees at two vocational technical high schools.

- II. Please describe how your Board will work with entities carrying out core programs to:
- i. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment:

MHHCWB has worked with each partner carrying out core programs to understand specific educational and services needs of priority populations, and ensure that all services are accessible to job seekers with barriers to employment. Career center services, including the frequency of workshops and level of support available for self-service resources have been made more accessible to adults with low levels of reading, writing, and computer skill. Job search and placement services include strategies to support those who have never worked in the U.S. and who may have experience and credentials from other countries. Career Center staff have knowledge of current services available to people with physical and mental disabilities and visual impairment, Veterans, and mature workers. Staff from entities carrying out core programs are co-located at the Career Centers and work closely with Career Center staff to ensure expanded access for priority populations.

- ii. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and
- iii. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)

All MOU Partners collaborate to provide an integrated system that aligns with the needs of priority sectors and occupations in Hampden County and provides job seekers with education, training, employment and support services that prepare them to enter career pathways leading to family-sustaining wages, as seen in “Hampden County Workforce Region Career Pathway Model” (attached to

MOU) adapted from CLASP’s Alliance for Quality Career Pathways Initiative. Career pathway models are being developed for specific industry sectors with input from local employers and labor market information, and adapted for specific populations through the inclusion of multiple entry and exit points. This work will be done in conjunction with the implementation of the Pioneer Valley Regional Blueprint.

III. Please describe the strategies and services that will be used in your local area:

- i. To facilitate engagement of businesses in workforce development programs, including small businesses and businesses in in-demand industry sectors and occupations;

MHHCWB, its WIOA Core Partners, and two MassHire One Stop Career Center Operators follow a demand-driven, employer led engagement model that is focused on solutions and creating positive outcomes for both employers and job seekers. In order to operationalize this model, MHHCWB utilizes an Employer Engagement Framework that is imbedded as a part of the MHHCWB of Directors approved four-year Charter between MHHCWB and MassHire Springfield Career Center and MassHire Holyoke Career Center, on file with MassHire DCS and on our website found here - <http://masshirehcb.com/employers-businesses/>. The Framework is focused on Small and Medium Size Enterprises (SME), and sets forth an integrated and coordinated process to identify and sustain employer engagement in workforce development programming and activities. The Framework is aligned with the Goals and Strategies focused on employer engagement that are contained in the Pioneer Valley Labor Market Blueprint that has been approved by the Workforce Skills Cabinet. Additionally, MHHCWB uses an Advanced Manufacturing Training Framework – found here <http://masshirehcb.com/industry-initiatives/precision-manufacturing-pmrapp2-0/> - that was approved on May 15, 2017 by the Board of Directors of the Western MA Chapter of the National Tooling and Machining Association (WMNTMNA), the recognized manufacturing association for advanced manufacturing companies in the region, to direct all employer engagement activities.’ Advanced manufacturing is a priority industry in the Pioneer Valley Region as stipulated in the Pioneer Valley Labor Market Blueprint. In addition, MHHCWB has a three-year Strategic Plan 2016-2019 – found here <http://masshirehcb.com/industry-initiatives/healthcare/> - that directs employer engagement in the HealthCare and Social Assistance industry, a priority industry in the region. The Plan was developed by the employer led Healthcare Workforce Partnership of Western Massachusetts’ Nursing Collaborative

- ii. To serve agricultural businesses and how you intend to improve those services;

MHHCWB working in collaboration with the MassHire Franklin Hampshire Workforce Board as part of the Regional Planning process in Region 2 has identified Agriculture and Sustainable Food Systems as a critical industry in the Pioneer Valley Region of Massachusetts. We have included the head of the regional agriculture employers’ association as a part of our newly formed Blueprint Implementation Employer Advisory Committee. Agriculture. MHHCWB fully expects to be successful in identifying a critical mass of employers/independent farmers and growers and use our proven outreach and engagement strategies to create collaborations and partnerships that will respond to their workforce needs and other workforce related issues that impact their ability to remain relevant and competitive moving forward.

- iii. To support a local workforce development system that meets the needs of businesses in your area;

MHHCWB, under its four-year Charter with MassHire Springfield Career Center and MassHire Holyoke Career Center, is providing technical guidance and financial resources to the Career Centers to develop Hampden County Business Services, a strategic, coordinated, integrated demand driven response to matching job seekers to career pathway employment opportunities. OSCCs will provide services to employers consistent with WIOA principles and state-adopted standards for “demand-driven” strategies. OSCCs will be positioned to serve employers covering wide ranges of size, industry, location and requirements. OSCCs will devote considerable resources and efforts to developing effective and valuable relationships with employers. Services will be coordinated with WIOA Core Partners and will follow customer service flow charts as mutually agreed upon among partners and as outlined in the WIOA MOU and Core Partner Customer Flow Chart, which may be interim and updated during four-year Charter period.

- iv. To better coordinate workforce development programs and economic development;

The Pioneer Valley Labor Market Blueprint that has been approved by the Workforce Skills Cabinet has adopted the following as its First Goal: Align workforce development, education and economic development activities to ensure successful implementation of Blueprint activities. MHHCWB is working closely with the State recognized regional economic development entities whose administrators are members of the Regional Planning Blueprint Core Team. We are currently assessing existing economic development plans over the time period of 2018-2022 to assess collaborative assets and resources and any gaps that require intervention and mitigation. We have codified collaborative strategies and have made them a part of the Blueprint and the Blueprint Implementation Plan to be executed over the next five years. Implementation will be incremental in nature, with specific deliverables to be identified by June 30, 2019.

- v. To strengthen linkages between the Career Center delivery system and unemployment insurance programs;

Both OSCCs have a UI person out-stationed at their locations to facilitate linkages between UI services and OSCC services. Also the RESEA program for UI claimants is very active in both centers.

- a. What methods are used by the Board to identify and recruit business intermediaries
- b. Specifically, what procedures are in place to offer Career Center Business Services and Mass BizWorks programs to local businesses

WIOA emphasizes Employer Services as an integral part of a demand driven system. As such, the MHHCWB identifies the provision of Employer Services as a core component of the OSCC service delivery system. The One Stop Career Centers’ coordinated business Service team provides Employer Services to all employers, covering wide ranges of size, industry, location and requirements, and will

have the ability to identify and meet the needs of all employers. The Hampden County Business Services follow the MHHCWB Employer Engagement Framework in developing and implementing all strategic planning, process development, and allocation of staff and staff resources that pertain to the provision of Employer Services. The statewide Demand Driven 2.0 and Mass BizWorks strategies are imbedded in the offering of business services to employers.

- vi. That may include the implementation of 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.

MHHCWB has been at the forefront, via funding from WIOA/DOL at the federal level, EOHED/ DESE/Commonwealth Corporation at the state level and the City of Springfield at the local level to implement *all of these types of programming* in our region. They include initiatives in advanced manufacturing and other sectors as described in several other places in the local plan and support the strategy described in paragraph (b)(3) of this section. **As well, see B. 20.** for more on work-based training interventions.

IV. Please provide an examination of how your Board will:

- i. Coordinate local workforce investment activities with regional economic development activities that are carried out in the local area **See response to B. 3. iv. above, plus more below.**
- ii. Promote entrepreneurial skills training and microenterprise services;

The acknowledged regional economic development entities in Hampden County have been members of the Regional Planning core team and continue in that role in the Labor Market Blueprint Implementation phase of our work in Hampden County. In our Blueprint, we have the following consensus list of Mutually Reinforcing Activities that provide future direction to our relationship with the regional economic development entities in Hampden County:

1. Regional and municipal economic development partners will transition appropriate Blueprint data into actionable ideas within their purviews (business development, regional economic development, regional economic planning, and local economic development).
2. Actively engage with workforce development and education partners to address current and future workforce needs of business and industry sectors, participate in the design and development of education and training pathway programs that prepare jobseekers to obtain, and retain career employment within the region.
3. Work with the workforce development boards to develop systems and processes to create a system of communication and coordination around business outreach and engagement.
4. Work with educational institutions, workforce development entities and employers to further recommend and assist in the development of increased internship opportunities at the high school and college levels that may serve to support graduate retention in the Pioneer Valley.

5. Include the workforce development and educational partners in new business attraction development and/or the expansion of existing businesses to ensure a coordinated response to talent attraction, development and retention.
6. Collaborate on collecting real time regional labor market data to identify new and emerging industries, and codify future employer demand and skills requirements
7. Identify and pursue public funding for local and regional capital and infrastructure needs necessary to support and expand priority sectors, including traditional infrastructure such as roads, bridges, broadband and wastewater expansion and less traditional infrastructure like maker's spaces, business development centers and business ecosystems.
8. Frame and market the region's value and its assets to attract employers, entrepreneurs and a new generation of workforce.
9. Continue to convene and expand discussions with stakeholders from economic development, workforce, education and private industry to better understand and address regional economic needs and expand economic opportunity.

In addition to above, imbedded in our Regional Plan Blueprint are the following strategies:

- Identify research being conducted in advanced technologies at UMass-Amherst with the potential to drive new innovation to regional priority industries and related new venture ecosystems that will inform the Blueprint implementation process. (This research is often in support of new business start-ups)
- Engage Valley Venture Mentors and similar regional entities to ensure representation of new entrepreneurs and start-ups in the Blueprint implementation process.

MHHCWB will collaborate with our economic development partners, as indicated in No. 8 above, as well as working with the Valley Venture Mentors, a regional entity dedicated to supporting new start-ups, to identify and engage existing and emerging entrepreneurs; microenterprises, and new start-ups in workforce development programming that includes targeted industry-specific skills training, and identification of services and supports that will support their business plans, and short and long term workforce goals.

We also support entrepreneurial training in our WIOA youth programming as one option for appropriate youth. We are also a partner and supporter of the Wellspring Cooperative which is creating an engine for new, community-based, worker-owned companies in inner-city Springfield as well as DevelopSpringfield; formed in 2008 as a nonprofit, 501(c)(3) corporation to advance development and redevelopment projects, to stimulate and support economic growth, and to expedite the revitalization process within the City of Springfield. We also support and are an active partner in two Federal Reserve Working Cities grants; one in Holyoke called SPARK which is committed to equipping entrepreneurs and small business owners with the tools and resources they need to be successful and Springfield Works, to develop and drive innovative strategies to connect low income Springfield residents with a wide array of services and supports that will accelerate their transition to gainful employment with family sustaining wages.

- V. Please describe the Career Center system in your area, including:
- i. How your Board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local businesses, workers and job seekers

The MHCWB follows the State's Policy for Initial and Subsequent Eligibility for approving eligible training providers and placing them on the Eligible Training Provider List (ETPL). Verifiable performance in the areas of Training Completions Rate, Entered Employment/Placement Rate, and Placement Wage are supplied by the Provider and must meet minimum standards. Additionally, when determining Subsequent Eligibility, the MHCWB reviews the performance of these providers as it relates specifically to the participants we have funded through various sources. Should a vendor fail to meet the minimum standards for this specific cohort, Subsequent Eligibility may be impacted.

The MH OSCCs also collect feedback from training participants regarding the programs they have participated in to determine the quality of instruction they believe they have received. Additionally, the MHCWB convenes Sector based initiatives that solicit feedback on the experiences of Employers hiring individuals who have completed Occupational Training. Typically training providers are involved in these initiatives and receive feedback relating to the effectiveness of their curriculum.

- ii. How your Board will facilitate access to services provided through the Career Center system, including in remote areas, through the use of technology and other means

Access to services provided through the One-Stop delivery system is enabled through a variety of access points both physical and technological. On-site access is available at One Stop Career Centers that are located on public transportation routes and offer hours that include at least one evening for those customers who cannot visit during daytime hours. Both Centers have developed their web access functionality to enable both Job seekers and employers the ability to access services electronically. Examples include an "Ask the Counselor" service, a library of computer and job search webinars, and the ability to search and post job orders via the internet. Staff also provide services in locations other than the One Stop facility through job fairs, recruiting for Training Programs, visits to local High Schools as well as teleconferencing capabilities. Additionally, social media (Twitter, LinkedIn and texting) are utilized to inform both Jobseeker and Business customers about events and programs that might be of interest to them.

- iii. How entities within the Career Center system, including Career Center operators and partners, will comply with WIOA sec. 188, if applicable, 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

Each Center has a full time Disabilities Resource Coordinator (DRC), for individual assistance, handicapped accessible materials & a variety of accommodation equipment. The disability agency

partnerships give us varied referral resources. The MHOSCC's are also a long time member of the Ticket to Work Program and we can access the special technical assistance of the UMASS Work Opportunities program and the Institute for Community Inclusion. Investments have been made at both Centers to acquire adaptive technology that enables customers with physical disabilities to utilize and benefit from the resources at the One Stop Career Centers. The Centers Disabilities Resource Team meet on a regular basis with other local agencies, which includes MRC, MCOB, DMH, DMR, NEBA, Goodwill, Lighthouse, WMEC and others.

- iv. The roles and resource contributions of your partners – how are these relationships sustained and kept productive

MHHCWB convenes WIOA required partners to identify shared customers and work on improved customer flow in Hampden County. As infrastructure funding agreements are reached at the state level, MHHCWB oversees the budget to ensure all allocations are incorporated into the local integrated budget, and determines how infrastructure amounts will be distributed between MassHire Springfield Career Center and MassHire Holyoke Career Center. The MOU Leadership Team, with representatives from all Core Partners, reviews quarterly reports on shared customers and monitors the ongoing use of infrastructure funding and other resource contributions of partners.

- VI. 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 One Stop Career Centers are the hub of employment and Training activities for adult and dislocated workers in Hampden County. The core of these services offered at the One Stop Career Centers include:

Self Service/Universal Access:

There is universal access to Employment Services involving self-help. Unregistered services include self-help or other unassisted basic career services not tailored to specific needs or basic information, including: self-service, including virtual services, facilitated self-help, job listings, Labor Market Information (LMI), labor exchange services, and Information about other services.

Basic Career Services:

- WIOA eligibility,
- outreach/intake orientation to information registration,
- job search assistance,
- initial assessment of skills level & gaps, and
- provision of information on English language acquisition and integrated education and training programs, support services, aptitudes and other services available at the one-stop delivery systems.

Labor Exchange Services:

- job search and placement assistance,
- career counseling,

- information on in-demand industry sectors and occupations and provision of information on nontraditional employment,
- appropriate business/employer recruitment,
- coordination of referrals/activities with Core Partners and other agencies including program and services within the One-Stop delivery system,
- other business/employer services,
- delivery of local, regional and national labor market information,
- provision of information on eligible training vendor's performance, cost, and training services by type of program and provider,
- provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system, and
- provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.

Individualized Career Services:

- comprehensive and specialized assessments of skill levels and service needs,
- identification of employment barriers,
- selection of career path and/or training, which will lead to employment,
- development of an Individual Employment Plan (IEP) to identify career planning, employment goals, barriers, skills gaps, and training needs,
- internships,
- paid or unpaid work experience,
- financial literacy services and develop short term essential skills needed to obtain employment.

Short-term prevocational or employment services can be provided in a group setting, individual one-on-one counseling, attending specific workshops and other professional conduct service to prepare individuals to successfully transition into the completion of post-secondary education, or training or unsubsidized employment.

Referral to Training Services:

Training services are provided to equip individuals to enter the workforce and retain employment. Training may be made available to individuals after an interview, assessment, or evaluation resulting in a determination that the individual requires training to obtain employment or to remain employed. Training services may be made available to an employed and unemployed adult and dislocated worker who is unable to retain employment that leads to economic self-sufficiency. A customer must be determined that they possess the skills and qualifications to participate in training services. Training is to meet the customer's needs, not wants. Customer must exhaust all other grant sources to pay for training including Federal Pell grants before utilizing WIOA Title I funds. Training services may include the following:

- occupational skills training, including training for nontraditional employment,
- on-the-Job training,

- registered apprenticeships
- incumbent worker training,
- programs that combine workplace training with related instruction, which may include cooperative education programs,
- training programs operated by the private sector,
- skill upgrading and retraining,
- entrepreneurial training programs that assist qualified unemployed individuals who are seriously interested in starting a business and becoming self-employed,
- transitional jobs training, which is time-limited work experiences that are subsidized and are in the public, private, or non-profit sectors for individuals with barriers to employment, who are chronically unemployed and/or have an inconsistent work history, combined with comprehensive employment and support services. *(See question 20 as well)*

In most circumstances, an individual will receive training services through an individual training account (“ITA”). The selection of a training program should be fully informed by the performance of relevant training providers and individuals must be provided with performance for all training providers who provide a relevant program.

Follow-up Services:

Follow-up services must be provided for up to 12 months after the first day of employment, as appropriate, for participants enrolled in WIOA adult or dislocated worker workforce activities who are placed in unsubsidized employment.. Follow-up services must be made available, however some adults and dislocated workers who are registered and placed into unsubsidized employment may not require or want such services. Follow-up services could include, but are not limited to, additional career planning and counseling, and direct intervention with the with the participant's employer.

Employer Services:

WIOA emphasizes Employer Services as an integral part of a demand driven system. As such, the MHCWB identifies the provision of Employer Services as a core component of the OSCC service delivery system. The One Stop Career Centers’ coordinated business Service team provides Employer Services to all employers, covering wide ranges of size, industry, location and requirements, and will have the ability to identify and meet the needs of all employers. The Hampden County Business Services follow a Framework in developing and implementing all strategic planning, process development, and allocation of staff and staff resources that pertain to the provision of Employer Services. The Operators have an Employer Services Flow Chart (see attached WIOA MOU, Core Partner and Other Customer Flow Charts, which may be updated) that describes the linear process to be implemented to deliver Employer Services.

- VII. Describe how your Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

When the MHCWB, the MH OSCCs or the Rapid Response local contact formally or informally receives notification about a potential closing or layoff, contacts are made to the others parties to ensure all are

informed. The Rapid Response team will also notify the Chief Elected Officials of the layoff or plant closing. Rapid Response activities are initiated by the Rapid Response Team and coordinated with the MHHCWB and MH OSCC's. RR will schedule a meeting with the employer and provide information regarding initial employer contact, date of layoff, assist affected dislocated workers, investigate possible layoff aversion strategies, determine labor union involvement, provide company with services and request the scheduling of on-site company meetings.

Members of the Business Service Team are available to assist at information tables and have provided information about Career Center services for both business partners and job seekers. Contact is made with representatives of Rapid Response, as well as responding to requests for assistance from it. The Rapid Response staff and Career Center staff both attend the BizWorks meetings. Information and best practices are shared regarding regional layoffs, recruitments, and closings. Career Centers and RR staff have hosted Regional BizWorks meetings including other state agencies. New MassHire marketing and training materials have been developed and disseminated.

Once notified by Rapid Response of upcoming layoffs, a plan is put in place coordinated among the MHHCWB, the MH OSCCs and RR. The plan may include information/registration sessions at the career center, methods of outreach, listings of impacted persons to contact, and specifics on grant resources available (Formula, TRADE, NDWG) and time frames. In addition, the RR team informs the dislocated worker the process for UI claim, section 30, severance packages, job search workshops, educational or vocational training caps, and services available at the OSCC. The RR team and OSCC's coordinate the MOSES & TRADE data entry information obtained from dislocated workers at employee meetings and provides guidance to the employer and/or employees on how to file a TRADE Petition, if applicable. The MassHire HCWB will coordinate NDWG requests with the Regional Rapid Response Manager.

- VIII. 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, which must include an identification of successful models of such activities.
- a. Please also provide a description of youth workforce investment activity coordination with the Department of Transitional Assistance, Massachusetts Rehabilitation Commission, and Massachusetts Commission for the Blind.

In the MHHCWB's Strategic Plan, there are strategic goals in four key areas to build the overall quality of our workforce are set forth. One of those is to "Develop 21st Century Youth Education and Employability Skills for Quality Careers" in which we commit to improving and expanding successful models of workforce development programs and services for youth, especially older youth who need basic skills development, English language proficiency and employment.

In order to accomplish that, the MHHCWB engages community partners in collaborations that will align youth services and result in a more coordinated system of youth development; expands and improves youth work readiness services and internships and works with our One-Stop Career Center services to meet the unique employability needs of out-of-school and unemployed youth.



As such, the MHHCWB has entered into a Memorandum of Understanding that is co-signed by the One-Stop Career Centers, WIOA Title I Youth service providers, YouthWorks providers, DESE School-to-Career Connecting Activities (STC-CA) funded partners, the Westover Job Corps Center, the MA Rehabilitation Commission/MA Commission for the Blind (MRC/MCB) WIOA 15% funded youth program/activities and the Department of Transitional Assistance (DTA) funded youth program/activities as they relate to the operation of youth services and programs in Hampden County.

This MOU augments the WIOA Core Partner Umbrella MOU that defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared WIOA Core Partner customers, which includes youth. This MOU is designed to specifically align and coordinate the delivery of WIOA and other services to youth aged 14-24 with the other MHHCWB youth-funded programs. The MOU, as well as an inventory of these successful models of the programs they are funded to operate, can be viewed, sorted, printed and/or downloaded, can be found on this link: <http://massshirehcb.com/youth-development-14-24-year-olds/>

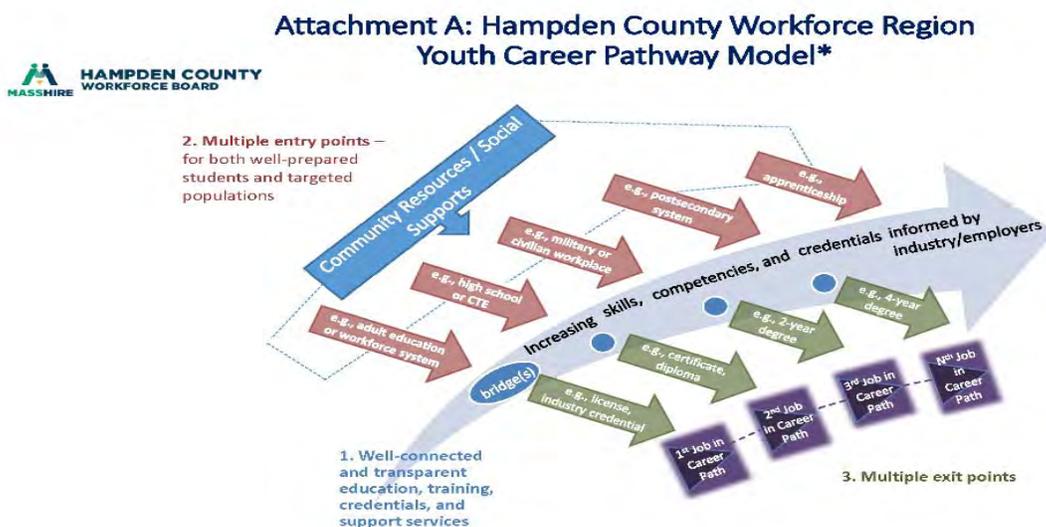
- IX. Please explain how your Local Board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

MHHCWB's MOU partners (WIOA Core Partner and Youth) as noted above include our community colleges and in-school services providers (WIOA, STC, MRC-MCB, etc.) that provides the framework for coordination of strategies, services, programs and for cross-referrals where appropriate to ensure we avoid duplication of services as much as possible. Eventually, and as noted under **Q B. 22**, we hope to see a state-level technology-enabled intake and case management system that can efficiently enable workforce system partners see what services shared customers have already received to make duplication of services even rarer.

MHHCWB's Regional Planning and Blueprint Implementation Team consists of three Pre-K-12 Superintendents of Schools whose school districts include both vocational technical high schools and comprehensive high schools, and the President of Springfield Technical Community College, the only chartered technical community college in the Commonwealth. MHHCWB is working with these educational leaders, and others, to codify existing educational courses and degree and certificate programs in order to develop and implement clear, coordinated and integrated career pathway programs and services for students, and individuals touching the workforce system in Hampden County, in particular out-of-school and disconnected youth.

- X. How will your Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? Please also describe how other programs and services in your local area are leveraged to complement workforce investment activities.

The MHCWB Title I Support Services Policy and Procedures, and our Integrated Budget, as submitted and reviewed to MassHire DCS, provides for the provision of transportation and other required supportive services to Title I enrollees following a process to document the need for such support and track its provision in MOSES and in case files. We also partner with several community-based organizations that provide various support and wrap-around services and make referrals between our funded programs and those entities to leverage and complement our Title I resources. For youth in particular, we included in our MOU previously mentioned co-signed by multiple partners the following graphic that includes the community supports needed to ensure a youths' success:



* As adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model

- XI. 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?

Prior to WIOA, the one stop career center operators in Hampden County were competitively selected in a manner that Wagner-Peyser services are provided directly by the operators' staff and are imbedded into the service delivery along with WIA (now WIOA) services and so duplication of services is not an issue. With WIOA, the new competitive selection maintains this arrangement which is also codified in the WIOA State Plan.

XII. How will career and training services, required under WIOA, be provided to Migrant Seasonal Farm Workers (MSFWs) through the Career Center(s)?

MSFW signage is posted in English and Spanish on the front desk and resource center. Once identified, a MSFW would be given information specific to their specific needs, just as someone with a disability, or a veteran would. The CCS/Orientation PowerPoint presentation includes two detailed slides describing the MSFW process. All persons coming into the centers receive access to all of the same resources, referrals, and services under “Universal Access.” Also, during the Orientation/CCS, customers learn about all the training programs and services available to them, and a slide also describes the definitions of Migrant Seasonal Farmworkers/Food Processors. Customers who think they may be MSFWs are asked to speak individually with the Orientation/CCS facilitator at the end of the session, at which time questions can be answered, and how to access “farm jobs” is explained. Customers who come to the center asking about farm jobs receive a one-to-one Orientation describing all of the career center services in addition to receiving referrals to any open farm job postings. The Farm jobs Book is kept in the Resource Center and is available, as well. All customers are told of their rights to file a complaint if they believe they’ve experienced discrimination or denied a service. Staff were provided the MSFW Desk Guides, and Spanish and English language support is available regarding EEO rights.

XIII. How will the Board coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II? This description must include how the Board will carry out the review of local applications submitted under title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.

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

- how funds awarded under this title will be spent consistent with the requirements of this title;
- i. any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- ii. 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;
- iii. 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;
- iv. how the eligible provider will fulfill Career Center partner responsibilities as described in section 121(b)(1)(A), as appropriate;
- v. how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and
- vi. information that addresses the considerations described under section 231(e), as applicable.

MHHCWB staff worked with state funded adult education programs in the following areas:

- Review of adult education proposals for funding for consistency and compliance with i-vii above.
- Participation in program quality reviews/monitoring and selected site visits

- Development of effective employer partnerships to place adult education graduates
- Support and guidance to adult education programs related to the development of viable career pathways for adult learners in Hampden County
- Support and guidance to adult education programs related to the development of bridge classes and integrated education and training programs
- Support and guidance to adult education programs in serving shared customers
- Support and guidance to the adult education staff located at both Career Centers

XIV. Provide copies of executed cooperative agreements, MOUs, ISAs, or other agreements between required partners which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in your local Career Center delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Board or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with businesses, and other efforts at cooperation, collaboration, and coordination.

- For Hampden County, the only relevant agreement is our local MOUs which are attached to this Plan.

Describe how the Local Board/Career Center intends to build upon/increase collaboration with existing partners and in establishing new partnerships with local service providers (including any approximate timelines for establishing agreements or building upon existing agreements). *(Note: There is a statewide collaborative agreement in place between DCS and the New England Farm Workers' Council (NEFWC), the WIOA Sec. 167 Grantee. A copy of the agreement will be included as part of the consolidated State Plan).*

To build upon/increase collaboration, the Core Partners of the local MOU identified Workplace Readiness as a priority area for focused collaboration in Hampden County. MHHCWB is working with a subcommittee of partners to determine local promising practices for assessing and developing workplace readiness skills for job seekers. MHHCWB and both Career Centers are partners in a recently awarded Department of Higher Education grant that will specifically focus on workplace readiness skill development for 60 unemployed/underemployed individuals and who will be connected to career pathway opportunities in hospitality and manufacturing. This, and other emerging practices, will be shared with core partners as we develop a regional approach to improving these essential skills.

MHHWB continues to convene the MassHire Hampden County Business Services Task Force, made up of staff from all 3 MH entities. This group is increasing individual, organizational, and system level capacity to achieve better outcomes in serving shared business customers and job seekers. The Task Force recently completed training in a new process that significantly improves staff ability to identify and communicate with appropriate candidates for existing job orders. This will increase the response time and quality of candidates matched to requests from business customers.

XV. Please provide the name and contact information of your Fiscal Agent.

The MHHCW, Inc., pursuant to our LWDB-CEO Agreement, is also the Fiscal Agent for all WIOA and state funds to the region that we are responsible for. Contact Information:

- David M. Cruise, President & CEO, dcruise@masshirehcb.com, 413-755-1362
- Diana Carr, Vice-President & Comptroller, dcarr@masshirehcb.com, 413-755-1363
- MHHCW, Inc. 1441 Main Street, Suite 1, Springfield, MA 01103

XVI. Please detail the competitive process that will be used to award the sub grants and contracts for WIOA title I activities.

MHHCW, Inc. follows its approved Procurement & Contracting Policies and Procedures, pursuant to MA Issuance 100 DCS 01.102 (and any subsequent updates to this issuance) and as a non-profit organization, 2 CFR Part 200.317-200.326 for the competitive procurement to any sub-grants and contracts for WIOA Title I activities. We procure WIOA Youth Providers every two years, and One-Stop Career Center Operators, every four years.

The MHHCW will promote and maximize the competitive procurement process. All competitive procurements will:

- appropriately target resources based on approved job training plans;
- be made impartially and at "arms length";
- be based upon demonstrated performance
- include a determination of cost/price reasonableness; and
- be in compliance with all related federal and state laws, regulations and policy.

Youth and OSCC Operators will be selected via Request for Proposal process. Some WIOA funded services may utilize a Request for Qualifications process. Individual Training Accounts to eligible training providers follow a different state-driven process.

From our policies:

Procurement by competitive proposals (e.g., Request for Proposals).

The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed-price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. The MHCWB will primarily utilize a Request for Proposals (RFP) method when competitively procuring services over \$150,000. The RFP process for formal proposal solicitation will ensure adequate competition and reasonable price. When using the RFP method, the following requirements apply:

- Requests for proposals will be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals shall be honored to the maximum extent practical;
- Proposals will be solicited from an adequate number of qualified sources;
- The MHCWB will develop impartial review teams of Board members and/or other local experts for conducting technical evaluations of the proposals received and for recommending awardees; and
- Awards will be made to the responsible firm/organization whose proposal is most advantageous to the program, with price and other factors considered

Request for Qualifications (RFQ)

The process of a Request for Qualifications is a two-part process. First, a formal solicitation is issued to obtain submissions from contractors. These submissions are then reviewed and a list of contractors qualified to provide the goods or services required is developed. The second stage of the process is the comparison of two or more qualified providers to determine which will be chosen to provide the goods or services.

Individual Training Accounts

The process of choosing a provider to train a participant through an Individual Training Account is an exception to the RFP/RFQ process. Please refer to Policy 100 DCS 14.100 "Massachusetts Eligible Training Provider List (MA ETPL) Initial and Subsequent Eligibility Process" located on MassWorkforce.org: <http://www.mass.gov/massworkforce/issuances/wioa-policy/14-training/>

- XVII. 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:
- a) The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program;
 - b) The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program;
 - c) Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;
 - d) The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within 1 year after exit from the program

The following represents what has been submitted to MassHire DCS for WIOA Goals:

PERFORMANCE MEASURE	FY2019 PROPOSED LOCAL GOAL	FY 2020 PROPOSED LOCAL GOAL
WIOA ADULT MEASURES		
Employment Q2	84.50%	85%
Employment Q4	75%	76%
Median Earnings Q2	\$4,600	\$4,700
Credential Rate	70.0%	71.0%
WIOA DISLOCATED WORKER MEASURES		
Employment Q2	85.0%	85.0%
Employment Q4	79.0%	80.0%
Median Earnings Q2	\$7,500	\$7,600
Credential Rate	56.0%	57.0%
WIOA YOUTH MEASURES		
Employment/Education Q2	80.5%	81.0%
Employment/Education Q4	73.0%	73.5%
Credential Rate	65.5%	66.0%

Also, the Local Board sets the following minimum standards for ITA providers:

- a. Positive Completion Rate for Program - 70%
- b. Entered Unsubsidized Employment Rate for Program (for all who are enrolled in the program and not just from those that graduate and/or successfully complete) - 60%
- c. Minimum Hourly Wage at Placement - - \$11.00*
 - i. Massachusetts Minimum Wage effective January 1, 2017
- d. Occupational skills programs must result in Certificate as defined by the USDOL-ETA Training and Employment Guidance Letter TEGL 17-05, Attachment B

Our One-Stop Career Center Committee also has the following numerical metrics for our Career Centers:

Table 1: Proposed Performance Measures and Performance Objectives for FY 2019			
Jobseeker Performance Measure		MassHire Holyoke	MassHire Springfield
1	New Jobseekers Served (MHHCWB Measure)	4,500	5,500
2	Total Jobseekers Served (State Measure)	9,000	11,000
3	Total Unemployed Jobseekers Served (State Measure)	8,100	9,900
4	Total Customers Securing Employment – Full Time and Part Time	4050	4950
5	Full Time Jobs as Percent of Total Jobs (MHHCWB Measure)	70%	70%
6	Employment Rate of Exited Customers Quarter 2(WIOA)	57%	57%
7	Employment Rate of Exited Customers Quarter 4(WIOA)	70%	70%
8	Job Seeker Median Earnings (WIOA)	\$5,500	\$5,500
9	Average Hourly Wage At Hire for all Jobs (MHHCWB)	\$12.75	\$12.75
10	Customers Referred to Educational Programs (MHHCWB)	180	220
11	Customers Referred to Training Programs (MHHCWB)	180	220
Business Engagement Performance Measures		Combined Centers	
12	Total Businesses Served (State measure)	1,500	
13	Total Businesses Receiving Enhanced Services (MHHCWB Measure)	1,100	
14	New Businesses Served (State measure)	400	
15	Repeat Businesses (WIOA measure)	700	
16	Businesses Listing Job Orders (State Measure)	700	
17	Job Orders Received (MHHCWB measure)	3,000	
18	Job Openings Received (MHHCWB Measure)	TBD	

Table 1: Proposed Performance Measures and Performance Objectives for FY 2019

Jobseeker Performance Measure		MassHire Holyoke	MassHire Springfield
19	Employers Receiving Job Seeker Referrals (State Measure)	400	

Performance Objectives		Annual Plan
1.	Equitable Service by Gender	Incidence in Labor Market & Unemployed Population
2.	Equitable Service by Ethnicity	Incidence in Labor Market & Unemployed Population
3.	Equitable Service by Target Groups	Incidence in Labor Market & Unemployed Population
	- Individuals with Disabilities	Incidence in Labor Market & Unemployed Population
	- Veteran	Incidence in Labor Market & Unemployed Population

*Adjusted for each center based on local area demographics and historical usage.

*Service by Ethnicity	CareerPoint Annual Plan	FutureWorks Annual Plan
African American	7%	22%
Hispanic	44%	35%
Asian/Pacific Islander	1%	1%
White	40%	34%
Alaskan & Native American	1%	1%
Other	7%	7%

XVIII. What are the actions and activities that support the local boards continued status as a high-performance workforce board?

One of the hallmarks of the standards set by EOLWD relating to its certification of workforce boards as “high performing”, which was a process initiated prior to the inception of WIOA, was to have a current and Board approved Strategic Plan. MHHCWB’s current plan, on file with the state and on our website at <http://masshirehcb.com/about-mhcb/strategic-plan/> has gone through several updates since our

first plan in 2006-2009. Our current plan is from July 1, 2017 – June 30, 2020. Not only do we keep the Strategic Plan updated, we review progress against it using an accompanying Scoreboard/Key Performance Indicators via our Strategic Planning Committee and post such updates on our website.

Also, we conduct via our Governance Committee an Annual Board Effectiveness Survey to assess Board member responsibilities (i.e. attendance, engagement, financial involvement), Board composition (i.e. right mix of member-director expertise), Board-management relationships, Board performance and Board leader performance, and other Board matters. It includes 17 rating questions related to the board itself, 7 rating questions on the member's individual contributions to the board and 12 open comment questions.

The ratings are reviewed against scores over the prior 3 years to see where we may need to work on areas to improve our effectiveness and the open comment questions are grouped into categories from year-to-year when we also assess progress in addressing those comments or suggestions.

a. What trainings are applicable to Board members?

New MHCWB members receive a formal 2.5-hour orientation by the President & CEO. Also the MHCWB website is a source of information and guidance on WIOA policies that may impact board members. We include on agendas for all of our Strategic Planning and Executive Committee, and full Board meetings, a strategic thinking section that allows Board members to input into high level strategic issues that inform their decision making and provide them with talking points within their professional networks, in particular with private sector associates and colleagues.

b. How do business Board members contribute to workforce development in your region?

Our MHCWB Board members:

- Establish and promote workforce development policies that improve the social and economic life of the community.
- Approve MHCWB's strategic Vision and set measurable goals and outcomes for a market-driven workforce development system, including the certification of standards and training vendors.
- Serve on the Review Team and approve the four-year Charter of MHCWB's two customer-driven MassHire One-Stop Career Centers.
- Facilitate and influence collaborations among local elected officials, government, and community groups to work in collaboration with MHCWB.
- Influence the design and performance of an integrated system that prepares youth for successful employment.
- Become summer youth worksites, hire youth as interns and/or new employees and/or contribute to the organization in support of youth employment support.
- Provide employment data trend analysis, and labor market information to MHCWB management on employment needs and industry trends.
- Oversee progress towards the strategic vision and ensure that the delivery system is measured by customer satisfaction and performance standards.

c. How does your Board support the business services in the career centers?

Our MHCWB Board members:

- Serve as members of the Board’s One-Stop Career Center Committee that monitors the Hampden County Business Services at the two MassHire Career Centers, provides feedback to the centers through the MHCWB management team, and recommends annual re-contracting of the two MassHire Career Centers to the full MHCWB for approval.
- Provide employment data, trend analysis, and labor market information on industry needs and trends that support implementation of the MHCWB Employer Engagement Framework.
- Hire job seekers registered at the two MassHire Career Centers and referred through the Hampden County Business Services.

d. To what extent does inter-/intra-Board collaboration result in positive outcomes for job-seekers and businesses?

All of the above activities result in collaboration that ultimately supports our workforce delivery system and helps it to better serve its job seeker and business customers as well as our region’s youth.

- XIX. How will training services outlined in WIOA sec. 134 be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how your Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

The MassHire Hampden County Workforce Board, Inc. (MHCWB) is responsible for reviewing training programs for local approval under the ITA eligibility process outlined by the state. Once courses are approved, they are included on the “State Eligible Training Provider List (ETPL)” that is available to customers at the One Stop Career Centers. As WIOA participants work with their case manager at the career center, and have been determined eligible and appropriate candidates for training, they are required to research at least two providers from the list that offer training in their desired occupation. Once a provider has been selected, the case manager identifies the funding is available and prepares an ITA request package that is submitted to the MHCWB. The MHCWB prepares “Umbrella Contracts” with each provider that outlines the general provisions and requirements under the ITA system. An individual Face Sheet is prepared for each participant that identifies the Specific Course information and cost for the ITA.

- XX. Please describe the local area strategy and service plans for utilization of the following work-based training models:

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



Over the past five years, MHCWB has been contracted by EOLWD-DCS to be the State-wide manager for 4 OJT contracts. MHCWB has not only managed the operational and financial aspects of OJT's but has been an actual practitioner; including the writing of the OJT Training plan, executing all employer and participant eligibility protocols, writing and executing the OJT Contract, case managing the OJT contracts, and completing all paperwork transitioning the OJT position from subsidized to unsubsidized employment. MHCWB has applied the 90%, 75%, and 50% wage reimbursement formula where allowable and appropriate and has significant expertise and experience in this aspect of the OJT contract development process.

MHCWB continues as an OJT manager and practitioner and provides state-wide professional development on the OJT model. MHCWB has developed an EOLWD-DCS approved Standard Operating Procedures for the OJT work-based training model and continues to update the SOP to reflect changes in policy and operating protocols and procedures.

b. Apprenticeship

MHCWB is currently one of two workforce boards in Massachusetts that is contracted by EOLWD-DCS to manage the Massachusetts Apprentice Initiative (MAI) and the Massachusetts Apprentice Expansion (MAE) grants from USDOL. MHCWB works as part of a team that includes the MA Division of Apprentice Standards, DCS, MassHire Career Centers and employers in priority industries as identified by state-wide data and documented in the seven state-wide regional Labor Market Blueprints that emanated from the WIOA Regional Planning process.

MHCWB is also an apprenticeship practitioner and is developing, executing, and managing registered apprenticeships within Hampden County and across the state. MHCWB has presented at selected regional and MA state conferences on the efficacy and value added of apprenticeships as a work –based training model.

c. Incumbent Worker Training

MHCWB has ten (10) years of practical experience in the development, execution, management and evaluation of priority, sector-based work-based training programs and courses for incumbent employees. We have developed the training programs in concert with the employer, identified and secured the appropriate training providers, managed the financial and contracting phases of the program, and in concert with the participating employers, conducted evaluations on the delivery and outcomes of the training program. We have published several Business Impact Reports that identify the value of the program and its impact on the employer's business operations.

d. Work Experiences (paid or unpaid)

MHCWB's WIOA Youth program is the only funding providing paid work experience to in-school and out-of-school youth aged 14-24 as part of 14 required program elements. Performance reports will

show that our region exceeds all others in the numbers of youth enrolled in summer employment and work experience.

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

MHHCWB is not currently using this particular form of work-based training with our WIOA formula funding.

- f. Online remediation tools (such as WorkKeys Curriculum) for OJT/apprenticeship screening in support of cultivating and demonstrating workplace competencies.
 - i. Does the local area utilize the National Career Readiness Curriculum (NCRC) to measure job-seekers work ethic and discipline, basic skills abilities, and job-ready qualifications?

The Career Centers utilize Career Ready 101 as an assessment tool to measure basic skills abilities for the purpose of eligibility and appropriateness of training options. Depending on the OJT/Apprenticeship Occupation we may use any number of assessments or tools in consultation with the Employer that will give us the most useful information when creating a Training Plan for OJT customers or selecting the best candidate for an Apprenticeship opportunity.

- XXI. Please describe the process used by your Board, consistent with WIOA sec. 108(d), to provide up to a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of your local plan, particularly for representatives of businesses, education, and labor organizations.
 - a. Make available copies of a proposed local plan to the public through electronic and other means.

MHHCWB posted the draft 4-Year Plan on November 9, 2018 for a 30-day public comment period of November 12 – December 12, 2018, in advance of our December 18th Board meeting.

Notices of the posting were sent via email to our Local Board, Youth Council distribution list (members and regular attendees, including all our youth providers), non-Board members of our One-Stop Committee, our Bidder's list, local Mayors, and MOU Core Partners. Notice of the posting was also sent out via an E-Newsletter which has over 600 subscribers.

- b. Allow members of the public to submit comments, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available

The posting period noted above covered 30-days.

- c. Include with the local plan submitted to the Governor any such comments that represent disagreement with the plan. **See E below.**
- XXII. Describe how your Career Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by system partners.

In addition to support the state level work that has begun to facilitate to develop a cross-state agency technology-enabled platform for WIOA Core Partners and Career Centers (e.g., Workforce Connect), MHHCWB has convened an Information Sharing Sub-Committee of the local MOU to develop, implement, and refine processes of intake, referral, case management, follow-up and tracking of outcomes for shared customers. MOU Partners will utilize the form for shared customer referrals. We hope to see the state-level technology-enabled intake and case management system developed that can more efficiently enable workforce system partners to see what services shared customers have received.

- XXIII. What is the direction given by the Governor and your local Board to the career center operator to ensure priority for adult career and training services will be 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) and § 680.600 –

Guidance provided via:

POS for Veterans: <https://www.mass.gov/service-details/priority-of-service-for-veterans>

State Plan: <https://www.mass.gov/files/documents/2018/02/09/ma-wioa-state-plan-final-4-7-16.pdf>

- The MHHCWB and our OSCC Standard Operating Procedures and Policies have been submitted to the state according to the guidance.

Please describe the local board's policy and process related to Priority of Service for adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (100 DCS 08-116). **Note: At the time of the 30-day posting this policy is still draft and therefore our response below is subject to change once the final guidance is issued.**

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. With the exception of Veterans and eligible spouses, priority of service status does not apply to the Dislocated Worker or Youth populations. Priority of service are implemented regardless of the amount of funds available. Priority for individual career and training services will be provided in the following order:

- Veterans and eligible spouses who are recipients of public assistance, low income, or basic skills deficient.
- Recipients of public assistance, and/or basic skills deficient

- Other low income individuals (in accordance with Federal Poverty Guidelines and Lower Living Level Standard Income Levels)
- Individuals who are basic skills deficient

The priority of service for Veterans and eligible spouses, public assistance recipients, other low-income individuals, and individuals who are basic skills deficient is a statutory priority that applies only to the receipt of individualized career services and training services in the WIOA Title I Adult program.

WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Under this section, MassHire OSCC staff, when using WIOA Adult funds to provide individualized career services, training services, or both.

The delivery of individualized career services and training services will be provided on an as-needed basis to customers that move to the tiers of service options. Resources for individual career services and training services will be targeted for those who are veterans, recipients of public assistance (TANF), and individuals who are basic skills deficient as follows:

- Veterans will have immediate access to individualized career services and training services, or be placed at the top of a waiting list, if any, when such services are not available.
- In regards to covered persons, the priority of provision of services would be established as follows: Available funds would not change. First to be served would be public assistance recipients and low-income individuals who are also covered persons. The second group to be served would be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, covered persons will receive priority over non-veterans.
- Recipients of welfare will have immediate access to intensive and training services, or be placed at the top of a waiting list, if any, when such services are not available to that individual under TANF resources.
- Individuals, employed or unemployed, that are determined to be in a family that meets the "low income" definition will have immediate access to intensive and training services or be placed at the top of a waiting list, if any.

When an individual is unable to secure gainful employment through the delivery of Basic services, eligibility determination, and an initial facilitated triage of an assessment of marketability will be completed and they will then meet with a Career Counselor to receive individualized services. (Note: Only WIOA registrants who meet priority determinations described in this policy will receive such services.) These may include the following services:

- A comprehensive and specialized assessment of skill levels and service needs, as needed;
- Development of a Case Plan to identify employment goals, achievement objectives, and what combination of services are needed to achieve goals;
- Individualized job development;
- Group counseling, individual counseling and career planning (as needed);
- Short-term specialized computer skills workshops;

- Case management for participants seeking job search, re-employment services, and who participate in training activities; and
- Others that may be added based on customer needs.

When an individual is unable to secure gainful employment through the delivery of Basic and Individualized services (which for individualizes services, at a minimum, may include completion of an objective assessment, participation in an individualized counseling and career planning session and completion of a Case Plan that has identified a need for skills training), training options will be explored. These would include:

- Occupational skills training delivered by an eligible provider that has been approved for ITA's and is on the state wide ITA list or
- Occupational skills training, combined with adult education services, delivered by an eligible provider that has been approved for ITA's and is on the state wide ITA list or
- On-the-Job Training

In order to match the individual to an ITA that will result in employment, the Career Counselor will ensure that the individual:

- Has the skills and qualifications to successfully complete the selected training program,
- Conducts labor market research to assess the availability of jobs once training is complete, submit 5 job ads indicating the training they are seeking is in demand and selects a program of training services that is directly linked to employment opportunities either in the local area or in another area to which the individual is willing to relocate,
- Assesses the quality and cost of the training provider, which will be greatly enhanced as consumer reports are made available on MOSES, and
- Is unable to obtain grant assistance from other non-WIOA sources to pay the costs of such training, including Federal Pell Grants, Mass Rehab., Vet Benefits, etc. Funds of Last Resort must be utilized.

XXIV. Please describe the local policy and process that ensures priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E), § 680.600 and 100 DCS 18.101.1 (Attachment C) **in the absence of a priority of services policy** to Veterans and eligible spouses, Recipients of public assistance, Other low-income individuals and Individuals who are basic skills deficient.

Not applicable. MHHCWB has opted to not give priority to other individuals eligible to receive such services outside the groups given priority under WIOA and has a policy for the required groups (see Q23).

C. Your local plan must include any additional information required by the Governor.
Not Applicable at the time of the 30-day posting.



D. Your local plan must identify the portions that the Governor has designated as appropriate for common response in the regional plan where there is a shared regional responsibility, as permitted by § 679.540(b):

We have incorporated items from our Regional Plan into several sections above.

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

Such comments will be incorporated into the final Local WIOA Plan submission.