



# HAMPDEN COUNTY WORKFORCE BOARD, Inc.

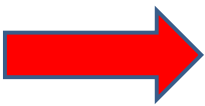
## Strategic Plan Scoreboard

July 1, 2020 – June 30, 2023

### Key Performance Indicators (KPIs)

Measuring Implementation of Plan Strategic Priorities and Goals

#### KPI Metric Key:



No Progress



Partially Implemented



Fully Implemented

#### KPI Metric Trend between Quarters:

1. **Changing** = Moved from One Level to Next
2. **Improving** = Expanded Partially Implemented
3. **Continuing** = No Major Change in KPI Metric



## **HAMPDEN COUNTY WORKFORCE BOARD, Inc.**

MassHire Hampden County Workforce Board, Inc. is a business-led, 501(c) (3) non-profit corporation that engages its members from business, education, labor and community-based agencies to set public policies that will build a better workforce. Our only business is workforce development.

In partnership with government, business, labor, and education and training providers, we coordinate, fund and oversee the publicly funded workforce development and job placement programs in Hampden County.

### **MHHCWB Board of Directors Officers**

**Chair:** Meredith Wise, President, Employers Association of the NorthEast, Inc.

**Treasurer:** Eugene J. Cassidy, President & CEO,  
Eastern States Exposition

**Clerk:** A. Craig Brown, Attorney-at-Law,  
Doherty, Wallace, Pillsbury, & Murphy, P.C.

**President & CEO:** David M. Cruise

**[WWW.MHHCWBHC.COM](http://WWW.MHHCWBHC.COM)**

A complete list of MHHCWB Board Members can be found at:  
**<http://masshirecwb.com/about-mhhcwb/membership-committees/>**

For a listing of MHHCWB Staff, please go to:  
**<http://masshirecwb.com/about-mhhcwb/professional-staff/>**



**HAMPDEN COUNTY**  
WORKFORCE BOARD, Inc.

Dear Friends,

The **Strategic Plan Scoreboard** for the FY 2021-2023 Strategic Plan of MassHire Hampden County Workforce Board, Inc. (MHHCWB) articulates our Goals and Strategies and uses Key Performance Indicators (KPIs) to measure our progress toward full implementation.

The **Strategic Plan Scoreboard** shows at a glance our progress toward meeting our Strategic Priorities and Goals, and conveys the pulse of the Plan at specific points in time. We believe that the KPIs inform strategic thinking, drive tactical implementation of the Plan's Goals and Strategies, and keep us Mission centered. The KPIs are consistent with the broad tenets of the Workforce Innovation and Opportunity Act (WIOA), aligned with the WIOA 2020 State Plan and the Pioneer Valley Labor Market Blueprint, adaptable to potential post-COVID-19 response strategies, and reflect MHHCWB's commitment to managing an integrated, demand driven workforce development system in Hampden County.

We will measure our progress toward implementation of each Strategic Priority on a quarterly basis. We will prepare quarterly reports for the MHHCWB Strategic Planning Committee, engage the committee in dialogue and deliberation, make adjustments and corrections as needed, communicate those adjustments to the MHHCWB Board of Directors and partners, and document any modifications that will advance our work going forward.

MHHCWB is committed to using the Scoreboard to strengthen its engagement with business and industry, ensure that our strategic partners are aware of both our progress and where we need to do better, and position MHHCWB as a learning organization committed to finding the best way forward.

Throughout the next three years, MHHCWB must remain agile and responsive to conditions and realities that may impact our strategic direction and work flow. The MHHCWB staff is laser-focused on our Mission, and committed to finding innovative, practical, and measurable solutions that accelerate job creation, and drive the economic expansion of the Pioneer Valley Region and the Commonwealth.





We invite you to follow our progress on [www.masshirehcb.com](http://www.masshirehcb.com) and share with us your thoughts and recommendations.

Meredith Wise, MHHCWB Chair  
Employers Association of the NorthEast

David M. Cruise, President & CEO  
Mass Hire Hampden  
County Workforce Board, Inc.






# MHHCWB Strategic Plan July 1, 2020-June 30, 2023 Summary Scoreboard

Strategic Priority	Key Performance Indicators (KPIs)			
<input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y3				
<b>ONE</b>	<b>Be the Leading Source of Regional Labor Market Information &amp; Innovative Ideas for Advancing Workforce Development</b>			
(5)	 No Progress ( )	Partially Implemented ( )	Fully Implemented ( )	
<b>TWO</b>	<b>Improve Education and Employability Skills of Adults for Quality Careers</b>			
(8)	 No Progress ( )	Partially Implemented ( )	Fully Implemented ( )	
<b>THREE</b>	<b>Develop 21st Century Youth Education and Employability Skills for Quality Careers</b>			
(6)	 No Progress ( )	Partially Implemented ( )	Fully Implemented ( )	
<b>FOUR</b>	<b>Be the Leading Advocate, Planner and Convener to Promote and Fund Regional Workforce Development</b>			
(6)	 No Progress ( )	Partially Implemented ( )	Fully Implemented ( )	
<b>Total:</b>	YR1/ Qtr1	No Progress ( )	Partially Implemented ( )	Fully Implemented ( )
<u>Yr1: (25)</u>	YR2/ Qtr4	No Progress ( )	Partially Implemented ( )	Fully Implemented ( )
<u>Yr2: ( )</u>	YR3/ Qtr4	No Progress ( )	Partially Implemented ( )	Fully Implemented ( )
<u>Yr3: (0)</u>				



## Strategic Priority 1

### Be the Leading Source of Regional Labor Market Information and Innovative Ideas for Advancing Workforce Development

Goal/Strategy	Key Performance Indicators (KPI) <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
<b>Labor Market Data and Information</b>	<p>1. During all Plan years, as part of the execution of the MHCWB Strategic Plan and the implementation of the Goals and Strategies in the Pioneer Valley Labor Market Blueprint, MHCWB will identify key workforce indicators from multiple data channels, analyze workforce data and trends, formulate projections and recommendations, and regularly prepare and disseminate reports to a broad network of regional partners and collaborators.</p> <p style="text-align: center;"> KPI METRIC TREND:</p> <p style="text-align: center;">No Progress      Partially Implemented      Fully Implemented</p> <p style="background-color: #ffc000; padding: 2px;"><b>Comments:</b></p>
	<p>2. During all Plan years, the MHCWB web site will be enhanced and marketed as the central repository for all workforce related labor market data and analytics, research reports and publications, promising practices, and innovative program designs and practices.</p> <p style="text-align: center;"> KPI METRIC TREND:</p> <p style="text-align: center;">No Progress      Partially Implemented      Fully Implemented</p> <p style="background-color: #ffc000; padding: 2px;"><b>Comments:</b></p>
<b>Resource Allocation</b>	<p>1. During all Plan years, MHCWB will enhance its internal technologies and operating systems to streamline the process of allocating resources to the MH One Stop Career Center Operators, WIOA training providers, and other program partners and collaborators.</p> <p style="text-align: center;"> KPI METRIC TREND:</p> <p style="text-align: center;">No Progress      Partially Implemented      Fully Implemented</p> <p style="background-color: #ffc000; padding: 2px;"><b>Comments:</b></p>

**Goal/Strategy**

**Key Performance Indicators (KPI)**

Q1  Q2  Q3  Q4/Y1

**Innovative Processes and Systems**

1. During all Plan years, MHCWB will design and implement innovative practices/processes/systems that will improve the operation of the regional workforce system for employers, job seekers, and system users.



**KPI METRIC TREND:**

**No Progress**

**Partially Implemented**

**Fully Implemented**

**Comments:**

2. During all Plan years, MHCWB will enhance connectivity between WIOA Title 1 funded programming and other targeted grant funded programs to ensure alignment of activities, programs, and services that accelerate job creation.



**KPI METRIC TREND:**

**No Progress**

**Partially Implemented**

**Fully Implemented**





**Comments:**



## Strategic Priority 2

### Improve Education and Employability Skills of Adults for Quality Careers



Goal/ Strategy	Key Performance Indicators (KPI) <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
<b>Program Coordination and Capacity Building</b>	<p>1. During all Plan years, MHCWB will be the intermediary to facilitate coordination and increase capacity building among regional training providers, employers, and community serving organizations, to design and implement innovative programs, practices, and services that enhance the employability of adults in priority and other critical occupations detailed in the Pioneer Valley Labor Market Blueprint.</p> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <span>KPI METRIC TREND:</span> </div> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <span>No Progress</span> <span>Partially Implemented</span> <span>Fully Implemented</span> </div> <div style="background-color: #ffc000; padding: 2px;">Comments:</div>
<b>Adult Career Pathways Connectivity</b>	<p>1. During all Plan years, MHCWB will provide technical assistance and guidance to DESE-ACLS funded Adult Education programs to support the implementation of programming that enhances outcomes for program participants to transition to college and careers.</p> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <span>KPI METRIC TREND:</span> </div> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <span>No Progress</span> <span>Partially Implemented</span> <span>Fully Implemented</span> </div> <div style="background-color: #ffc000; padding: 2px;">Comments:</div> <p>2. During all Plan years, MHCWB will develop and document an integrated approach to connect DESE-ACLS funded Adult Education program participants to the services, resources, and programs available at the MassHire OSCC's.</p> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <span>KPI METRIC TREND:</span> </div> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <span>No Progress</span> <span>Partially Implemented</span> <span>Fully Implemented</span> </div> <div style="background-color: #ffc000; padding: 2px;">Comments:</div> <p>3. During all Plan years, MHCWB will assist the MH OSCC's in using the Employer Engagement Framework and post COVID-19 Reemployment Framework to assist job seekers/ customers develop comprehensive career pathway plans aligned with current priority and other critical occupations, and new occupations that may emerge from the COVID-19 pandemic.</p> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <span>KPI METRIC TREND:</span> </div> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <span>No Progress</span> <span>Partially Implemented</span> <span>Fully Implemented</span> </div> <div style="background-color: #ffc000; padding: 2px;">Comments:</div>

Goal/ Strategy	Key Performance Indicators (KPI) <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
<b>Adult Career Pathways Connectivity (cont'd)</b>	<p>4. During all Plan years, MHHCWb will provide assistance and/or resources to support implementation and evaluation of one (1) innovative education/training practice/program that improves the education and employability skills of adults for quality careers.</p> <p> KPI METRIC TREND:</p> <p>No Progress      Partially Implemented      Fully Implemented</p> <p><b>Comments:</b></p>
<b>Career Center Operational Enhancement</b>	<p>1. During all Plan years, MHHCWb will ensure that <i>Hampden County Business Solutions</i> is providing coordinated and integrated business services and job matching services to employers using multiple delivery platforms including virtual, as detailed in the Charters between each MH One Stop Career Center Operator and MHHCWb.</p> <p> KPI METRIC TREND:</p> <p>No Progress      Partially Implemented      Fully Implemented</p> <p><b>Comments:</b></p> <p>2. During all Plan years, MHHCWb will ensure that the <i>Talent Bank</i> is operating in a coordinated and integrated manner and providing seamless services to job seekers as detailed in the Charters between each MH One Stop Career Center Operator and MHHCWb, and the WIOA CORE Partner MOU.</p> <p> KPI METRIC TREND:</p> <p>No Progress      Partially Implemented      Fully Implemented</p> <p><b>Comments:</b></p> <p>3. In each Plan year, MHHCWb will continue to conduct quarterly meetings of the OSCC Center directors, their Board chairs, MHHCWb OSCC Committee Chair, and a MHHCWb Vice President to discuss and assess the implementation of principles outlined in the OSCC Operator Charters.</p> <p> KPI METRIC TREND:</p> <p>No Progress      Partially Implemented      Fully Implemented</p> <p><b>Comments:</b></p>

## Strategic Priority 3

### Develop 21<sup>st</sup> Century Youth Education and Employability Skills for Quality Careers


Goal/Strategy	Key Performance Indicators (KPI) <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
<b>Employability Development Pathways and Systems</b>	<p>1. During all plan years, MHHCWB will allocate funding and work with the WIOA Out-of-School Youth program providers to ensure the implementation of educational services, job readiness skills, work-based learning opportunities, and coordinated case management services and supports that will advance youth along an integrated career pathway continuum.</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div> <p><b>KPI METRIC TREND:</b></p> <p>No Progress   Partially Implemented   Fully Implemented</p> </div> </div> <div style="background-color: #f1c40f; padding: 2px; margin-top: 5px;"><b>Comments:</b></div>
	<p>2. During all Plan years, MHHCWB will allocate funding and work with WIOA In-School Youth program providers to ensure implementation of expanded work-based learning opportunities, academic interventions, and support systems and networks that improve the graduation rate, and result in successful transition to post-secondary education and/or career employment.</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div> <p><b>KPI METRIC TREND:</b></p> <p>No Progress   Partially Implemented   Fully Implemented</p> </div> </div> <div style="background-color: #f1c40f; padding: 2px; margin-top: 5px;"><b>Comments:</b></div>
	<p>3. During all Plan years, MHHCWB will act as the intermediary to accelerate the design and implementation of programs and services that link middle school → secondary education → post-secondary educational institutions, and intentionally involve private sector employers in program development and execution.</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div> <p><b>KPI METRIC TREND:</b></p> <p>No Progress   Partially Implemented   Fully Implemented</p> </div> </div> <div style="background-color: #f1c40f; padding: 2px; margin-top: 5px;"><b>Comments:</b></div>
<b>Service Delivery Capacity Building and Alignment</b>	<p>1. During all Plan years, MHHCWB will ensure the implementation of processes and protocols that will increase coordination and alignment between WIOA Out-of-School Youth, and unemployed youth aged 16-24, and the One Stop Career Centers to ensure that youth are provided services that successfully transition them to the next level in their career pathway.</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div> <p><b>KPI METRIC TREND:</b></p> <p>No Progress   Partially Implemented   Fully Implemented</p> </div> </div> <div style="background-color: #f1c40f; padding: 2px; margin-top: 5px;"><b>Comments:</b></div>

Goal/Strategy	<b>Key Performance Indicators (KPI)</b> <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
<b>Employer Engagement</b>	<p>1. During all Plan years, MHCWB will increase by 5-8% annually, the number of private sector companies providing work-based learning opportunities, including paid and unpaid internships, to youth participating in MHCWB funded youth programs.</p> <div style="display: flex; align-items: center; margin: 10px 0;">  <p><b>KPI METRIC TREND:</b></p> </div> <p style="margin: 5px 0;"> <input type="checkbox"/> No Progress    <input type="checkbox"/> Partially Implemented    <input type="checkbox"/> Fully Implemented </p> <div style="background-color: #FFD700; padding: 2px; margin-top: 5px;"><b>Comment:</b></div>
	<p>2. During all Plan years, MHCWB will provide guidance and technical assistance to connect non-WIOA funded secondary level In-school programs conducting activities and programs aligned with the Pioneer Valley Labor Market Blueprint with private sector companies committed to partnering with the schools on program/project implementation, including the provision of work-based learning opportunities.</p> <div style="display: flex; align-items: center; margin: 10px 0;">  <p><b>KPI METRIC TREND:</b></p> </div> <p style="margin: 5px 0;"> <input type="checkbox"/> No Progress    <input type="checkbox"/> Partially Implemented    <input type="checkbox"/> Fully Implemented </p> <div style="background-color: #FFD700; padding: 2px; margin-top: 5px;"><b>Comments:</b></div>

# Strategic Priority 4

## Be the Leading Advocate, Planner and Convener to Promote and Fund Regional Workforce Development

Goal/Strategy	Key Performance Indicators (KPI) <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
<p><b>Communicate MHCWB's Mission</b></p>	<p>1. During all Plan years, MHCWB will execute a communications plan that informs entities identified from the MHCWB's Stakeholder Analysis of MHCWB programs and progress, as detailed in the <i>Strategic Plan Scoreboard</i>.</p> <div style="text-align: center; margin: 10px 0;"> </div> <p style="text-align: center;"><b>KPI METRIC TREND:</b></p> <p style="text-align: center;"> <input type="checkbox"/> No Progress     <input type="checkbox"/> Partially Implemented     <input type="checkbox"/> Fully Implemented         </p> <div style="background-color: #ffc107; padding: 5px; margin-top: 5px;"> <b>Comments:</b> </div>
	<p>2. During all Plan years, MHCWB will meet with locally elected officials and the local State legislative delegation, to discuss workforce development issues and opportunities that impact job creation and economic development and expansion in Hampden County.</p> <div style="text-align: center; margin: 10px 0;"> </div> <p style="text-align: center;"><b>KPI METRIC TREND:</b></p> <p style="text-align: center;"> <input type="checkbox"/> No Progress     <input type="checkbox"/> Partially Implemented     <input type="checkbox"/> Fully Implemented         </p> <div style="background-color: #ffc107; padding: 5px; margin-top: 5px;"> <b>Comments:</b> </div>
	<p>1. During all Plan years, MHCWB will work with the regional economic development entities and educational institutions to create alignment between their Strategic Plan's and the Goals and Strategies detailed in MHCWB's Strategic Plan and in the Pioneer Valley Labor Market Blueprint.</p> <div style="text-align: center; margin: 10px 0;"> </div> <p style="text-align: center;"><b>KPI METRIC TREND:</b></p> <p style="text-align: center;"> <input type="checkbox"/> No Progress     <input type="checkbox"/> Partially Implemented     <input type="checkbox"/> Fully Implemented         </p> <div style="background-color: #ffc107; padding: 5px; margin-top: 5px;"> <b>Comments:</b> </div>
<p><b>Align Regional Workforce Development, Economic Development, and Educational Strategic Goals</b></p>	

Goal/Strategy	<b>Key Performance Indicators (KPI)</b> <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
	<b>Align Regional Workforce Development, Economic Development, and Educational Strategic Goals (cont'd)</b>
<b>Secure Public and Private Funding</b>	<p>1. During all Plan years, MHHCWB will develop and implement a Funding Strategy that is aligned with its Mission that will result in an 8% annual increase in new revenue derived from new and/or additional public and private funding sources.</p> <p> <b>KPI METRIC TREND:</b></p> <p>No Progress      Partially Implemented      Fully Implemented</p> <p><b>Comments:</b></p> <hr/>





**HAMPDEN COUNTY**  
**WORKFORCE BOARD, Inc.**

**1441 Main Street, Springfield, MA • (P) 413-787-1547 • (F) 413-755-1364**  
**[www.masshirehcb.com](http://www.masshirehcb.com)**