



HAMPDEN COUNTY WORKFORCE BOARD

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

Quarterly Progress Report Year 1, QTR 1 Progress July 1, 2020 – September 30, 2020

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**

Strategic Priority 1

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


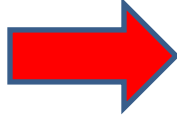

Goal/Strategy	Key Performance Indicators (KPI) <div style="display: flex; justify-content: space-around; align-items: center;"> <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1 </div>
Labor Market Data and Information	<p>1. 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> <div style="text-align: center;">  <p>KPI METRIC TREND:</p> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> No Progress Partially Implemented Fully Implemented </div> <div style="background-color: #fff9c4; padding: 5px; margin-top: 10px;"> <p>Comments:</p> <ul style="list-style-type: none"> ⊕ Director of Business Services and Market Research continued to prepare Labor Market Reports and Occupational Outlook Briefs for selected partners, in particular, regional school districts. ⊕ <i>Workforce Development and Technology Adoption Report</i> for advanced manufacturing completed and disseminated to participating regional advanced manufacturing companies, educational institutions and state-wide manufacturing partners. ⊕ DRAFT ADDENDUM on <i>Non-Credit Courses in Healthcare and Social Assistance</i> industry prepared and disseminated to Educator Work Group for review. ⊕ Document on <i>Career Information Links</i> for students prepared and sent to regional Pre K-12 Superintendents to be used as resource for counselors, students, and parents. ⊕ Region 2 <i>Pioneer Valley Labor Market Blueprint Update</i> completed with updated labor market data and COVID-19 employment related contingencies and labor market projections. </div>
	<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> <div style="text-align: center;">  <p>KPI METRIC TREND:</p> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> No Progress Partially Implemented Fully Implemented </div> <div style="background-color: #fff9c4; padding: 5px; margin-top: 10px;"> <p>Comments:</p> <ul style="list-style-type: none"> ⊕ Director of Business Services and Market Research continued to update MHCWB web site to reflect progress on Blueprint Implementation and updates on labor market information. ⊕ Web site modified to provide real time COVID-19 information and resource links to business, job seekers and general web site viewers. ⊕ Director of Business Services and Market Research continued to prepare labor market and research reports for distribution to external partners. </div>


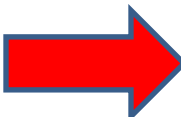
Goal/Strategy	Key Performance Indicators (KPI) <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
Resource Allocation	<p>1. During all Plan years, MHCWB will enhance its internal technologies and operating systems to streamline the process of allocating resources to the MH One Stop Career Center Operators, WIOA training providers, and other program partners and collaborators.</p> <p> KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> <p>Comments 3. MHCWB's internal accountability and reporting systems continued to assist OSCC Operators in joint development of implementing allocations methodology</p>
Innovative Processes and Systems	<p>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.</p> <p> KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> <p>Comment: + MassHire Business Solutions conducted three (3) enhanced Virtual Job Fairs in Q-1 utilizing both a company- cohort model and individualized company-specific model to deliver job matching services to both business and in particular COVID-19 permanently separated workers. MHCWB facilitated and organized the company-specific Virtual Job Fair.</p> <p>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.</p> <p> KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> <p>Comment: + MHCWB internal team reviewed WIOA Individualized Training Accounts process in relation to COVID- 19 protocols, and channels for connectivity to grant funded training programs focused on the priority industries in the PV Labor Market Blueprint (Updated).</p>

Strategic Priority 2

Improve Education and Employability Skills of Adults for Quality Careers



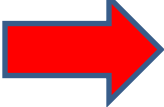
Goal/ Strategy	Key Performance Indicators (KPI) <div style="display: flex; justify-content: space-around; align-items: center;"> <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1 </div>
Program Coordination and Capacity Building	<p>1. During 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="text-align: center;"> <p>KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: yellow; padding: 5px;"> <p>Comments:</p> <ul style="list-style-type: none"> ✦ MHCWB served as the State-wide Primary Operator in the MA COVID-19 Disaster Recovery Dislocated Worker National Emergency Grant that enhances the employability of adults permanently separated from employment due to COVID-19. ✦ MHCWB served as the Lead Organization and intermediary in the submission of a Region 2 Healthcare Workforce Hub Planning Grant to CommCorp. MOU with 20 partners representing regional educational institutions/ training providers, healthcare employers, and workforce boards. ✦ MHCWB served as the Lead Organization and intermediary of the Region 2 <i>MABridge</i> advanced manufacturing three year grant program with MA Technology Collaborative. Funding provided by the U.S. Department of Defense. </div>
Adult Career Pathways Connectivity	<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="text-align: center;"> <p>KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: yellow; padding: 5px;"> <p>Comment:</p> <ul style="list-style-type: none"> ✦ MHCWB worked with the MA ACLS program coordinator to codify FY 2021 Adult Education Seat Capacity in Hampden County, including employment status of AE program learners. Seat Capacity Chart produced and will be updated in Q-2 to include data from Franklin Hampshire County ACLS funded AE programs to provide Region 2 data that will support the implementation of programming that will enhance outcomes for AE program participants. </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="text-align: center;"> <p>KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: yellow; padding: 5px;"> <p>Comment:</p> <ul style="list-style-type: none"> ✦ MHCWB internal team developed a DRAFT Process Rubric that will be shared with Hampden County ACLS funded AE programs for use in implementing a process to intentionally connect AE learners with the MH OSCC services and supports. </div>

Goal/ Strategy	Key Performance Indicators (KPI) <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
Adult Career Pathways Connectivity (cont'd)	<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> <p> KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> <p>Comments:</p> <ul style="list-style-type: none"> COVID-19 Reemployment Framework currently in final stages of development at the state level and expect roll-out to workforce boards and MHOSCC in Q-2. MHCWB Employer Engagement Framework revised to reflect COVID-19 virtual delivery service model. Sections of MHCWB revised EEF adopted by State in design of COVID-19 Reemployment Framework. MHCWB President & CEO serving as member of state-wide work stream focused on provision of business services in COVID-19 space. <p>4. During all Plan years, MHCWB 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>Comment:</p> <ul style="list-style-type: none"> MHCWB reviewed options and will wait until Q-2 to identify a sustainable and innovative education/training practice/program that will improve the education and employability skills for adults for quality careers.
Career Center Operational Enhancement	<p>1. During all Plan years, MHCWB 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 MHCWB.</p> <p> KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> <p>Comments:</p> <ul style="list-style-type: none"> MassHire Business Solutions conducted three (3) enhanced Virtual Job Fairs in Q-1 utilizing both a company-cohort model and individualized company-specific model to deliver job matching services to both business and in particular COVID-19 permanently separated workers. MHCWB facilitated and organized the company-specific Virtual Job Fair. MassHire Business Solutions updated and enhanced webinars and workshops to deliver the information in virtual platforms that will better position job seekers to successfully access employment opportunities.

Goal/ Strategy	Key Performance Indicators (KPI) <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
Career Center Operational Enhancement (cont'd)	<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 style="text-align: center;">  KPI METRIC TREND: No Progress Partially Implemented Fully Implemented </p> <p>Comment: Talent Bank protocols and processes modified during Q-1 to reflect the need to conduct job matching services from virtual platforms. MHOSCC waiting for final guidance from State on the COVID-19 Reemployment Framework implementation process. Anticipate in mid Q-2.</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 style="text-align: center;">  KPI METRIC TREND: No Progress Partially Implemented Fully Implemented </p> <p>Comment: No meetings conducted in Q-1.</p>

Strategic Priority 3


Develop 21st Century Youth Education and Employability Skills for Quality Careers

Goal/Strategy	Key Performance Indicators (KPI) <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
Employability Development Pathways and Systems	<p>1. During all plan years, MHCWB 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="text-align: center;">  <p>KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>Comment: Following completion of new RFP procurement cycle, completed new Hampden County Youth MOU of which OSY providers are signatories and outline approach to referrals, career pathway model, etc.</p> </div>
	<p>2. During all Plan years, MHCWB 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="text-align: center;">  <p>KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>Comment: Following completion of new RFP procurement cycle, completed new Hampden County Youth MOU of which ISY providers are signatories and outline approach to referrals, career pathway model, etc.</p> </div>
	<p>3. During all Plan years, MHCWB 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="text-align: center;">  <p>KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>Comment: MHCWB staff continue to provide guidance and direction to multiple in-school strategic planning and program implementation activities. Delayed school year start and uncertainties of the short-term efficacy of district school implementation models and schedules has delayed programming into Q-2.</p> </div>

Goal/Strategy	Key Performance Indicators (KPI) <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
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Service Delivery Capacity Building and Alignment

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.

 **KPI METRIC TREND:**

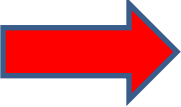
No Progress Partially Implemented Fully Implemented

Comments:

- MHHCWB continued to manage the referral and follow-up process between WIOA OSY provider's and MHOSCC operators to maximize delivery of services to certain OSY requiring services from OSCC Operators.
- Following completion of new RFP procurement cycle, completed new Hampden County Youth MOU of which OSY providers and OSCCs are signatories and outline approach to referrals, career pathway model, etc.
- While due to COVID-19 there was a re-purposing of selected staff at the MHOSCC to support UI claimants, MH Springfield OSCC Youth Staff developed a Virtual Work Readiness training program and offered it for first time in July 2020 to in and out-of-school unemployed youth.

Employer Engagement

1. During all Plan years, MHHCWB 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 MHHCWB funded youth programs.

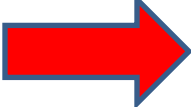
 **KPI METRIC TREND:**

No Progress Partially Implemented Fully Implemented

Comment:

- No significant activity in Q-1 due to COVID -19 uncertainties.

2. During all Plan years, MHHCWB 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.

 **KPI METRIC TREND:**

No Progress Partially Implemented Fully Implemented




Comments:




- No activity in Q-1 due to COVID -19 uncertainties. Delayed school year start and uncertainties of the short-term efficacy of district school implementation models and schedules have delayed programming into Q-2.


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Strategic Priority 4

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

Goal/Strategy	Key Performance Indicators (KPI) 
<p>Communicate MHCWB's Mission</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;">  <p>KPI METRIC TREND:</p> </div> <div style="text-align: center; margin: 10px 0;"> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: #ffc107; padding: 5px; margin: 10px 0;"> <p>Comments:</p> <ul style="list-style-type: none"> ⬇ MHCWB utilized our web site as one of several regional repositories of COVID-19 information and resource links. ⬇ MHCWB purchased Zoom Pro Video Conference licenses to position MHCWB to have connectivity with regional stakeholders to ensure continuity of communication, programming, and delivery of virtual services. ⬇ MHCWB continued to facilitate critical connectivity with Healthcare service providers and institutions of higher education conducting Nursing programs to ensure regional collaboration. </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;">  <p>KPI METRIC TREND:</p> </div> <div style="text-align: center; margin: 10px 0;"> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: #ffc107; padding: 5px; margin: 10px 0;"> <p>Comments:</p> <ul style="list-style-type: none"> ⬇ MHCWB and Chief Economic Development Administrator and Chief Finance Administrator for City of Springfield conducted scheduled weekly phone meetings to ensure alignment and coordination of activity impacting Springfield-based companies and Springfield residents whose employment was impacted by COVID-19. </div>

Goal/Strategy	<p align="center">Key Performance Indicators (KPI)</p> <p align="center"> <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1 </p>
<p>Align Regional Workforce Development, Economic Development, and Educational Strategic Goals</p>	<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> <p align="center">  KPI METRIC TREND: </p> <p align="center"> No Progress Partially Implemented Fully Implemented </p>
	<p>Comments:</p> <ul style="list-style-type: none"> ⚡ MHCWB continues to work with EDC of Western MA and western regional MA Office of Business Development (MOBD) to ensure on going communication and collaboration. ⚡ MHCWB President worked with central region MOBD to convene and facilitate August 2020 meeting with employer seeking workforce to accommodate expansion plans. MH Springfield Career Center included in meeting and discussion. ⚡ Director of Business Services and Market Research serving as member of EDC Strategic Planning Ad-hoc Work Group and presented regional data at September meeting.
	<p>2. During all Plan years, MHCWB will convene and facilitate meetings of the WIOA Regional Planning Teams/Work Groups to implement the Goals and Strategies contained in the Pioneer Valley Labor Market Blueprint.</p> <p align="center">  KPI METRIC TREND: </p> <p align="center"> No Progress Partially Implemented Fully Implemented </p>
<p>Comments:</p> <ul style="list-style-type: none"> ⚡ MHCWB co-convened joint meeting of the RP CORE team and Employer Advisory Committee on August 21, 2020 and shared <i>PV Labor Market Blueprint Update</i> document and related Blueprint implementation work tasks. ⚡ MHCWB facilitated several Zoom video conferences with a sub-group of the RP Educator Work Group to prepare additional ADDENDUM reports in support of on-going work. ⚡ Blueprint Data Team continues on line meetings to review and refine Updated Pioneer Valley Labor Market Data package prepared by MA WSC. ⚡ MHCWB continued to provide labor market data and letters of support to educational entities for a variety of grants and educational projects. ⚡ MHCWB submitted FY 2021 Blueprint implementation Scope of Work and to EOLWD to secure \$40,000 operating revenue to support FY 2021 work. 	
<p>3. MHCWB will convene and facilitate meetings between MHCWB and the WIOA Core Partners to ensure the integrated delivery of business and job seeker services at the MH OSCCs, pursuant to the MOU, effective July 1, 2020.</p> <p align="center">  KPI METRIC TREND: </p> <p align="center"> No Progress Partially Implemented Fully Implemented </p>	
<p>Comments:</p> <ul style="list-style-type: none"> ⚡ MHCWB has worked with individual WIOA Core Partners to coordinate virtual services for shared customers. ⚡ MHCWB has continued to refine referral processes and joint outcomes monitoring between Core Partners and MH OSCCs 	

Goal/Strategy	Key Performance Indicators (KPI) <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1
Secure Public and Private Funding	<p>1. During all Plan years, MHCWB 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> <div style="text-align: center;">  <p>KPI METRIC TREND:</p> <p>No Progress Partially Implemented Fully Implemented</p> </div> <div style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>Comments:</p> <ul style="list-style-type: none"> ✚ MHCWB awarded \$25,000 six month planning grant from CommCorp to assess training priorities in the Healthcare industry. ✚ MHCWB, in partnership with Franklin Hampshire and Berkshire Workforce Boards, finalized contracting for three year \$166,000 grant funded by U.S. DOD. ✚ MHCWB awarded two \$63,000 grants for WIOA Year Round program with Westfield Public Schools and NEFWC as contract partners. ✚ MHCWB awarded \$40,000 by MA EOLWD to support FY 2021 implementation of Goals and Objectives in the RP Blueprint. </div>