



**HAMPDEN COUNTY
WORKFORCE BOARD, Inc.**

Strategic Plan Scoreboard

July 1, 2023 – June 30, 2026

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: Patricia Samra, VP HR Operations & Total Rewards, Baystate Health

Vice-Chair: Vacant

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

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 2024-2026 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 progress of the Plan's Goals at specific points in time. MHHCWB believes 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 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 influence our strategic direction and business operations. The MHHCWB staff is laser-focused on our Mission and remains committed to finding innovative, practical, and measurable solutions that accelerate job creation, and drive the economic expansion of Hampden County, the Pioneer Valley Region and the Commonwealth.






We invite you to follow our progress on www.masshirehcb.com and share with us your thoughts and recommendations.

Patricia Samra, MHHCWB Chair
Baystate Health

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





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
Labor Market Data and Information	<p>1. During all Plan years, as part of the execution of the MHHWCW Strategic Plan, MHHWCW will identify key workforce indicators and metrics from multiple data channels, analyze data and trends, formulate projections and recommendations, and prepare and disseminate reports to a broad network of regional and statewide partners and collaborators.</p> <div>  <div>KPI METRIC TREND:</div> <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div>
	<div>Comments:</div> <p>2. During all Plan years, the MHHWCW web site will be marketed as the central repository for regional workforce related labor market data and analytics, research reports and publications, and innovative program designs and practices.</p> <div>  <div>KPI METRIC TREND:</div> <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div>
	<div>Comments:</div>
	<p>1. During all Plan years, MHHWCW will use performance measures and outcomes accountability data as a measure to allocate funding to the MH One Stop Career Center Operators, WIOA training providers/vendors, and other program partners and collaborators.</p> <div>  <div>KPI METRIC TREND:</div> <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div>
Resource Allocation	<div>Comments:</div>
Innovative Processes and Systems	<p>1. During all Plan years, MHHWCW will design, implement, and evaluate innovative practices/processes/systems that improve the operation of the regional workforce system for employers, job seekers, and system users.</p> <div>  <div>KPI METRIC TREND:</div> <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div>
	<div>Comments:</div> <p>2. During all Plan years, MHHWCW will ensure connectivity between WIOA Title 1 funded programming and grant funded programs to support alignment of activities, programs, and services.</p> <div>  <div>KPI METRIC TREND:</div> <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div>
	<div>Comments:</div>

Strategic Priority 2

Improve Education and Employability Skills of Adults for Quality Careers

Goal/ Strategy	Key Performance Indicators (KPI) <div> <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, MHHCWB will be the intermediary to facilitate coordination and increase capacity building among regional training providers, employers, and community serving organizations that result in 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>  <div>KPI METRIC TREND:</div> <div> No Progress Partially Implemented Fully Implemented </div> </div> <div>Comments:</div>
Adult Career Pathways Connectivity	<p>1. During all Plan years, MHHCWB will provide workforce related guidance to DESE-ACLS funded Adult Education programs, that will ensure that that DESE-ACLS funded Adult Education program participants are connected to the services, resources, and programs available at the MassHire OSCC's.</p> <div>  <div>KPI METRIC TREND:</div> <div> No Progress Partially Implemented Fully Implemented </div> </div> <div>Comments:</div> <p>2. During all Plan years, MHHCWB will identify new and emerging occupational classifications that align with regional priority and other critical industries, and align resources, including WIOA Individual Training Accounts, Pre-Apprenticeship, and Registered Apprenticeship, to support the implementation of quality education and training programs.</p> <div>  <div>KPI METRIC TREND:</div> <div> No Progress Partially Implemented Fully Implemented </div> </div> <div>Comments:</div> <p>3. 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> <div>  <div>KPI METRIC TREND:</div> <div> No Progress Partially Implemented Fully Implemented </div> </div> <div>Comments:</div>

Goal/ Strategy	Key Performance Indicators (KPI) <div><div></div> Q1 <div></div> Q2 <div></div> Q3 <div></div> Q4/Y1</div>
Career Center Operational Enhancement	<div>1. During all Plan years, MHHCWb will ensure that <i>Hampden County Business Solutions</i> provides coordinated business services and job matching services to employers in accordance with the MHHCWb Employer Engagement and Reemployment Frameworks, as detailed in the Charters between each MH One Stop Career Center Operator and MHHCWb.</div> <div><div></div></div> <div>KPI METRIC TREND:</div> <div>No ProgressPartially ImplementedFully Implemented</div> <div>Comments:</div>
	<div>2. During all Plan years, MHHCWb will ensure that the <i>Talent Bank</i> operates in a coordinated and integrated manner and provides seamless services to job seekers as detailed in the Charters between each MH One Stop Career Center Operator and MHHCWb, and the WIOA CORE Partners Memorandum of Understanding.</div> <div><div></div></div> <div>KPI METRIC TREND:</div> <div>No ProgressPartially ImplementedFully Implemented</div> <div>Comments:</div>

Strategic Priority 3

Develop 21st 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
Employability Development Pathways and Systems	<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>KPI METRIC TREND:</p> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> No Progress Partially Implemented Fully Implemented </div> </div> </div> <div style="background-color: #FFD700; padding: 2px; margin-top: 5px;">Comments:</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 services that result in successful transition to post-secondary education and/or career pathway employment.</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div> <p>KPI METRIC TREND:</p> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> No Progress Partially Implemented Fully Implemented </div> </div> </div> <div style="background-color: #FFD700; padding: 2px; margin-top: 5px;">Comments:</div> <p>3. During all Plan years, MHHCWB will act as an intermediary to support the design and implementation of programs and services that link secondary education → post-secondary educational programs, and intentionally involve private sector employers in program development, implementation, and evaluation.</p> <div style="display: flex; align-items: center; margin-top: 10px;"> <div> <p>KPI METRIC TREND:</p> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> No Progress Partially Implemented Fully Implemented </div> </div> </div> <div style="background-color: #FFD700; padding: 2px; margin-top: 5px;">Comments:</div>
	<p>1. During all Plan years, MHHCWB will ensure the implementation of processes and protocols that connect WIOA Out-of-School Youth, and unemployed youth and young adults aged 16-25, with 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>KPI METRIC TREND:</p> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> No Progress Partially Implemented Fully Implemented </div> </div> </div> <div style="background-color: #FFD700; padding: 2px; margin-top: 5px;">Comments:</div>

Goal/Strategy	Key Performance Indicators (KPI) <div><div></div> Q1 <div></div> Q2 <div></div> Q3 <div></div> Q4/Y1</div>
Employer Engagement	<div><div>1. During all Plan years, MHHCWb will work with its contracted youth program vendors to 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.</div><div><div></div><div>KPI METRIC TREND:</div><div>No ProgressPartially ImplementedFully Implemented</div></div><div>Comments:</div></div>

Strategic Priority 4

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

Goal/Strategy	Key Performance Indicators (KPI) <div> <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4/Y1 </div>
Communicate MHHCWb’s Mission	<div> 1. During all Plan years, MHHCWb will aggressively promote MHHCWb as an innovative partner with business and industry, and communicate MHHCWb’s Mission and accomplishments to a wide range of local, regional and statewide entities. <div> <div> KPI METRIC TREND: <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div> <div>Comments:</div> </div> </div> <div> 2. During all Plan years, MHHCWb 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. <div> <div> KPI METRIC TREND: <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div> <div>Comments:</div> </div> </div>
Align Regional Workforce Development, Economic Development, and Educational Strategic Goals	<div> 1. During all Plan years, MHHCWb 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 MHHCWb’s Strategic Plan and in the Pioneer Valley Labor Market Blueprint. <div> <div> KPI METRIC TREND: <div> <div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div> </div> </div> <div>Comments:</div> </div> </div>

Goal/Strategy	<div>Key Performance Indicators (KPI)</div> <div><div></div> Q1 <div></div> Q2 <div></div> Q3 <div></div> Q4/Y1</div>
<div>Align Regional Workforce Development, Economic Development, and Educational Strategic Goals (cont'd)</div>	<div><div>2.</div> During all Plan years, MHHCWB will co-facilitate meetings of the WIOA Regional Planning Teams/Work Groups to implement the Goals and Strategies contained in the Pioneer Valley Labor Market Blueprint.</div> <div><div></div></div> <div>KPI METRIC TREND:</div> <div><div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div></div> <div>Comments:</div> <div><div>3.</div> MHHCWB will convene and facilitate meetings between MHHCWB 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, 2021.</div> <div><div></div></div> <div>KPI METRIC TREND:</div> <div><div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div></div> <div>Comments:</div>
<div>Secure Public and Private Funding</div>	<div><div>1.</div> 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.</div> <div><div></div></div> <div>KPI METRIC TREND:</div> <div><div>No Progress</div> <div>Partially Implemented</div> <div>Fully Implemented</div></div> <div>Comments:</div>



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