



REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.

Strategic Plan



July 1, 2014-June 30, 2017

Since 1980, the Regional Employment Board (REB) of Hampden County, Inc. has been the region's primary planner, intermediary and convener to address workforce development issues. 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.

Your connection to workforce development

www.rebhc.org



REB

REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.

Dear Friends,

It is our pleasure to welcome you to the Strategic Plan of the Regional Employment Board of Hampden County, Inc. covering the time period of July 1, 2014-June 30, 2017. Hampden County is a critical Region of the Commonwealth, and workforce development is a key driver in sustaining the Region's economic development and growth.

Talent is a key factor that will play a significant role in the competitiveness of the Region and the Commonwealth in the future. Our FY 2015-2017 Strategic Plan is an aggressive and thoughtful agenda to ensure that all our residents are prepared to access career pathways that lead to economic self-sufficiency, and that regional business and industry have the highly skilled workforce they need to grow their business, strengthen the regional economy, and create wealth opportunities for their companies and employees.

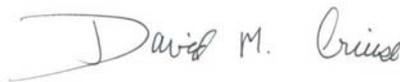
The Plan is grounded in the REB's commitment to use labor market data to inform decision making, drive regional cluster development and deployment, create innovative workforce development practices, develop career pathways for sustainable job creation for all Hampden County residents, and enhance the quality of life and social fabric of our communities. The workforce development eco-system in Hampden County is arguably the strongest in the State, and its capacity to implement workforce development programming that will drive economic expansion has never been stronger.

The Plan's Strategic Priorities and Goals reflect the REB's values, beliefs, and purpose, and are rooted in the principles of equity and access. Our business and industry partners, One Stop Career Centers, program operators, and colleagues along the Pre K-16 education continuum, share these principles and are committed to working with us in finding the best way forward. This work will not be easy. It will require our collective attention and engagement, time and resources, and willingness to be creative and take prudent risks.

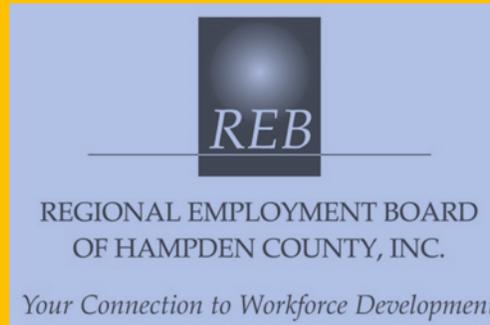
We invite you to read the FY 2015-2017 Strategic Plan, join us in the exciting work ahead, and follow our progress on www.rebhc.org.



A. Craig Brown, REB Chair
Doherty, Wallace, Pillsbury & Murphy, PC



David M. Cruise, President & CEO
Regional Employment Board of Hampden
County, Inc.



The Regional Employment Board of Hampden County, 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.

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Doherty, Wallace, Pillsbury & Murphy PC

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For a complete list of REB Board Members please go to:
http://www.rebhc.org/pages/membership_committees.html

For a roster of REB Staff, please go to:
http://www.rebhc.org/pages/about_reb_professional_staff.html

Strategic Plan

July 1, 2015 – June 30, 2017

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REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.

FY2015-2017 STRATEGIC PLAN EXECUTIVE SUMMARY

In the Commonwealth and in our Region, there is increased recognition of the importance of workforce development for overall economic development. Since 1980, the Regional Employment Board (REB) of Hampden County, Inc. has been convening employers, business and industry associations, economic development agencies, and education and workforce development entities to develop collaborative, coordinated, practical and measurable solutions to workforce development issues.

The FY **2015-2017 Strategic Plan** presents a framework and a menu of implementable and measurable approaches that will respond to gaps between employer needs and in-demand occupations.



This framework will facilitate the development of sector-based career pathways, suggest strategies to scale up innovative education and training programs, accelerate community engagement and organizational capacity building, and establish a coordinated plan to secure alternative public and private sector investment in the workforce development system.

The Plan sharpens the REB's focus on using public and private investment to accelerate job creation and retention efforts by strengthening the partnership between cluster-based industry sectors and our One-Stop Career Centers that will result in self-sustaining employment and career advancement opportunities for all individuals, in particular our County's growing minority populations. Up-skilling the region's incumbent workforce is a critical job retention strategy and will ensure that our companies retain their competitive advantage in the global economy.

The Plan presents a renewed emphasis on developing connected career pathways programming that ensures that youth, especially minority youth and youth disconnected from both work and school are ready for college, careers and life in the 21st century.

Over the life of the Plan, the REB will expand approaches to cluster deployment strategies in new and emerging industry sectors-some of which are unknown to us now. The REB will convene new stakeholder partners and engage in new conversations in different spaces. All of the REB activities and initiatives will be focused on building and sustaining a coordinated and effective workforce delivery eco-system that effectively responds to the workforce needs of business, and creates self-sustaining employment and career advancement opportunities for all individuals.

The REB has developed a **Strategic Plan Scoreboard** and Key Performance Indicators (KPIs) to measure our progress toward meeting our Strategic Priorities and Goals. We believe that the KPIs will inform strategic thinking, drive tactical implementation of Plan Goals and Strategies, and keep us mission centered.

The Regional Employment Board of Hampden County, Inc. welcomes you to join us in implementing our Strategic Plan and encourages you to visit www.rebhc.org to share in this exciting journey.

FY2015-2017 STRATEGIC PLAN

I. Our Vision and Mission

Since 1980, the Regional Employment Board (REB) of Hampden County, Inc. has been the region's primary planner, intermediary and convener to address workforce development issues. Established by Federal and State legislation, the REB 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. The REB's public workforce development system annually serves over 20,000 job seekers with an approximate annual budget of \$10.5M-\$12M comprised of Federal (60%), State (31%), and Private (9%) funds.

We are constantly researching regional labor market data, analyzing business' workforce needs and priorities, and developing appropriate strategic alliances among employers and training providers to meet those needs. Through our One-Stop Career Centers- FutureWorks (Springfield) and CareerPoint (Holyoke) - we are the "voice" of the regional labor market. We have first-hand information on job seekers, job openings, labor supply and demand, and local hiring trends and projections.

The REB continues to embrace a commitment to its fundamental values. Collaborative leadership, innovation, being data driven and an absolute commitment to diversity serve as the basis for our Vision and Mission.

VISION

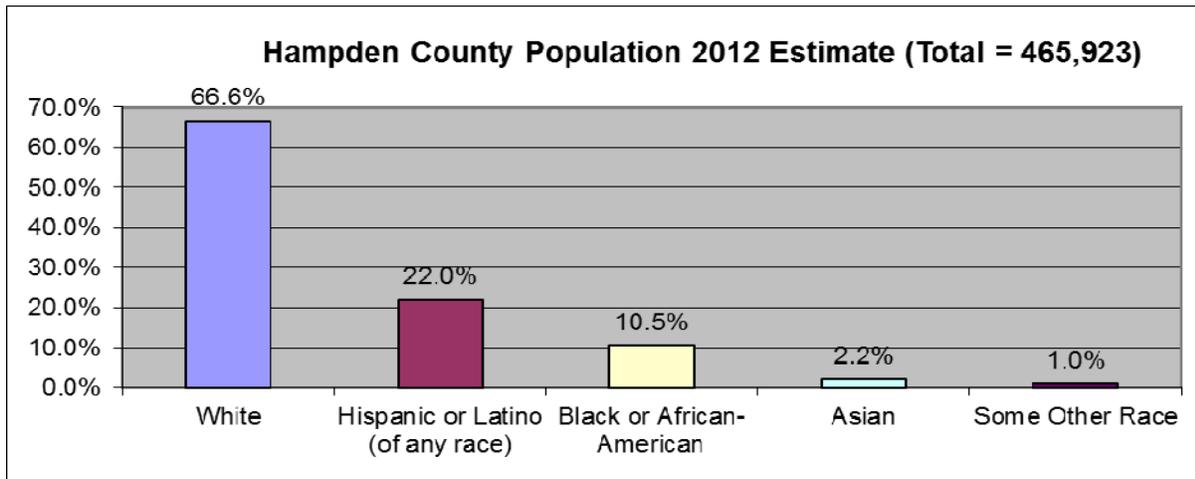
Hampden County residents have access to and are prepared for high quality career employment opportunities at family-sustaining wages that accelerate business growth, ensure continued economic development, and strengthen our communities.

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.

II. State of the Region’s Economic Outlook and Employment Trends

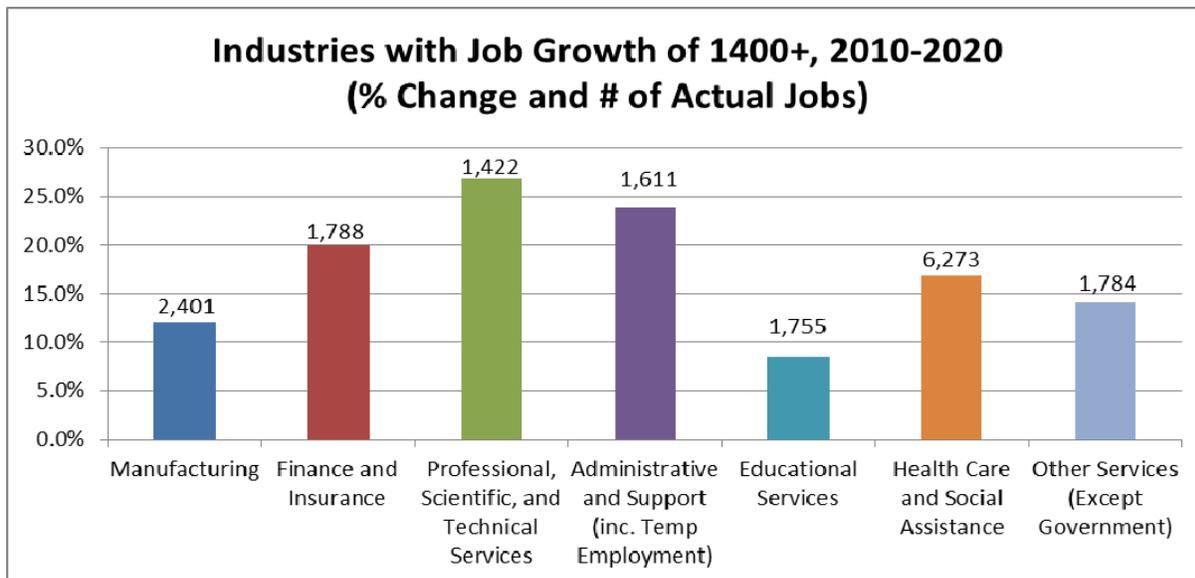
As we continue to emerge from the Great Recession, we continue to experience slow job growth and persistent pockets of high unemployment. While Hampden County has a diverse labor force, the net population increase since 2006 has been under 1% indicating relatively flat labor force growth. This pattern is consistent with statewide averages. The 2012 study, “Labor Market Trends in the Pioneer Valley Region”¹ indicated that over the past decade while the total population was stagnant, the region saw an increase in the number of immigrants and minorities.



Source: U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey

Figure 1

Employment projections by industry for Hampden County through 2020 (Figure 2) indicate the following growth patterns in specific industries.



Source: EOLWD Massachusetts Industry-Occupation Employment Matrix, 2010-2020

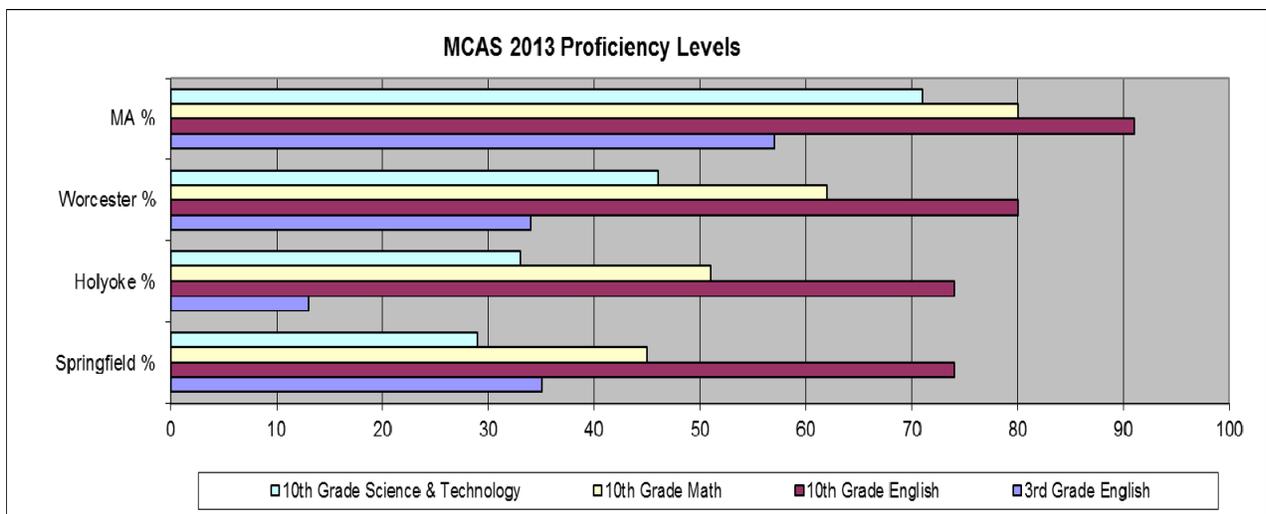
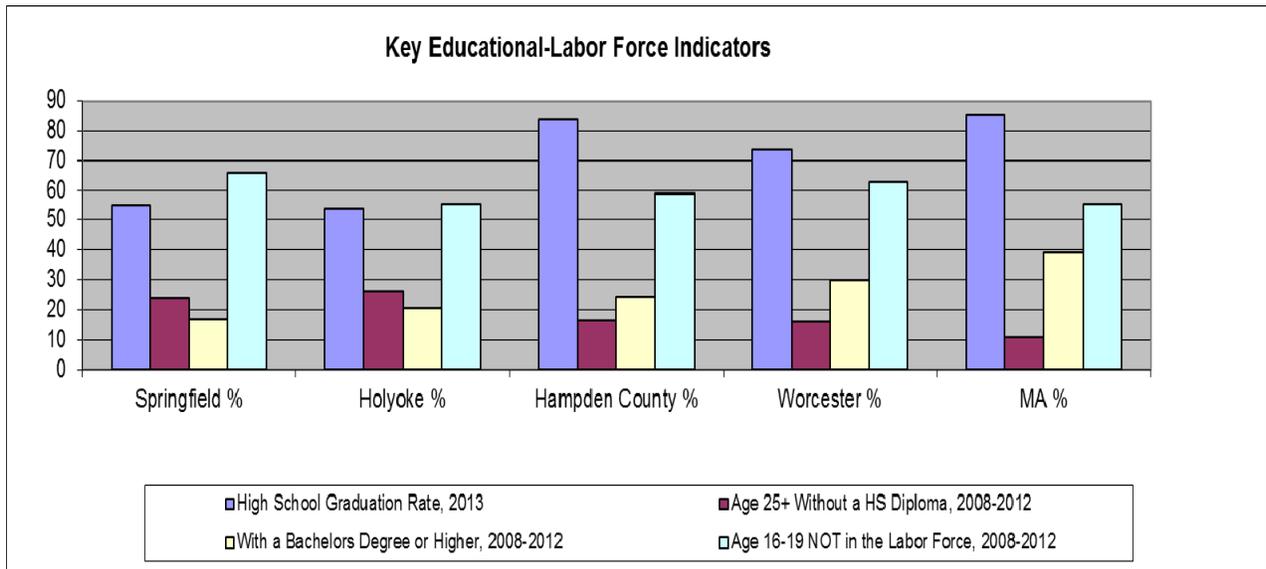
Figure 2

This employment growth corresponds to statewide trends which indicate that growth is occurring in occupations that require advanced education and technical skills. For detailed information on our regional economy and labor force, visit our website at: <http://www.rebhc.org>.

¹ Written by New England Public Policy Center of the Federal Reserve Bank of Boston

III. Identifying the Major Challenges

The region faces interrelated challenges of inadequate educational attainment, low labor force participation rates and high poverty, particularly in our Gateway cities.



Source: US Census Bureau; Massachusetts Department of Early and Secondary Education

Figures 3-4

Our two most distressed cities (Springfield and Holyoke) lag other major cities in the Commonwealth in high school graduation rates, advancing students towards a 4 year degree, and having a sufficiently robust labor force.

The most recent MCAS proficiency levels show gaps in reading, math and science and technology—all critical to the skills competencies that will be required for 21st century careers. Clearly, our region has a pronounced challenge ahead to eliminate achievement gaps. Because low income residents tend to have higher dropout rates with lower levels of academic achievement, education and job training are critical for closing the skills gap and building a better workforce.

One particularly disconcerting trend is the increase in youth not participating in the labor force as they compete with older workers for many of the same jobs. In 2012 only 27% of the teens (16-19) in

MA were employed during an average month². This is the lowest teen employment rate in the State's history over the past 45 years. Twice as many teens worked in 1999 as 2012 (54% vs. 27%). The non-participation rates for youth aged 16-19 in Springfield and Hampden County, as shown in the previous chart, substantiate this trend locally. While all teens have experienced steep drops in their employment rates over the past decade, young teens, males, African-Americans and Hispanics, and low income students have fared the worst.

In FY'2013, over 20,000 adults, 92% of whom were unemployed, sought services at our One-Stop Career Centers. Less than half of these individuals were able to secure employment, although 80% of those that were able to find jobs retained employment over time. In MA, 37% of job seekers are defined as long-term unemployed, as they have been jobless for 27 weeks or more. Persistent skills and education gaps, however, continue to leave good-paying jobs unfilled, particularly in the high growth industry sectors of health care, human services, advanced manufacturing, and financial/business services. The challenge is to increase those skills so job seekers can get a foot in the door.

In summary, based on the most recent labor market studies and data, significant challenges threaten our ability to build a better workforce:

- After nearly a decade of declining employment, the region is recovering at a modest pace, but continues to have one of the highest unemployment rates statewide, particularly for minority youth.
- An aging workforce, declines in younger workers, and a stagnant population will force the region to confront demographic challenges sooner than other regions.
- Despite gains in the educational attainment of its labor force in the past decade, Pioneer Valley and Hampden County still has the highest share of individuals with only a high school diploma or less. Statewide projections show that more than half (60%) of all new growth jobs will require an Associate's Degree or higher.
- Addressing the barriers to employment facing the region's unemployed, particularly among the young and less educated, is key to the economic vitality of the region.
- There is an increased need for learning opportunities from birth to age 8 and during "out-of-school time" to improve reading proficiency rates by at the end of the 3rd grade and beyond.
- High school drop-out rates exceed regional, state and national averages.
- Low literacy rates persist due to the changing demographics and failure to complete school.
- Low community college graduation rates are heavily attributable to high rates (70%-88%) of 1st year students requiring developmental courses before taking college credit courses resulting in the inability of many students to afford staying in school.
- Continuing reductions in public funding for workforce development.

To address these challenges and systemic threats, our FY 2015-2017 Strategic Plan includes building our constituent and stakeholder base to increase support for workforce development as an essential tool to accelerate economic recovery and job growth.

IV. Emerging Trends, Assets and Opportunities

In the Commonwealth and in our Region, there is increased recognition of the importance of workforce development for overall economic development. The REB is convening employers, business and industry associations, economic development agencies, and educational institutions and workforce development entities to develop collaborative, coordinated, practical and measurable solutions to workforce development issues.

² Summary of Main Findings on the Teen Labor Market in Massachusetts and the U.S.: The Case for Increased Youth Workforce Development Prepared by: Andrew Sum, Director Center for Labor Market Studies

The following emerging positive trends, assets and opportunities are consistent with the REB's Strategic Priorities, objectives and strategies moving forward, and we intend to play a significant role in the workforce development phase of each of these areas.

- The REB's industry cluster deployment strategy in advanced manufacturing, health care, and financial and business services, is clearly aligned with regional economic development approaches to business expansion.
- The REB is currently analyzing labor market data and employment trends to determine the efficacy of adding a new sector strategy focused on STEM-IT skills that crosses industry sectors and includes new Health IT jobs.
- The REB, in collaboration with Springfield Technical Community College and Holyoke Community College, will be working with the One-Stop Career Centers, education institutions, community-based organizations and economic development and tourism partners to assist with applicant outreach, recruitment, assessment and skills development of applicants should the proposed casino in Springfield become a reality. The REB and its partners will work aggressively to ensure the availability of a workforce ready to fill jobs both at the casino as well as other businesses that may compete for talent possessing similar skill sets.
- The REB is a partner in the Wellspring Collaborative which is using the purchasing power of area anchor institutions to create a network of worker-owned businesses that will provide job training and entry-level jobs to unemployed and underemployed residents in inner-city Springfield.
- The MA Green High-Performance Computing Center in Holyoke has spurred the development of an Innovation District for job creation in Holyoke, and was a factor in Holyoke being awarded a Working Cities Challenge grant from the Boston Federal Reserve, in which the REB is a partner, to help build a link between the city's Latino population and its innovation economy through the provision of adult education and supportive services.
- The REB continues to support the "Training Workforce Options" (TWO), initiative established by Springfield Technical Community College and Holyoke Community College to deliver skills enhancement programs to companies and their employees.
- The REB will continue to be an active partner in the cross-border collaboration within the "Knowledge Corridor", stretching from the greater Hartford CT region north to the Franklin-Hampshire counties.
- There is a continued state level focus and investment in education reform with a strong focus on STEM skills, College and Career Readiness initiatives, and contextualized learning imbedded in ABE/Literacy programs.
- New opportunities are emerging for the REB to provide collaborative leadership, in concert with municipal economic development agencies, business organizations, organized labor, city officials and our local legislative delegation to develop new city-based, targeted workforce development initiatives.
- Emerging technology and the availability of the virtual global marketplace are creating new industries resulting in new entrepreneurial start-up companies that will impact the workforce landscape over the next three years. The REB intends to be an intermediary to provide significant guidance and support in this space

Also, on July 22, 2014 the U. S. Congress passed the Workforce Innovation and Opportunity Act (WIOA) to replace the Workforce Investment Act starting in FY2106. The REB is encouraged by some of the provisions of this legislation that could provide additional opportunities aligned with our Strategic Plan. This includes an interest in seeing a number of existing best practices adopted or expanded, such as: developing career pathways (including integrated or contextualized ABE, ESL, and occupational training); having industry or sector partnerships (local WIBs are required to “convene, use, or implement” sector partnerships); work-based learning opportunities and an increased focus on the attainment of industry-recognized certificates and credentials linked to in-demand occupations. The REB will be watching this legislation closely as it unfolds and impacts the work in our Strategic Plan moving forward.

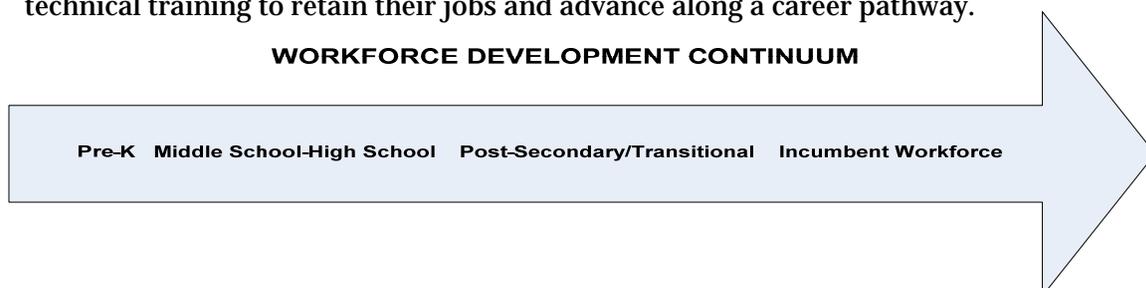
V. *Updating the Strategic Plan*

The 2015-2017 Strategic Plan builds off the REB’s first Strategic Plan of 2001, and subsequent updates. This update process included the following:

- Continuing to research methods to create structured career pathways along the workforce development continuum of life-long learning and sector strategies aligned with those pathways.
- Updating current job vacancy rates and projected hiring needs and other labor market data.
- Re-committing to the following areas identified for further improvement in our workforce development system:
 - Convening key stakeholder partners for presentations/briefings on issues, best practices.
 - Enhancing communication with external partners to facilitate alignment of workforce development initiatives.
 - Increasing involvement in policy development at the State level.
 - Accelerating business involvement and co-investment.
 - Expanding approaches to cluster deployment strategies in new and emerging sectors.
 - Enhancing our engagement in regional and municipal economic development.
 - Focusing on collaborative leadership as an essential strategy for community engagement and organizational capacity building.

A particular focus of the updated Plan is to ensure we have a workforce delivery system to support success at vulnerable transition points: K through Grade 3 reading proficiency, middle-school to high school, high school to college and between 1st and 2nd years of college when many students, particularly those required to take developmental courses, are dropping out. Based on this, the FY 2015-2017 Strategic Plan continues the REB’s commitment to developing a continuum of strategies that address all segments of the workforce.

- ***The Emerging Workforce*** of in-school and out-of-school youth particularly at-risk youth aged 14-21, who are or will be the newest entrants into the workplace, and who are in most need of education, career guidance, job readiness skills, and support services.
- ***The Transitional Workforce*** of unemployed/underemployed workers who need retraining and job search assistance to move into new careers, including ex-offenders, and disconnected older youth.
- ***The Incumbent Workforce*** of employed workers who need additional education and targeted technical training to retain their jobs and advance along a career pathway.



VI. Strategic Plan: Strategic Priorities, Objectives and Strategies

Each of the four Strategic Priorities within the Strategic Plan is rooted in a Core Value imbedded in the REB's Mission. Each of these four Core Values is described as a preface to each Strategic Priority. The REB has developed a **Strategic Plan Scoreboard** and Key Performance Indicators (KPIs) to measure our progress toward meeting our Strategic Priorities and Goals. We believe that the KPIs will inform strategic thinking, drive tactical implementation of Plan Goals and Strategies, and keep us mission centered.

Core Value 1: We Must Be Data Driven.

The REB must have real time, reliable information about employer needs with a particular focus on developing workforce data on small and medium sized enterprises (SME), and the available workforce. We must be proficient in analyzing and using data to inform and implement best practices and develop innovative programming that is research-based. We must measure outcomes, results and the return on investment in all workforce development interventions in order to secure on-going support for and investment in the workforce development delivery system.

Strategic Priority 1: Be the Leading Source of Regional Labor Market Information and Innovative Ideas for Advancing Workforce Development

Goal A) Provide accurate and timely information on current and future employer hiring and training needs and the readiness of the regional workforce to fill those needs.

Strategy A1) Obtain regional data through the convening of sector companies, business and industry associations, labor unions, planning and economic development agencies, institutions of higher education, and State and other research entities.

Strategy A2) Establish key workforce development indicators that the REB will use to disseminate appropriate information. Conduct timely analysis of the data, reports and best practices, with a focus on targeted industry sectors and occupational skills common across industries, and disseminate key findings via multiple channels; including through the REB's website.

Goal B) Align resources with identified labor market demand and job seeker needs.

Strategy B1) Use timely data to prioritize and allocate resources for adult and youth programs and career center services.

Goal C) Design, implement, and disseminate innovative practices that will improve the workforce development system.

Strategy C1) Research, pilot and disseminate promising practices.

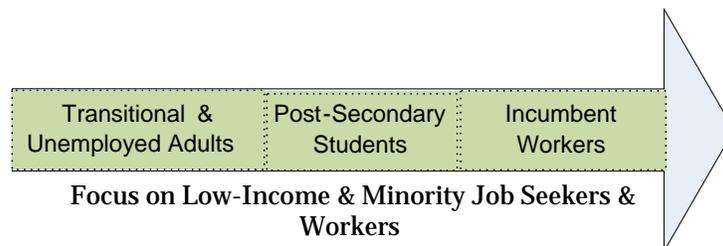
Strategy C2) Scale up, increase and/or improve excellent programs, practices and service delivery models.

Core Value 2: We Must Link Technical Training With Adult Basic Education.

The REB must focus on “up-skilling” the workforce at all levels. This includes basic literacy and “middle skills” for individuals possessing some post-secondary education who can improve their economic self-sufficiency by attaining a credentialed certificate, an Associate degree or competency-based on-the-job and/or apprenticeship work-based learning. We must also focus on the incumbent workforce who requires advanced training to access jobs along a career pathway continuum. We must provide the highest level of education and training and employment and career management services and supports to ensure that families obtain employment with self-sustaining wages.

We must focus on job creation and retention efforts and on increased access for our growing minority populations. To achieve this, we must strengthen the partnership between cluster-based industry sectors and our One-Stop Career Centers that will result in self-sustaining employment and career advancement opportunities for all individuals.

Strategic Priority 2: Improve Education and Employability Skills of Adults for Quality Careers



Goal A) Adopt a common set of required workplace readiness skills across industry sectors.

Strategy A1) Establish common indicators of workplace readiness across industry sectors

Strategy A2) Expand utilization of existing and new assessment tools to better match worker skills sets to a viable career plan (e.g., WorkKeys, KeyTrain, CareerReady 101, etc.).

Strategy A3) Develop and align professional development standards for all staff engaged in integrating common work readiness skills into regional workforce development programs.

Goal B) Increase adult literacy program capacities to ensure adult learners are prepared to successfully transition to college and careers.

Strategy B1) Accelerate adoption of promising practices among literacy, transition to college and workplace education providers.

Strategy B2) Develop business champions to advocate for and support increased program capacity and expanded business and industry commitment to adult literacy.

Strategy B3) Align resources to incentivize literacy and training providers, and their business partners, to integrate promising practices into their workforce delivery programming.

Strategy B4) Provide alternative supports to individuals waiting to access literacy programs and services.

Goal C) Develop sector-based career pathways to fill the identified gaps between employer needs in demand occupations and the supply of qualified workers.

Strategy C1) Establish a common career pathway framework applicable across all sectors that describes how to advance adults along the career continuum.

Strategy C2) Scale up innovative education and training programs, especially sector-based and cross-sector skill-based strategies for in-demand occupations along those pathways.

Strategy C3) Establish a collaborative case management process that builds on the strength of CBOs, case managers, education and training providers, employers and OSCCs to increase access to support services that address barriers to success.

Strategy C4) Expand “transition to work” opportunities such as On-The-Job Training (OJT), internships, apprenticeships, to increase work-based learning opportunities.

Strategy C5) Align resources to support the development of quality career pathway opportunities.

Goal D) Increase capacity and support for the One-Stop Career Centers to meet the needs of workers and employers.

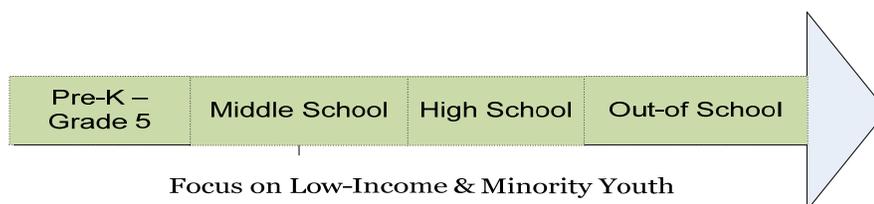
Strategy D1) Disseminate key data, information, promising practices and innovative approaches that will inform and enhance Center staff capabilities.

Strategy D2) Increase and align resources to the Centers to help them improve service delivery mechanisms particularly in job development and employer business services.

Core Value 3: *Youth Employability Development is Essential To Our Future Workforce.*

The REB must attend to the development of youth employability skills early and often along the continuum. We must ensure youth are ready for college, careers and life in the 21st century by promoting the development of STEM skills and the attainment of a common core of skills such as communication, critical thinking, problem solving, entrepreneurial thinking, and interpersonal relations. Special attention must be placed on at-risk youth, especially minority youth and youth disconnected from work and school. Finally, we must collaborate with education and community-based youth providers to build a coordinated and effective workforce delivery eco-system.

Strategic Priority 3: Develop 21st Century Youth Education and Employability Skills for Quality Careers



Goal A) Prepare youth for college and careers.

Strategy A1) Establish common indicators of workplace readiness across industries.

Strategy A2) Establish a common career pathway framework applicable across all sectors that describes how to advance youth along the career continuum.

Strategy A3) Design, advocate for and support educational and K-16 curriculum development and programming that integrates 21st century skill development and contextualized learning along a career pathway continuum.

Strategy A4) Promote drop-out prevention and recovery interventions, including alternative educational career pathways, which provide and align available community support services to youth, particularly youth identified as vulnerable based on early warning indicators.

Strategy A5) Represent the REB's strategic vision on advisory groups for K-16 curriculum development in key in-demand industry sectors with career pathway advancement potential, particularly in STEM skills disciplines.

Goal B) Increase the capacity and support of One-Stop Career Centers and all youth service delivery agencies to meet the employability needs of youth, particularly out-of-school and unemployed youth.

Strategy B1) Increase and enhance programs focused on placing youth into employment positions aligned with the REB's industry sector strategies.

Strategy B2) Expand youth work readiness programs, including internships and work experiences in sector-based in-demand occupations with career advancement opportunities.

Strategy B3) Increase coordination and alignment among the youth-serving entities, e.g., schools, CBO/FBOs, REB youth vendors, and out-of-school time learning programs, to ensure youth successfully transition to the next level of their career pathway.

Goal C) Increase employer engagement to provide youth with work-based learning and career advancement opportunities.

Strategy C1) Develop business champions to advocate for and support increased program capacity and expanded industry commitment to providing work-based learning opportunities for youth.

Strategy C2) Develop workplace readiness training geared towards employers and supervisors of youth.

Core Value 4: *Engagement In Collaborative Leadership At All Levels Is Essential To Success.*

The REB must find new and better ways to engage in collaborative leadership that generates investments and shared accountability for results. Scaling up workforce development programming will require new shared approaches and joint funding from both public and private sectors. We must promote the essential connection between workforce development and economic development that will strengthen the social fabric of the community and improve the quality of life throughout the region. Investment in the skills of the workforce is an economic necessity. Investments in Pre-K-12 and higher education are crucial, but workforce training investments are equally critical. The REB must identify new and creative investment strategies for workforce development to accelerate economic recovery, increase job creation, and provide long-term, sustainable growth.

Strategic Priority 4: Be the Leading Advocate, Planner and Convener to Promote and Fund Regional Workforce Development

Goal A) Communicate, market, and support the critical importance of workforce development to our regional economy.

Strategy A1) Develop and execute a communication plan to educate and inform key stakeholders on the regional workforce development eco-system and workforce development challenges and opportunities.

Strategy A2) Accelerate cluster deployment in established industry sectors and identify new clusters that present opportunities for job creation.

Strategy A3) Periodically update the REB Stakeholder Analysis Matrix to identify and prioritize specific stakeholders based on their ability to support the work of the REB.

Goal B) Align the REB's regional workforce development Strategic Priorities with the strategic plans of key economic development organizations and educational institutions.

Strategy B1) Lead strategic planning efforts to address critical workforce development issues by convening business, labor, education and workforce development stakeholders.

Strategy B2) Ensure objectives and strategies in Strategic Priorities 2 and 3 are reflected in other regional partners' strategic plans.

Strategy B3) Work with key stakeholders in our regions Gateway Cities to promote and implement city-based workforce development initiatives.

Goal C) Actively engage state and federal legislators in the need for increased funding and support for workforce development programs, including adult literacy programs and programs and services targeted to young adults (16-21).

Strategy C1) Conduct legislative briefings, events and forums on specific workforce development issues.

Strategy C2) Promote support for key state budget line items related to workforce development, and engage REB Board members in legislative advocacy initiatives.

Goal D) Leverage increased partner co-investment and secure alternative public and private sector investment in the workforce development system.

Strategy D1) Increase leveraged resources from partners/stakeholders.

Strategy D2) Seek consistent annual funding from local Foundations.

Strategy D3) Identify and obtain new foundation and corporate funding aligned with the REB's Mission.

Strategy D4) Increase the investment in our regional One-Stop Career Centers.

Strategy D5) Develop a comprehensive and coordinated fundraising plan.

VII. Measuring Progress

The REB understands these Strategic Priorities are ambitious and broad in scope. We will prioritize which strategies we will move forward with in FY 2015 and build on that over the next three years. The REB has developed a **Strategic Plan Scoreboard** and Key Performance Indicators (KPIs) to measure our progress toward meeting our Strategic Priorities and Goals. We believe that the KPIs will inform strategic thinking, drive tactical implementation of Plan Goals and Strategies, and keep us mission centered. We will work closely with the Strategic Planning Committee of the REB to identify future trends, opportunities' and challenges that impact the fidelity of our Mission.

To view our progress, visit us on our website for periodic updates at:

http://www.rebhc.org/pages/about_reb_strategic_plan.html.

For more information on our FY 2015-2017 Strategic Plan, contact David M. Cruise, President and CEO, at 413-755-1362 or dcruise@rebhc.org.



REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.

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