

These are the minimum standards that a Career Center must be able to demonstrate in Massachusetts. The following programs/funding must be addressed throughout responses:

1. WIOA
  - a. Dislocated Worker
  - b. Adult
  - c. Youth
  
2. DCS Central Programs
  - a. TAA
  - b. WOTC
  - c. RESEA
  - d. FLC
  - e. MSFW
  
3. Employment Services
  
4. Rapid Response Services
  
5. National Emergency Grants
  
6. Core Partner Programs
  - a. The Adult Education and Family Literacy Act Program
  - b. The Wagner Peyser Act Program
  - c. The Vocational Rehabilitation Program
  
7. Other Federal Partner Programs:
  - a. Unemployment Assistance
  - b. Jobs for Veteran's State Grants Program
  - c. Temporary Assistance for Needy Families Program
  - d. Employment and Training Programs under the Supplemental Nutrition Assistance Program

<b>MINIMUM CAREER CENTER STANDARDS</b>		
<b>ELEMENTS</b>	<b>CRITERIA (Action or Product to be measured)</b>	<b>Evidence</b>
<b>1. DEMAND DRIVEN</b>		
Demonstrates understanding of local labor market and available LMI data and tools	Understanding of the labor market <ul style="list-style-type: none"> <li>• Familiar with the needs of the area employers</li> <li>• Understands targets and special needs</li> <li>• Responsive use of data from our and partner systems</li> </ul>	
Demonstrates business need and planned solutions are responsive	Responsiveness to business needs <ul style="list-style-type: none"> <li>• Effective process to identify needs based on business input</li> <li>• Appropriate planned alignment and allocation of resources</li> <li>• Meets additional local criteria and metrics</li> </ul>	
Plan utilizes customer and employer feedback to drive the demand driven model	Eliciting and responsiveness to customer feedback <ul style="list-style-type: none"> <li>• Understanding of the need</li> <li>• Understands available feedback tools and data sources</li> <li>• Understands and plans around data system deficiencies</li> <li>• Innovative solutions</li> </ul>	
Demonstrates that decisions, strategies are based upon data and successful practices	Evidence-based practices <ul style="list-style-type: none"> <li>• Data sources defined</li> <li>• Plan and strategy utilizes data appropriately</li> <li>• Process includes ability to evaluate and adjust as needed</li> </ul>	

<b>2. FEDERAL AND LOCAL PERFORMANCE</b>		<b>Evidence</b>
Demonstrates through plan and/or prior performance, an understanding of and capacity to meet Federal workforce standards and capacity to meet additional State and local performance metrics	Capacity to track, address and meet performance requirements (3-years) <ul style="list-style-type: none"> <li>• Understands functioning and uses of MOSES</li> <li>• Understands Federal performance measures</li> <li>• Understands additional state and local performance measures</li> <li>• Plan meets Federal business standard (served, repeat, % of area employers)</li> </ul>	
Cites responsive examples where they met Federal and, as required, state or grantor performance metrics and outcomes	Examples of prior performance metrics and outcomes <ul style="list-style-type: none"> <li>• Preferably workforce-centered</li> <li>• Prove that they can meet Federal standards</li> <li>• Approach and process described</li> <li>• Evaluation of outcomes built in</li> </ul>	

<b>3. EFFECTIVE LEADERSHIP AND MANAGEMENT</b> Response includes, delineates and addresses each:	<b>Evidence</b>
Local vision that reflects the Workforce Development Board's Regional Plan (including but not limited to Training, goals, practices, staff development, etc.)	
Evidence that understands WIOA and related regulations (cites and applies appropriately)	
Staff Development (structured and comprehensive)	
Program and outcome management (MIS systems) (Understands DCS and partner systems)	
Data-driven decision making (quality of response)	
Financial integrity (meets GAAP principles)	
Standard operating procedures (In place and address all aspects)	
Funding creativity (Allocations, Partner funds, leveraged funds)	
Demonstrate a demand driven model (Understand and define for the area and organizes to respond to need)	
Planning (Concepts, practices, WIOA environment)	
Marketing (Workable plan)	
Continuous Improvement (Staff education and training, Partner education)	

<b>4. MAXIMIZING ACCESS for JOBSEEKERS AND BUSINESS</b>		<b>Evidence</b>
Demonstrate ability to provide comprehensive services through multiple access points.	<p>Multiple points of access</p> <ul style="list-style-type: none"> <li>• Operated system with combination of comprehensive center, satellites and access points</li> <li>• Integrated technology solutions</li> <li>• System met needs of area</li> </ul>	
Demonstrate success in meeting priority of service mandates for designated target groups.	<p>Priority of Service</p> <ul style="list-style-type: none"> <li>• Identifies appropriate workforce area targets</li> <li>• Demonstrates understanding of mandates and population</li> <li>• Strategic plan includes priority of service targets</li> <li>• Measured outcomes successfully met</li> </ul>	
Demonstrate success in identifying barriers for targeted populations and implementing workable, measurable solutions.	<p>Addressing barriers to access</p> <ul style="list-style-type: none"> <li>• Demonstrates knowledge of targeted populations</li> <li>• Can delineate barriers</li> <li>• Solution meets the need of the target population</li> <li>• Solution is measurable</li> </ul>	
Demonstrate success and/or workable process for partner service referrals.	<p>Partner service referrals</p> <ul style="list-style-type: none"> <li>• Flow chart and process</li> <li>• Referrals need not be connected to \$</li> <li>• Vision includes service to common, shared customers</li> <li>• Meets WIOA regulatory requirements</li> </ul>	
Solutions and strategies demonstrate both knowledge of requirements and compliance	<p>Physical facility access / ADA compliant</p> <ul style="list-style-type: none"> <li>• Knowledge, plan to ensure 100% compliance with all applicable Federal and State requirements</li> </ul>	
Strategies and solutions show understanding and utilization of available technology solutions that will meet needs of universal and targeted populations	<p>Technological accommodations</p> <ul style="list-style-type: none"> <li>• Show integration, knowledge and facility with available solutions</li> </ul>	

<b>5. INTEGRATED SERVICES</b>		<b>Evidence</b>
Demonstrate operational success in managing resources that minimize duplication?	Minimize Duplication (examples) <ul style="list-style-type: none"> <li>• Common intake</li> <li>• Joint case management</li> <li>• Triage customers</li> <li>• Partner referral process</li> <li>• Joint workshops</li> <li>• Joint Industry briefs</li> </ul>	
Does the entity identify and clearly describe how the operational plan supports a unified service delivery infrastructure to better serve business and jobseekers?	Coordination between Job Seeker and Business service staff <ul style="list-style-type: none"> <li>• Effective process and flow</li> <li>• Shared customers</li> <li>• Shared data and outcomes</li> <li>• Shared business lists/resources</li> </ul>	
Can the entity demonstrate success in implementing sound & effective operational procedures?	Established operational procedures <ul style="list-style-type: none"> <li>• Policies in place</li> <li>• Policies followed</li> <li>• Modification process in place and followed</li> </ul>	
Can the entity demonstrate success in implementing an integrated multi-partner structure?	Co-Location in place and explained via <ul style="list-style-type: none"> <li>• Comprehensive center</li> <li>• Access points</li> <li>• Affiliated site</li> </ul>	
Can the entity demonstrate effective, working state/local partnership model with defined, measureable outcomes?	State/Local Partnership <ul style="list-style-type: none"> <li>• Identify working partnership with state and local partners to meet defined need</li> <li>• Measures identified, in place and met</li> </ul>	
Demonstrate multi-partner involvement in in establishing and implementing policies.	Shared Policy Framework <ul style="list-style-type: none"> <li>• Partners involved in policy setting</li> </ul>	

<b>6. COST EFFECTIVENESS</b>		<b>Evidence</b>
Does their history demonstrate effective budget management within available & leveraged resources?	Balanced budget <ul style="list-style-type: none"> <li>• Can Demonstrate) (Yes/No)</li> </ul>	
Do they clearly describe how existing financial resources (grants) are aligned with targeted industries or occupations in the area?	Cost per participant <ol style="list-style-type: none"> <li>1. Which Grants?-Required partners (DTA, DUA, WP, WIOA, Vets, Trade, Adult Ed, Voc Rehab)</li> <li>2. Which costs?               <ul style="list-style-type: none"> <li>- Total allocation (30% training minimum)</li> <li>- Which period? Served, trained, placed? Businesses? (served, repeat, % local)</li> </ul> </li> </ol>	
Do they clearly describe the specific strategies to increase or leverage resources to be cost effective?	Leveraged resources <ul style="list-style-type: none"> <li>• Identify leveraged resources</li> <li>• Flexibility for Implementation of resources</li> <li>• Demonstrate effective use</li> </ul>	
Do they describe the effectiveness of basic "Return on Investment" measures, procedures or methods in place to assess and communicate the value of invested resources?	Return on investment (ROI) <ul style="list-style-type: none"> <li>• cost per outcome</li> <li>• Completions, TRC, Job, IRC</li> <li>• Business repeats</li> </ul>	