



# The Cape & Islands Regional Workforce Blueprint



## **I. Introduction**

### **Regional Planning Team.**

Under the guidance of the Massachusetts Workforce Skills Cabinet (WSC) Secretariats, the following individuals convened as the Cape and Islands Regional Planning Team. The team was comprised of representatives from local businesses (3), higher education (2), K-12 education (3), economic development agencies (6), Masshire - Cape and Islands Workforce Board members (8).

<b>Cape and Islands Regional Planning Team</b>	
Chris Richards	Cape Cod Five Cents Savings Bank
Bob Dutch	Upper Cape Cod Regional Technical High School
Jay Coburn	Community Development Partnership
John Cox	Cape Cod Community College
Rob Sanborn	Cape Cod Regional Technical High School
Wendy Northcross	Cape Cod Chamber of Commerce
Leslie Richardson	Cape Cod Commission
Jeanine Marshall	Coastal Community Capital
Francis McDonald	Mass Maritime Academy
Kristin Broadley	Centerville Pies
Adam Turner	Martha's Vineyard Commission
Laura Newstead	Cape Cod Five Cents Savings Bank
Meg Mayo Brown	Barnstable Public Schools
John Mann	NAGE
Andrew Vorce	Town of Nantucket
Kris Dower	Masshire-Cape & Islands Career Center
Lindsay Cole	Cape Associates
Patty DeBoer	Mashpee Public Schools
Peter Danzell	Department of Transitional Assistance
Tammi Jacobsen	Cape Cod Community College
Christine Flynn	Martha's Vineyard Commission
Chris Flanagan	Home Builders & Remodelers Association of Cape Cod
Heidi Nelson	Duffy Health Center

## Regional Planning Process



### Planning Team Meeting 1 (April 20th) & 2 (July 28th)

Our first two meetings gave our team the opportunity to review both demand and supply data, which, in addition to creating a timeline of regional events, provided us with a shared understanding of our region's history and current situation. We also developed criteria for choosing our priority industries and occupations

- We hired consulting firm, Strategy Matters, to provide design and facilitation of meetings 3 & 4, as well as support the completion of our Labor Market Blueprint.

### Planning Meeting 3: October 31<sup>st</sup>

Meeting 3 began with a review of our Regional Planning work to date, such as how and why our priority industries and occupations were chosen, and the impact investment in those areas can have on this unique region. That conversation yielded a handful of strong themes that were present in all of our conversations. Strategy Matters used those themes to draft 3 vision statements and 3 mission statements that were sent via online survey for voting. Team members chose the statements that they felt were most wholly reflective of the work they are

accomplishing and the principles that guide it. Lastly, we set overarching goals for 2018, 2020, and 2022.

#### **Planning Meeting 4: November 14th**

The primary goal of meeting 4 was to identify and confirm mutually reinforcing activities that would result in achieving the goals articulated in meeting 3. Strategy Matters asked the group to participate by posting their ideas and contributions to a venn diagram of the three systems. Those ideas and activities were compiled, distilled, and decided on by the Regional Planning Team.

- Strategy Matters compiled relevant data to guide and bolster the blueprint, including the Cape Cod Chamber of Commerce's Workforce Development Task Force Report (July 2017). The report provided a considerable amount of feedback from employers; including contractors, the trades, financial services, education, hospitality, and care.
- Wendy Northcross, of the Cape Cod Chamber of Commerce, has been a vocal and devoted partner, attending all meetings as well as co-sponsoring them.

#### **Business Engagement**

The Team engaged members of the business community from many sectors, including banking/finance (two on the planning team and two more through outreach and engagement in WorkSmart), construction (two businesses) hospitality (three businesses), and retail (one business).

Business partners were and are engaged in three ways:

- 1) Through planning meetings of the Workforce Development Board and its committees, including but not limited to the Regional Planning meetings
- 2) Through targeted outreach on specific questions/issues related to the development of the regional plan
- 3) Through regular communications from the Workforce Development Board, with follow up invited and supported.

Additionally, our efforts were bolstered by the Workforce Development Task Force Summary from our partners at the Cape Cod Chamber of Commerce. The Task Force hosted several focus groups with over 20 participants from various businesses and organizations in the region including:

Sail Cape Cod

Ameres Systems

Blue Institute

Center for Corporate and Professional Education

The Furies

Cape Built

Maffei Landscaping

Glivinski & Associates

Asset Management Resources LLC

Cape Cod Child Development

Red Jacket Resorts

Scargo Cafe

Sage Inn

CapeAbilities

Winnetu

In all sectors, housing was listed as the top challenge for employee recruitment and retention. Employers also noted that due to the changes in federal regulations for the H-2B Visa temporary seasonal worker program a shortage of 1,000 to 1,500 summer workers was predicted for 2017. There was also a shared request for a standard definition of "Blue Economy" and a soft skills curriculum to share with new employees. Another key takeaway was the need to change the perception of industries like construction and occupations like landscaping. These are jobs for craftspeople where the region pays higher than the national average (landscaping pays \$14.65 per hour vs. \$11.80).

**II. Where are we now? Describe the current state of your region, including an analysis of industries, occupations, demographic shifts, and gaps between employer demand and employee supply.**

**Regional Context**

**Critical trends in population change in the next decade that will have an impact on the workforce**

The total population of the Cape and Islands region has held somewhat steady between 2001-2016, and is not expected to change significantly in the coming five years. The Region has also seen a small shift in the racial and ethnic diversity of the region, with significant upticks in the number of individuals who identify as Hispanic.

**Critical trends in regional demographics that will have an impact on the workforce**

What's more notable are the changes that have occurred within subsets of the total population. Between 2001 and 2016 the Cape and Islands region saw demographic shifts that have major implications for the workforce. Most evident is the increase in the number of individuals who are at or approaching retirement age. Although the percentage of people ages 20-29 has increased, the region has seen a dip in key workforce age brackets (people age 30-54) and an increase in the number of people from ages 55-69.<sup>1</sup> Similarly, the number of millennials in the region is lower than that for comparably sized areas.<sup>2</sup> This increase in the aging population means that large swaths of the workforce are or will be retiring, and although this is a challenge across much of the US, the dearth of millennials in this region will compound the effects of that workforce shortage. The aging population of the region is a primary concern for the Cape and the Islands, and ensuring an economy for young professionals is a priority that ties into many of the region's goals.

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<sup>1</sup> Population Demographics Snapshot Report, October 2017

<sup>2</sup> Emsi Economy Overview, Q3 2017 Data Set. This report includes data analysis from the U.S. Census Bureau, Bureau of Economic Analysis, Bureau of Labor Statistics, Employment and Training Administration, U.S. Department of Education, Career Builder, and job postings.

## Past and current high-level industry trends affecting workforce needs

The region's fastest growing industry sectors are as follows<sup>3</sup>:

Sector (NAICS)	Net increase by 2024	% increase by 2024
Health Care and Social Assistance (62) including <ul style="list-style-type: none"><li>• Ambulatory Health Care Services</li><li>• Social Assistance</li><li>• Hospitals</li><li>• Nursing and Residential Care Facilities</li></ul>	3,005	16.90%
Accommodation and Food Services (72) including <ul style="list-style-type: none"><li>• Food Services and Drinking Places</li><li>• Accommodation including Hotels and Motels</li></ul>	934	5.00%
Construction (23) including <ul style="list-style-type: none"><li>• Specialty Trade Contractors</li><li>• Construction of Buildings</li></ul>	435	6.60%
Education Services (61)	362	4.20%
Retail Trade (44)	218	1.20%

### Critical trends in occupational employment

The sectors above are well aligned with many occupations projected to see high levels of growth in the coming years. The anticipated highest growing occupations are<sup>4</sup>

- Personal Care Aides (31.40% growth by 2024)
- Preschool Teachers, Except Special Education (23.9%)
- Childcare Workers (19.3%)
- Mental Health and Substance Abuse Social Workers (19%)
- Social and Human Service Assistants (18.5%)

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<sup>3</sup> Massachusetts Executive Office of Labor and Workforce Development, [Long Term Industry Projections](#)

<sup>4</sup> Massachusetts Executive Office of Labor and Workforce Development, [Most Job Openings for Cape and Islands WDA](#)

A higher-level examination of top growing occupations shows a significant amount of overlap in areas of growth, a mix of educational requirements, and (perhaps most importantly), occupations that are utilized in more than one of the region’s top growing industries. The top growing occupations in the region are well-aligned with sector growth, and all can provide inroads into the priority occupations :

Occupation	Increase
Landscaping and Groundskeeping Workers	18%
Waiters and Waitresses	10%
Construction Laborers	23%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	24%
Combined Food Preparation and Serving Workers, Including Fast Food	16%

In addition to these overall growing occupations and sectors, the region has invested resources in understanding and cultivating the emerging Blue Economy.

**The Blue Economy: What is it and why is it important to our region?**

The Blue Economy describes businesses that are directly dependent on the water (dark blue economy), and businesses that are likely located in the region because of the water (but are not directly dependent) (medium blue economy). Globally, Blue Economy strategies have been embraced and supported economic success for communities with similar proximity and dependence on bodies of water. In 2016, the Cape Cod regional Blue Economy was comprised of at least 1,872 businesses with 20,530 employees, accounting for \$1.4 billion in gross revenues. The Blue Economy accounts for 12% of jobs and 11% of gross revenues in the region, and the dark blue economy is projected to grow through 2022. Growth is projected at 4.3% in the Cape and Islands Workforce Development Board region. That growth is especially concentrated the in 16.3% in Dukes County and 12.7% in Nantucket County which are a part of the Cape and Islands WDB region.



According to the Cape Cod Blue Economy Project<sup>5</sup>, “between 2003 and 2014, the number of blue establishments in the Cape Cod region increased by 42%, the number of employees employed by blue business increased by 50%, and annual payroll for blue business increased by 111%. Tourism & Recreation accounts for 46% of the Blue Economy revenues, followed by Research, Education, Advocacy, Support Services at 31%. The top five industries in the blue economy by number of jobs are shellfish fishing, marinas, environmental conservation organizations, finfish fishing, and recreational businesses like yacht clubs and charter boats. The top five industries in the blue economy by earnings are manufacturers of instruments for search and navigation, research and development, environmental conservation organizations, environmental consulting services and boat dealers.” The anticipated growth in the five top industries in the blue economy, means that the industries and occupations that support them will grow as well. This includes our priority industries and occupations, which are outlined later in this document.

### **Regional Challenges and Opportunities**



Housing stock, water and related infrastructure, and the state of the current workforce all present interrelated challenges.

- The region’s young people want to stay or come back to the Cape. Additionally, workers from other regions might move here, if we had more housing stock, and if that stock were more affordable. Also, our current supply of housing is increasingly occupied by

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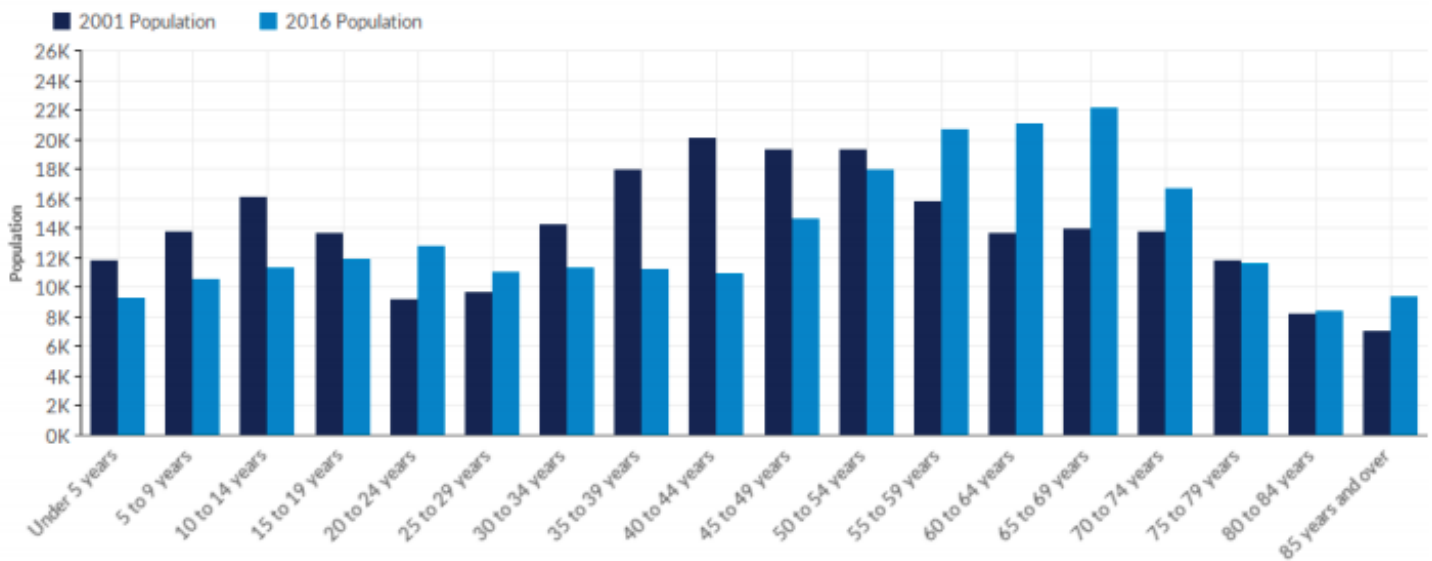
<sup>5</sup> Cape Cod Blue Economy Project, *Blue Economy Project Implementation Plan: A Call to Action*

year-round residents, significantly reducing the availability of seasonal housing options for our increasing seasonal workforce.

- We can't build more housing until we manage to expand our regional capacity for wastewater treatment.
- The workforce shortages experienced by our priority industries cannot be addressed in isolation. Our priority industries have many vacancies at entry level and lower wage positions; positions which could be filled if those workers could be housed in the region.

Finally, as indicated above, the number of people retiring soon is disproportionately high, and this is compounded by disproportionately low number of people ages 20-34. Regional labor force participation rate increased between 2011-2016, but is still below state (65.8%) and national (63.1%) averages.

### Population by age cohort:



### Industry Demand Analysis

The challenges of the Cape and Islands Region are directly tied to the industries that will support its economic success. The economic success of the region is dependent on improvements in infrastructure and basic services, along with bolstering an already thriving

tourism industry, and creating career pathways to and within the Blue Economy.

The industries that are most vital to the region's economic success are as follows:

- **Hospitality:** a core element of the region's economy.
- **Healthcare:** a basic need for any economy, specifically responds to our region's aging population; seasonal stability.
- **Services to buildings and dwellings:** landscaping services and general upkeep.
- **Water, Sewage, and Other Systems:** ties into the need for improved infrastructure to ensure that the workforce can expand, and offers many opportunities for individuals without post-secondary education.

There is some overlap in the vital industries, and those that are experiencing significant workforce development challenges:

- **Hospitality** seasonality creates challenges for workforce
- **Healthcare and Social Assistance** face significant supply gaps in multiple education requirements
- **Education** has a proliferation of part-time opportunities and faces supply gaps in sub-Bachelors degree occupations.

## **Occupational Demand Analysis**

### **What are the top occupations or occupational groups in which the region is facing the most significant employee shortages?**

The most significant employee shortages in the region occur in the following occupational clusters and specific occupations:

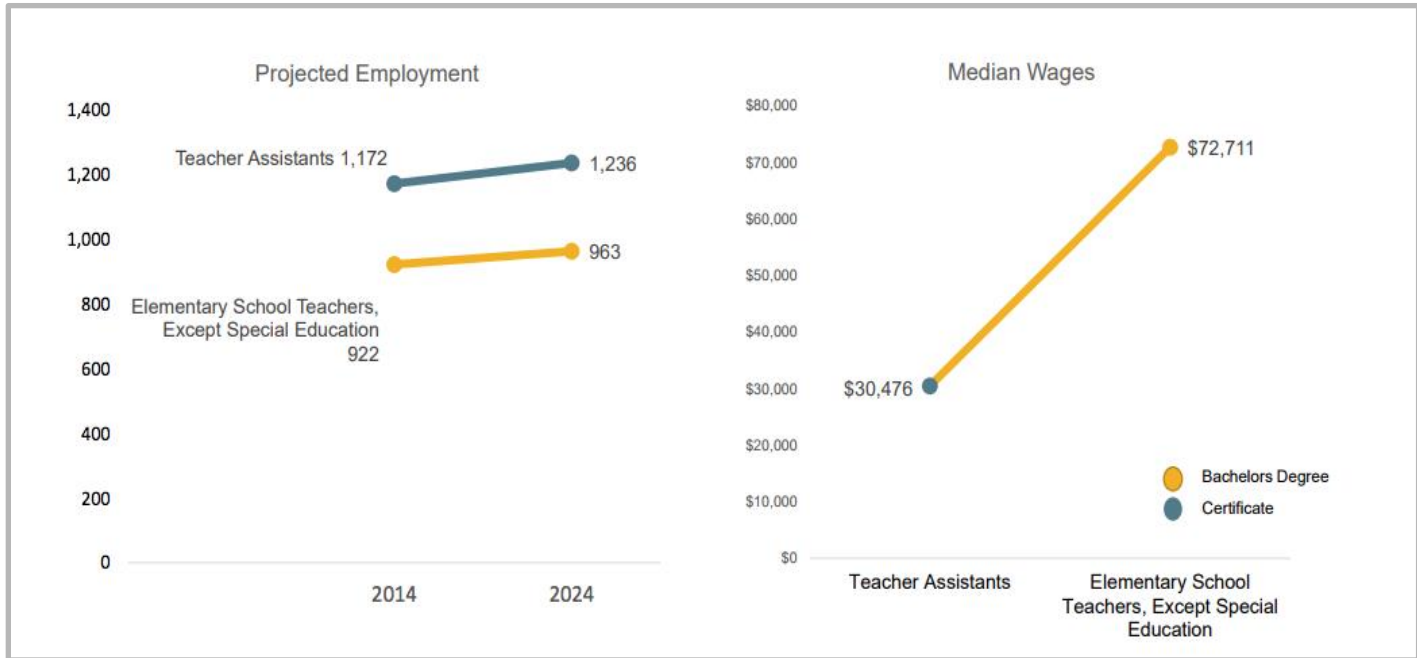
- **Food Preparation and Serving Related Occupations**
  - Including: Waiters and Waitresses; Cooks, Restaurant; Food Preparation Workers; Bartenders; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Chefs and Head Cooks
  - Annualized HWOL range of 84 - 600; wages are lower than regional average

- **Building and Grounds Cleaning and Maintenance**
  - Including: Landscaping and Groundskeeping; Janitors and Cleaners; First Line Supervisors of Landscaping, Lawn, and Groundskeeping Workers
  - Annualized HWOL range of 84 - 684; wages are often lower than regional average
- **Personal Care and Service Occupations in the Health Care sector**
  - Including: Childcare Workers; Personal Care Aides; Recreation Workers
  - Annualized HWOL range of 36 - 336; wages are often lower than regional average
- **Office and Administrative Support Occupations in the Health Care sector**
  - Including: Office Clerks; Medical Secretaries; Receptionists and Information Clerks
  - Annualized HWOL range of 132 - 204; wages are often lower than regional average
- **Education, Training, and Library Occupations**
  - Including Teachers (multiple occupations)
  - Wages range from \$20,000 below to \$20,000 above regional average

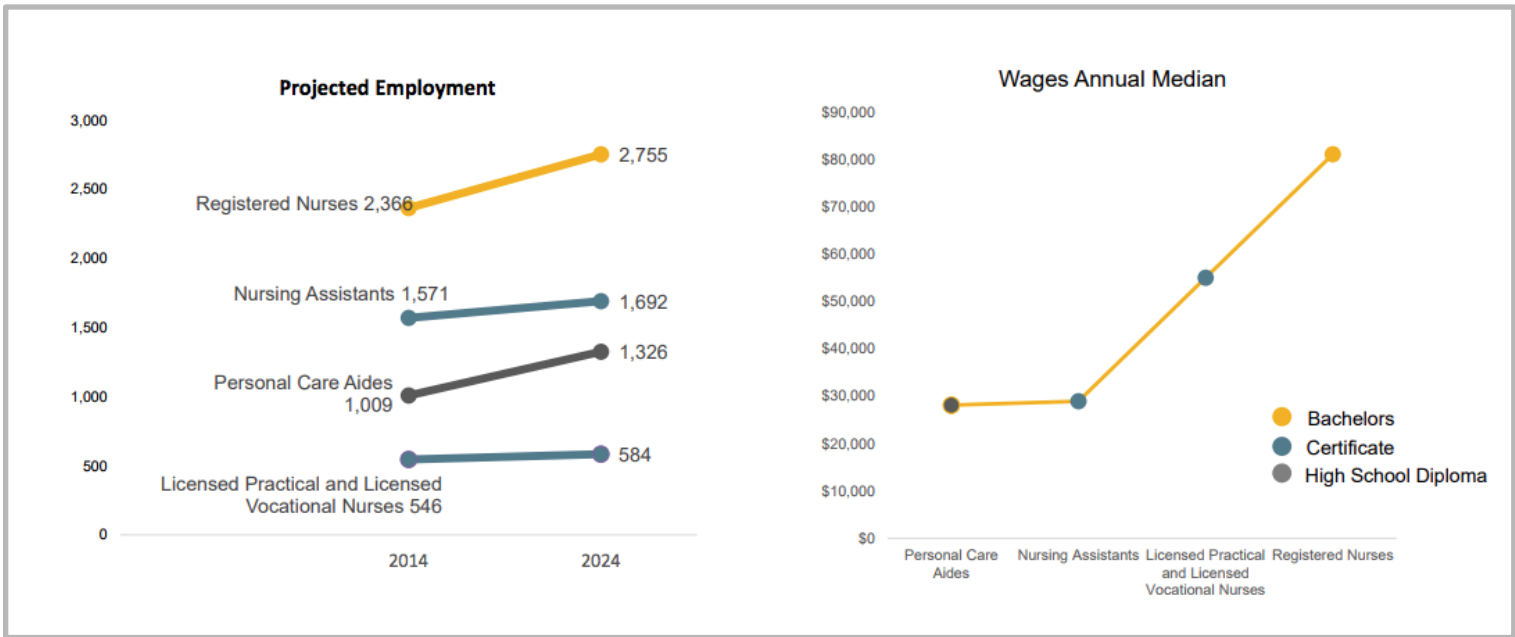
**Which occupations offer a “career pathway” for workers to move to higher skills and wages, especially workers starting at entry-level?**

The economy and needs of the region create a landscape for the following occupation-based career pathways:

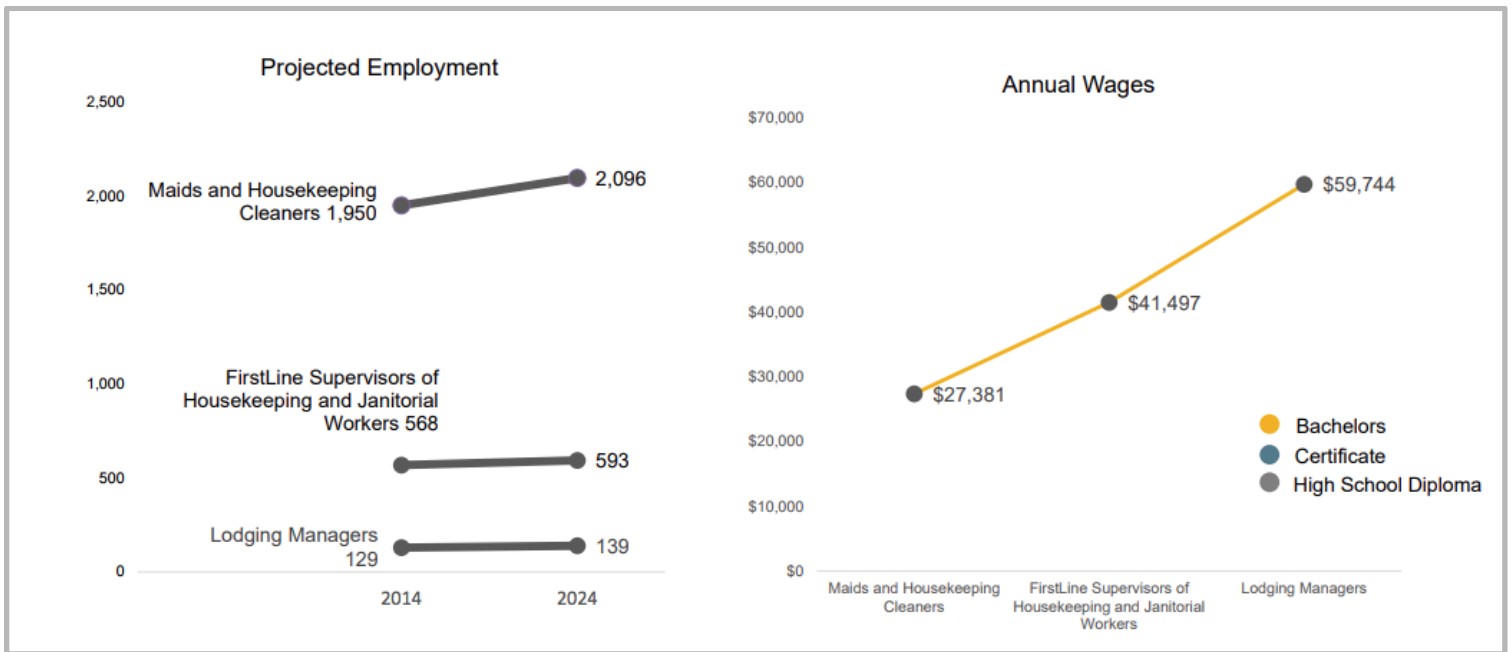
## Education Pathways:



## Nursing Pathways:



## Hotel Career Pathways



## Workforce Supply: Labor Supply Challenges and Opportunities

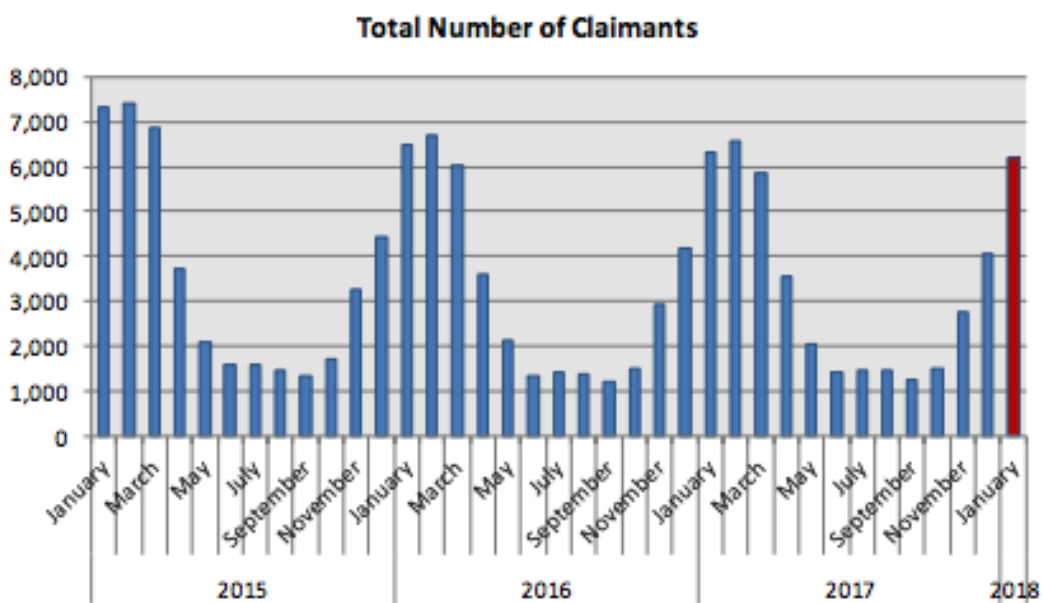
Across the region, our labor supply is challenged by population shifts, specifically the impending mass retirement of older workers coupled with a lack of younger workers to replace them. Our workforce faces the additional challenge of not having room to grow due to lack of housing

stock and wastewater treatment infrastructure. For this reason, our strategy incorporates bolstering these basic needs, as detailed later in this document.

The region has a labor supply opportunity as seen in shifts in the education pipeline in the region, with a 3% increase in graduates from certificate, associates, bachelors and post-bachelors programs. The largest proportion of these graduates have obtained Liberal Arts/Science, Naval Architecture and Marine Engineering, and Registered Nursing programs - the latter two of which are well aligned with our priority industries and Blue Economy strategy.

### **Based upon UI Claimant population, what is the region’s largest supply of unemployed workers by job type?**

Unemployment insurance claimants are reflective of the seasonality of work in the Cape and Islands region, both with respect to overall trends and the types of jobs. The most recent (January 2018) total number of UI claimants was 6,203, a near 400% increase from figures in September 2017. However, this is a predictable trend in unemployment for this region:



The most recent unemployment claimant figures list the largest numbers in the following occupations:

- Building and Grounds Cleaning and Maintenance (*n = 1,577; 25% of total UI claimants*)
- Food Preparation and Serving Related (*n = 1,371; 22% of total UI claimants*)

- Management (*n* = 816; 13% of total UI claimants)

These claimants are most often from the Accommodation and Food Services (NAICS #72), and Administrative and Support, Waste Management, and Remediation Services (NAICS #56) industries.

### **What are the characteristics of unemployed and under-employed workers in the region?**

The characteristics of the unemployed and underemployed in the region are as follows:

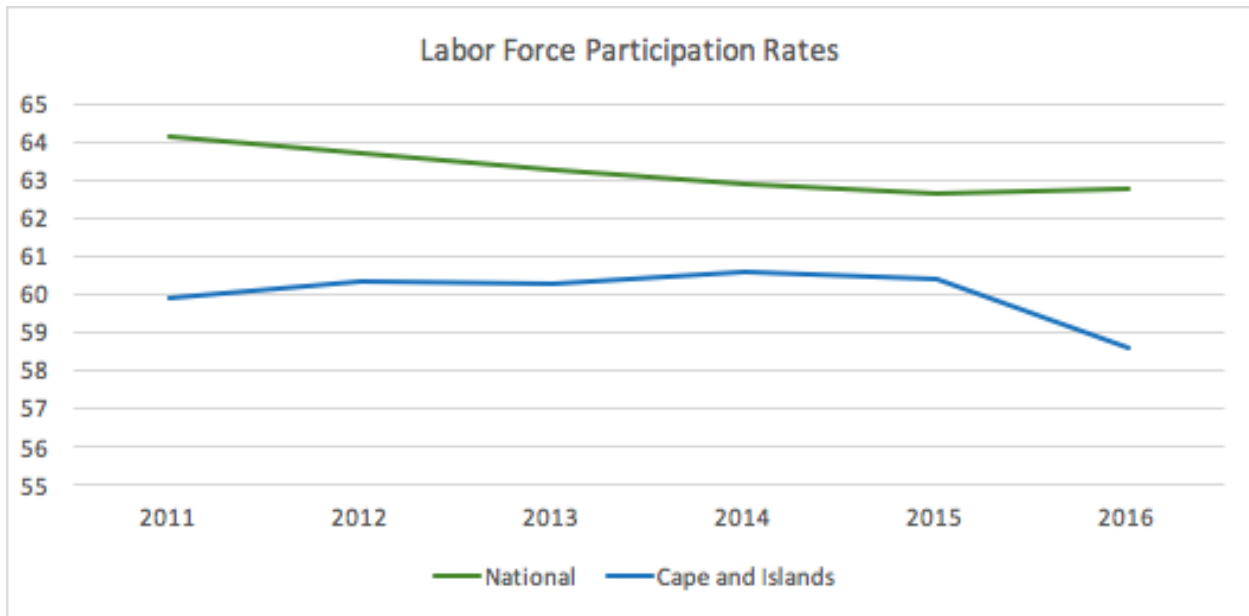
- Age: During the off-season, workers ages 25 - 34 are the most represented ages bracket in UI claims. However, this changes during the summer months, during which time workers age 55 - 65 are the most represented age group.
- Educational attainment: Year round, individuals with a high school diploma or GED, followed by those with some college.
- Wages: claimants in the top two categories of occupations (Building and Grounds Cleaning and Maintenance, and Food Preparation and Serving Related) make on average between \$520.83 - \$562.26. This is slightly below the average of all claimants (\$657.56) and lower still than the average weekly wages of the region as a whole. It is important to note that these two categories of occupations together comprise nearly 50% of all UI claimants.

Regionally, the unemployment rate has decreased between 2011-2016 at a rate that is comparable with national figures<sup>6</sup>, however labor force participation rates have often diverged from national trends. A decrease in labor force participation indicates that there may be pockets of discouraged workers in the region.

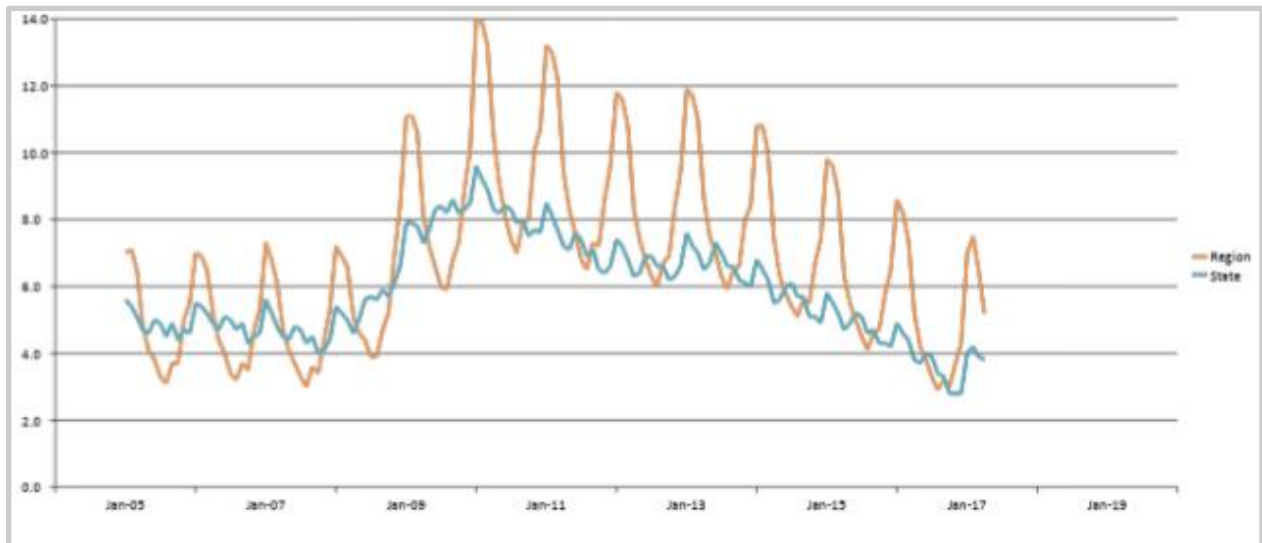
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<sup>6</sup> [Bureau of Labor Statistics](#)





One of the more notable characteristics of the region’s workforce is the seasonality of unemployment trends, which follow the broad pattern of the state but season-to-season dip below or soar above state figures:



**Describe the universe of the region’s existing pipelines of new workers (credentials) across public and private secondary and post-secondary institutions**

The Cape and Islands is home to a number of secondary and post-secondary institutions that prepare students for a variety of careers in the region. There is diversity in the offerings of these

schools, with programming that aligns both with our priority industries and occupations, as well as our Blue Economy Strategy, as indicated in the list below:

### Secondary schools

- Upper Cape Cod Regional Technical High School
  - Offering programs in Horticulture and Landscape Contracting, Culinary Arts, Health Technology, Marine Technology
- Cape Cod Regional Technical School
  - Offering programming in Carpentry, Culinary Arts, Dental Assisting, Engineering, Health Technology, Horticulture, HVAC, Marine Services

### Post-Secondary institutions

- Cape Cod Community College
  - Offering Certificates in Administrative Assistance, Medical Coding, Billing, and Reception, Customer Service, Construction Management and Technology, Environmental Technology (various), Health Sciences (various), Horticulture
  - Offering Associates Degrees in Administration, Business Administration, Education, Environmental Technology, Health Sciences, STEM fields
- Massachusetts Maritime Academy
  - Offering Bachelors and Masters of Science in Facilities Engineering, Marine Engineering, Marine Safety & Environmental Protection, Marine Transportation
- National Graduate School of Quality Management
  - Offering Bachelors and Masters of Science in Quality Systems Management, and Doctor of Business Administration

### III. Where do we want to go?

<b>STATE CRITERIA</b>	<b>REGIONAL CRITERIA</b>
<ul style="list-style-type: none"> <li>➤ High employer demand</li> <li>➤ High demand and high wage (4-5 Star Occupations)</li> <li>➤ Talent Gaps (Ratio of Supply to Demand)</li> <li>➤ Career Pathways</li> </ul>	<p>What additional criteria are important to your Regional Planning Team?</p> <ul style="list-style-type: none"> <li>➤ <i>“Good” employers, i.e. those that handle seasonality well and can make year-round jobs for our residents.</i></li> <li>➤ <i>Connected to the Blue Economy; both the needs of those employers and the needs of the industries that serve them.</i></li> </ul>

#### Priority Industries and Occupations

The Cape and Islands region has prioritized three of its largest and growing industries:

- **Hospitality** (NAICS Sector 72: Accommodation and Food Services)
- **Healthcare** (NAICS Sector 62: Health Care and Social Assistance)
- **Construction** (NAICS Sector 23: Construction)

The priority occupations are characterized by several factors:

- 1) they are among the top growing occupations in the region
- 2) each supplies multiple industries that are important to the region
- 3) each has potential to support the Blue Economy, through our tourism and marine industries.

- **Chefs and Head Cooks** (SOC 35-1011)
  - Requires high school diploma or equivalent; **well matched to regional technical schools?**
  - 5 star demand

- Supplies Accommodation and Food Service, the region's top growing industry between 2011-2016<sup>7</sup> and a contributor to the tourism arm of the blue economy. Also supplies Arts, Entertainment, and Recreation.
- Career pathways to this occupation includes other five star demand occupations (cooks, food prep workers).
- **Healthcare Practitioners and Technical Occupations (SOC 29-0000) and Healthcare Support Occupations (SOC 31-0000)**
  - Healthcare Practitioners and Technical Occupations (SOC 29-0000) supplies Health Care and Social Assistance which, while not related to the blue economy, is a basic need for any economy.
  - **Licensed Practical and Licensed Vocational Nurses (SOC 29-2061).**
    - Requires post-secondary non-degree award, with clear pathways to advance education/credentials towards other 5 star occupations (registered nurses, medical and health services managers, healthcare social workers)
    - 5 star demand
    - Contributes to second largest regional industry<sup>8</sup> (Education and Hospitals (Local Government))
  - **Nursing Assistants (SOC 31-1014)**
    - Over supplied in the region but are also of 5-star demand.
    - The number of Nursing Assistants in the region represent a those on a pathway to other high-demand healthcare occupations.
- **Education, Training, and Library Occupations (SOC 25-0000)**
  - Specifically Preschool Teachers and Teaching Assistants
  - 5 star demand
  - There is a clear pathway as Teaching Assistants only require some college and Teachers require a postsecondary degree

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<sup>7</sup> Emsi Economy Overview, Q3 2017 Data Set

<sup>8</sup> Emsi Economy Overview, Q3 2017 Data Set

- **Construction occupational groups**

- Specifically Construction Laborers, Electricians, Plumbers, Construction and Building Inspectors, and Front-Line Supervisors of Construction Trades and Extraction Workers
- Mix of requirements around training and education provide multiple points of entry to this pathway.
- 5 star demand for all occupations, except Building Inspectors (4 star)
- Supplies Construction, and Public Administration industries, which will support local hiring in future efforts to expand wastewater treatment

### **Assets**

Our priority occupations share the same set of assets and gaps. The assets include, low barrier to entry (no age requirement or necessary credentials), year-round positions, strong growth rate, and the opportunity for advancement. However, the gaps present significant hurdles when considering how one might make a living. Low wages and hours outside of the regular work day are off putting to job-seekers, especially in combination with the high cost of living in the region and a lack of affordable housing.

### **Vision, Mission, Goals**

Our regional partners are committed to promoting a thriving, sustainable, and vibrant economy in the Cape & Islands region. There will be opportunity and infrastructure to support a diversity of sectors and people of all educational/income levels.

One of the important themes within the regional planning sessions was the shared commitment across multiple sectors and types of partners to economic diversity in the region. Rising housing costs pose a serious threat to such diversity, and the workforce and economic development expansions are limited by the absence of affordable housing. Development of more affordable housing is strictly constrained by our limited wastewater treatment capacity, as well as local zoning regulations. These issues emerged again and again, and our vision statement is intended to highlight our shared commitment to addressing these systemic issues in service to both the

overall quality of life in our region as well as the critical worker shortages faced by our business communities.

*Mission: The Cape and Islands Workforce Development Board Regional Planning Team facilitates shared goal setting and strategic coordination of efforts for those working to ensure the continued health of the local economies of the Cape and Islands regions.*

Each of the three sectors (workforce development, economic development and education) has a unique role to play in advancing our shared goals and fulfilling our mission. This is the way that the regional actors have agreed to organize our work so that it remains complementary and synergistic.



**IV. How do we get there? Describe the strategies you will jointly employ to align the work of multiple systems around your shared vision, mission, and goals.**

**Shared Strategies:** While each system may make changes in individual programming to align with the region's priorities, all systems will need to commit to shared changes in the following areas, stated below. Describe how your region will work collaboratively in the following two areas.

**The Cape & Islands Strategy:** We define strategy as the way we approach our work to achieve our goals. Strategy helps us decide between multiple pathways to the same end point; and then helps to keep everyone aligned on that pathway. Our strategy is to grow and sustain our local workforce through the coordinated, organized, and collaborative work of the Work Smart Partnership.

1. **Continuous Communication.** How often and in what way will you meet to review progress towards shared goals and make course corrections?

The WorkSmart Partnership (WSP) is the working group established to support the strategy the planning team established. Their role is to progress the work laid out in this plan. As such, they are consistently working in and across the partnership as well as hosting quarterly convenings. The convening's agenda has three main components:

1. **The Quarterly Report**

- a. Highlights & Accomplishments
- b. What went well & why
- c. What has changed in the past 3 months that we should consider?

2. **Coordinating Existing Activity**

- a. Visit each one of the goals and their strategies. What is currently being done and what are next steps?
- b. What will begin next quarter?
- c. Next time we meet what will we have accomplished?

3. **Additional ideas and actions we should consider**

- a. What efforts should we be involved with?

b. What should we bring to the attention of the state?

**2. Shared Measurement Systems.** What data and measurement systems will you rely on to support shared understanding of how well you are meeting your goals and making progress towards a shared vision?

We will be working collaboratively to ensure that our data and our data systems serve our shared goals. For the current year, we are tracking data from the State and from our partner sources, specifically:

- A. Leading indicators of the availability of a prepared workforce:
- Track enrollment and graduation rates of vocational technical programs, community college system, and other training programs
  - Business utilization rates for the Career Center
  - Career Center/WIOA partner performance data (number of businesses served, job orders, job referrals, and hiring)
- B. Lagging indicators of meeting employer demand for workers:
- Employer vacancy rate by industry
  - Supply/demand ratio

Additionally, we know that there are systems which will support the expansion of the supply of affordable housing, which is absolutely critical to our success. In this area, we are jointly tracking:

- A. Leading indicators of the increased availability of affordable housing:
- Meetings and other outreach to municipal officials regarding zoning relief
  - Continued support and fundraising for wastewater treatment facilities
  - Exploration among partners of innovative solutions (e.g. using Mass Maritime dormitories for seasonal worker housing, co-investment among partners in supporting new development projects)



- B. Lagging indicators of sufficient stock of affordable housing:
- Reports from employer partners about the challenges facing their workers
  - Average housing prices
  - Percent of income spent on housing for low-wage workers

### **Other Shared Strategies**

With the launch of the WorkSmart Partnership (successor to the Regional Planning Team), the regions actors in the areas impacted by this plan have agreed to the following three strategies to advance their shared goals:

1. Continued and expanded coordination of existing activity by each partner (share resources and info).
2. Identifying ideas which are successful and replicable and sharing them with partners across the state; seeking to join other planning teams in advancing them together (especially within areas requiring or improving with state policy changes).
3. Collaboration on fundraising proposals, specifically for a) training initiatives, b) wastewater treatment facility developments and c) affordable housing supply expansion initiatives.

### **Cape & Islands Regional Goals and Objectives: 2018 - 2024**

In the three tables below, we have outlined our regional goals for the next six years. These goals reflect the workforce needs of our region, and address the opportunities and challenges therein. However, while the members of our WorkSmart Partnership group agreed that the following issues were critical to the stability and vitality of our workforce, they did not belong in the goals section:

1. Make the Cape & Islands a hospitable and affordable region; where cost of living is aligned with the annual earnings in our priority industries and occupations.
2. Solutions to the lack of wastewater treatment.
3. Encouraging and supporting growth in the Blue Economy.

While these urgent issues are not reflected in our goals it is worth noting that there is a considerable effort being put toward addressing them as a crucial part of the region's overarching strategy.

Members of the WSP have a strong grasp on the policies, practices, and regulatory issues which are impeding the development of affordable housing, adequate wastewater treatment and other infrastructure (e.g. transportation) which are necessary to support a larger number of workers earning moderate and middle incomes in the region. They are working to advance smarter policies in these areas through coordinated action at the municipal and state levels.

Members of the WSP have also engaged in strategies to support growth in the Blue Economy. The partners are working together to identify regional needs and career trajectories based on anticipated growth, while taking into consideration what effects climate change will/is having on the workforce needs of the region.

<b>WorkSmart Partnership 2018 Goals</b>	
<b>Goals:</b> The high-level things we want to accomplish, internally and externally, in the process of carrying out our mission.	<b>Objectives:</b> Our mid-sized, concrete accomplishments that keep us on track to accomplishing our goals.
Strategy Matters will support continued alignment between goals and action while measuring progress	<ul style="list-style-type: none"> <li>● Create a dashboard/scoreboard of our leading and lagging indicators</li> <li>● Work with our co-chairs to appoint a data team with representatives from workforce development, education, and economic development to contribute meaningful data to dashboard/scoreboard in partnership with the Chamber of Commerce and the state</li> </ul>
As the convener, the CIWDB will consistently communicate and create synergy between our workforce development, education, and economic development partners.	<ul style="list-style-type: none"> <li>● Create a system for continued engagement with our business community</li> <li>● Invite potential partners and collaborators to our WorkSmart Partnership meetings</li> <li>● Provide updates via our monthly newsletter</li> </ul>

<p>Assess our regional education/training capacity to meet the needs of the local economy while supporting the retention of young people. Led by co-chair Bob Dutch, in partnership with the CIWDB, to be reviewed by the WSP.</p>	<ul style="list-style-type: none"> <li>● Complete a comprehensive scan of local educational institutions to understand capacity of regional graduates.</li> <li>● Conduct a comprehensive review of availability and usage of Work Based Learning Opportunities aligned with priority industries (Healthcare, Hospitality, Services to Buildings and Dwellings) and the Blue Economy</li> <li>● Identify leverage points, for example: <ul style="list-style-type: none"> <li>○ Degrees and certifications contributing to any labor surpluses</li> <li>○ Degrees/certifications aligned with labor shortages</li> <li>○ Institutions or degrees with large proportions of students migrating out of the region</li> </ul> </li> </ul>
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<b>WorkSmart Partnership 2020 Goals</b>	
<b>Goals</b>	<b>Objectives</b>
<p>Improve our region’s capacity to support the retention of young people by improving on existing opportunities and creating new structures.</p>	<ul style="list-style-type: none"> <li>● Our business partners will identify programming which helps them find talent and train or retrain employees (workshops and training, mentor programs, job seeker resources, and retiree recruitment). The WSP will work to implement more of this programming.</li> <li>● Implement 13th year program for non-college bound high school students at UCT. The 13th year extends their education and provides training to meet our regional needs. Bob Dutch, Superintendent is leading this effort and will involve staff and advisors as is helpful / appropriate.</li> </ul>
<p>The WSP will action plan to coordinate activity, based on preliminary assessment findings, that will support participation in</p>	<ul style="list-style-type: none"> <li>● Expansion of the co-op education model where students graduate with OTJ experience and relationship with local employer(s).</li> </ul>

<p>regional economy by local graduates. The objectives under the action plan will largely fall to our education partners with support from the CIWB and Economic Development.</p>	<ul style="list-style-type: none"> <li>● Work with education partners to expand work based learning opportunities in high priority industries, leveraging the employer partners in WorkSmart as ambassadors and champions.</li> <li>● Provide technical assistance to local businesses on starting and maintaining work based learning opportunities, with attention to the substantial number of small businesses and sole proprietor operations.</li> <li>● Survey high school and college students to determine what incentives would entice them to stay in the area. Collaborate with local businesses to assess feasibility and implementation.</li> </ul>
<p>Present assessment of regional education/training capacity to develop an action plan to address current gaps or underutilization of existing programs</p>	<ul style="list-style-type: none"> <li>● Our education partners at Upper Cape Tech and Cape Cod Community College will lead this effort (eg. creating/expanding current programming, improved marketing to businesses, schools, and/or students).</li> </ul>

<p align="center"><b>WorkSmart Partnership 2022 Goals</b></p>	
<p align="center"><b>Goals</b></p>	<p align="center"><b>Objectives</b></p>
<p>The WSP, under the leadership of the CIWB will lead the implementation of the action plan for the retention of our young people while reducing vacancies in priority industries.</p>	<ul style="list-style-type: none"> <li>● Create a timeline to support the action plan complete with a both a meeting and reporting schedule</li> <li>● Create WSP subgroups to organize around and address each area of the action plan</li> <li>● Establish appropriate metrics of success and how we will measure them</li> </ul>

**Mutually Reinforcing Activities:**

1. **Education.** Describe the changes in programming, recruitment, retention and placement strategies, assessment, tracking, or other strategies specific educational partners have committed to in order to meet shared regional goals.

**Co-Chair:** Bob Dutch, Superintendent, Upper Cape Cod Regional Technical School

Our education partners are focused on building nimble systems to provide vast and relevant preparation, informed by employer demand in priority industries. They will do this through the establishment and growth of training programs and partnerships with local businesses. This dual prong strategy of growing programs, like HVAC and Nursing & Allied Health at UCT, and establishing new learning opportunities, like implementing a 13th year program for high school graduates seeking a learning experience that will connect them to a job, reflect the ability of our region to make meaningful change and long-term impact using our existing resources.

2. **Workforce Development.** Describe the changes in programming, employer relations, recruitment, retention and placement strategies tracking, or other strategies specific workforce development partners have committed to in order to meet shared regional goals.

**Co-Chair:** Kara Galvin, Executive Director, Cape & Islands Workforce Board

Our Workforce Development partners will coordinate the mutually reinforcing activities happening in the region; providing direct training programs and supporting collaborative fundraising to initiate new credentialing programs. They are the link between our education and economic development partners.

3. **Economic Development.** Describe the changes in economic development strategy that economic development partners have committed to in order to meet shared regional goals.

**Co-chair:** Wendy Northcross, CEO, Cape Cod Chamber of Commerce

The responsibility of our Economic Development partners is to ensure that business growth, for all businesses, is supported by the availability of needed additional supports. They will make sure that the conditions surrounding employment, such as sustainable and affordable housing, are in place.

## **V. Conclusion**

This strategic planning process has been a galvanizing effort and an effective opportunity for the Workforce Development Board, as well as our partners in Education, and Economic Development to share and coordinate their work. We look forward to further planning, and infrastructure building for the work ahead of us.

A key component of our success as a region is to insert ourselves in conversations regarding development and education in this region with a workforce development lens. For instance, we will be key players in the development of solutions to our waste water issues. These solutions will allow us to solve other problems such as the lack of affordable housing on the Cape and Islands, which will attract a more diverse and long-term workforce. Luckily, we are in a position to leverage interest and investment in the Blue Economy to forward the conversation on water quality and housing.

**Credential Asset Mapping Tool - CIWB**

<b>Occupation</b>	<i>List the occupation the credential is for, including the SOC code.</i>	Healthcare Support Occupations (SOC 31-0000)
<b>Type of Credential &amp; Title of Credential</b>	<i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i>	Requires post-secondary non-degree award  <b>Certified Nursing Assistant (CNA)</b> , 100hr certificate  <b>Home Health Aide:</b> 15 hour course offers those who are a (CNA) Certified Nursing Assistant the opportunity to expand their career into home health care.
<b>Credential Provider</b>	<i>List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.</i>	Emerson's Nursing Assistant Training School West Yarmouth MA  Cape Cod Community College  UMass Medical - Cape Cod Hospital  Upper Cape Cod Regional Technical School  Regional Cape Cod Technical High School
<b>Integrated/ Accelerated</b>	<i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?</i>	Yes, supervised clinical practice
<b>Online/ Classroom/ Work-based</b>	<i>Describe education environment and instructional methods.</i>	Day, evening, and weekend courses offered. Duration is between 4-14 weeks.
<b>Pell-eligible?</b>	<i>Is the program Pell-eligible?</i>	Yes, certificate program with college credit
<b>Fee?</b>	<i>What are the fees?</i>	Fees dependent on length/intensity of program, subject to vote by Dept. of Higher Ed and/or the college
<b>Employer-validated?</b>	<i>Do local employers validate the credential? If so, describe.</i>	Yes, credential
<b>Stackable?</b>	<i>Is the credential stackable with other certificates? If so, describe.</i>	Yes, CNA is stackable with HNA and RN
<b>Portable?</b>	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Yes, nationally recognized credential

<b>Credit/ Non-Credit?</b>	<i>Are they credit or non-credit?</i>	Credit
<b>Gaps?</b>	<i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i>	Being assessed through comprehensive scan of regional education/training capacity.

<b>Occupation</b>	<i>List the occupation the credential is for, including the SOC code.</i>	Licensed Practical Nurses (SOC 29-2061) and Registered Nurses (29-1141)
<b>Type of Credential &amp; Title of Credential</b>	<i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i>	Post-secondary certificate (LPN) or Associate degree (RN) followed by National Council Licensure Examination (NCLEX)
<b>Credential Provider</b>	<i>List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.</i>	LPN: Upper Cape Cod Regional Technical School  RN: Cape Cod Community College
<b>Integrated/ Accelerated</b>	<i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?</i>	Work experience is a requirement for both LPN and RN. Basic learners can matriculate through CNA programs.  CCCC offers advanced standing LPN → RN program
<b>Online/ Classroom/ Work-based</b>	<i>Describe education environment and instructional methods.</i>	Classroom (day and evening available) Some online courses available Work-based learning and hands-on class work
<b>Pell-eligible?</b>	<i>Is the program Pell-eligible?</i>	Yes
<b>Fee?</b>	<i>What are the fees?</i>	Fees dependent on length/intensity of program, subject to vote by Dept. of Higher Ed and/or the college.
<b>Employer-validated?</b>	<i>Do local employers validate the credential? If so, describe.</i>	Employers align and validate curriculum and recognize the credentials. These are nationally recognized credential.



<b>Stackable?</b>	<i>Is the credential stackable with other certificates? If so, describe.</i>	Yes - CNA to LPN to RN
<b>Portable?</b>	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Yes - nationally recognized credential
<b>Credit/ Non-Credit?</b>	<i>Are they credit or non-credit?</i>	Credit
<b>Gaps?</b>	<i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i>	Being assessed through comprehensive scan of regional education/training capacity.

<b>Occupation</b>	<i>List the occupation the credential is for, including the SOC code.</i>	Preschool teachers, except special education (25-2011)
<b>Type of Credential &amp; Title of Credential</b>	<i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i>	Early Childhood Education and Preschool Certificates Associate in Science Associate in Arts Bachelor of Science, leading to state educator license
<b>Credential Provider</b>	<i>List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.</i>	Cape Cod Community College (Certificate program; Associate degrees with option to prepare for career or transfer to Bachelor program)  Bridgewater State University Cape Cod (Bachelor of Science in Education)
<b>Integrated/ Accelerated</b>	<i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?</i>	Mentored teaching fieldwork and mentored student teaching (BSE)
<b>Online/ Classroom/ Work-based</b>	<i>Describe education environment and instructional methods.</i>	Classroom Some online courses available Practicum (off site)
<b>Pell-eligible?</b>	<i>Is the program Pell-eligible?</i>	Yes
<b>Fee?</b>	<i>What are the fees?</i>	Fees dependent on length/intensity of program, subject to vote by Dept. of Higher Ed and/or the college.  MTEL fee for Early Childhood: \$139

<b>Employer-validated?</b>	<i>Do local employers validate the credential? If so, describe.</i>	Credential is validated by issuing authority and accepted by employers
<b>Stackable?</b>	<i>Is the credential stackable with other certificates? If so, describe.</i>	Yes, associates degree offered by CCCC prepares students for entry into Bachelors degree program, and includes program option designed to transfer directly into Bachelors program.
<b>Portable?</b>	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Teaching licenses are portable to other states under some circumstances.
<b>Credit/ Non-Credit?</b>	<i>Are they credit or non-credit?</i>	Credit
<b>Gaps?</b>	<i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i>	Being assessed through comprehensive scan of regional education/training capacity.

<b>Occupation</b>	<i>List the occupation the credential is for, including the SOC code.</i>	Teacher Assistants (25-9041)
<b>Type of Credential &amp; Title of Credential</b>	<i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i>	H.S. diploma Associate Degree
<b>Credential Provider</b>	<i>List all training/ education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.</i>	Regional Cape Cod Technical High School  CCCC (Associate degree)
<b>Integrated/ Accelerated</b>	<i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?</i>	Practicum or field work is part of some programs.
<b>Online/ Classroom/ Work-based</b>	<i>Describe education environment and instructional methods.</i>	Classroom Some online courses available Some work-based or hands on learning, depending on program
<b>Pell-eligible?</b>	<i>Is the program Pell-eligible?</i>	Yes
<b>Fee?</b>	<i>What are the fees?</i>	Dependent on school

<b>Employer-validated?</b>	<i>Do local employers validate the credential? If so, describe.</i>	Credential is validated by issuing authority and accepted by employers
<b>Stackable?</b>	<i>Is the credential stackable with other certificates? If so, describe.</i>	Yes
<b>Portable?</b>	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Credentials are stackable (certificate → associate → bachelor). Portability varies by state.
<b>Credit/ Non-Credit?</b>	<i>Are they credit or non-credit?</i>	Credit
<b>Gaps?</b>	<i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i>	Being assessed through comprehensive scan of regional education/training capacity.