



**CAPE AND ISLANDS
WORKFORCE BOARD**

DRAFT

MassHire - Cape and Islands Workforce Board

WIOA Local Plan

Fiscal Years 2022-2025

Introduction/Executive Summary

The COVID-19 pandemic created an enormity of challenges within the Cape and Islands region. Unemployment typically rises and falls within the region, but the pandemic resulted in historically high numbers. Barnstable County unemployment rate soared to 21.5% in April of 2020. The MassHire Cape and Islands Career Center and the MassHire Cape and Islands Workforce Board (CIWB) endeavored to continue to serve job seekers and employers throughout the pandemic. This collaboration will continue to serve the region well as we navigate the road to recovery together as one systemic organization: MassHire working together to promote economic growth and development for our job seekers and employers.

In accordance with the Workforce Innovation and Opportunity Act (WIOA) Sec. 108, each local board must develop and submit to the Governor a 4-year local plan, in partnership with our chief elected official. The local plan must support the strategy described in the State Plan in accordance with section 102(b)(1)(E) and be otherwise consistent with the State Plan. The local plans identify how MassHire partners and programs in each local area align with the Massachusetts WIOA Combined State Plan to implement the local workforce's strategic planning elements.

Who We Are

The CIWB is a regional, private sector led agency responsible for overseeing all publicly funded vocational education and training programs serving the entire Cape and Islands Region. The CIWB is an organized non-profit 501 C (3) Corporation, formed to carry out the mandates of the federal policies of WIOA, which became effective July 1, 2015. The CIWB is one of sixteen workforce boards across the Commonwealth, which work in collaboration with the One Stop Career Center system. Workforce Boards play a critical role in their community providing workforce and economic leadership within their region.



The CIWB mission is to provide leadership for workforce development activities through private and public partnerships. The CIWB vision is a skilled workforce that supports business retention, expansion and attraction in a community that promotes self-sufficiency, economic opportunity, and lifelong learning.

The CIWB serves the following 15 towns: Falmouth, Bourne, Sandwich, Mashpee, Barnstable, Yarmouth, Dennis, Brewster, Harwich, Chatham, Orleans, Eastham, Wellfleet, Truro, Provincetown and the Islands of Martha's Vineyard and Nantucket.

The CIWB is led by the Board of Directors that have 50% private sector representation. The Chairman of the Board must be from the private sector and the members are appointed by a Chief Elected Official.

All local workforce boards must be certified by the Governor, who will set policy for the workforce development system. The Massachusetts Workforce Board (MWB) advises the Governor on the workforce development system and its aligned state partners. The Governor is responsible for establishing criteria that local workforce boards must adhere to when appointing new members.

Within the Workforce Development system, the CIWB has been structured to have a full board which serves as the overarching and directing body, and sub-committees which focus on priority areas. The CIWB relies heavily on its sub-committees to assist in carrying out its mission.

How We Operate

See below for a brief outline of each of the CIWB committees, their roles, and information about when they meet.

Executive Committee: The MassHire CIWB Executive Committee shall be composed of Chairperson, Vice-Chairperson, Clerk, and the Treasurer. This committee meets monthly to discuss all matters pertaining to planning, development, internal human resources, finance, budgeting, and other matters pertaining to the state of the organization.

The MassHire Cape and Islands Workforce Board of Directors: The Board of Directors oversee the operation of the CIWB and ensure all goals are being met. Board members discuss and vote on the actions of the organization as needed. The Director of MassHire Cape and Islands Career Center provides updates to ensure that the performance goals and financial obligations are being met.

Youth Council Committee: Although not required by WIOA, the CIWB has implemented a standing Youth Council which will continue to provide oversight on regional youth issues, initiatives, and activities. The CIWB Youth Council is co-chaired by the CIWB Executive Director and the assistant superintendent of the Mashpee Public Schools. The CIWB Youth Council meets bi-monthly.

Youth Council Scholarship Committee: This committee meets twice annually (more if needed) to review and award the CIWB scholarships. This committee is chaired by the Executive Director, in lieu of a Youth Services Director.

ArtWorks Advisory Board: The ArtWorks Advisory Board oversees the continued growth and development of the Artworks Program. The ArtWorks Advisory Board meets on a quarterly basis and is chaired by the Executive Director, in lieu of a Youth Services Director.

Finance Committee: The CIWB Finance Committee oversees the development of the annual budget and the monitoring of financial performance throughout the year.

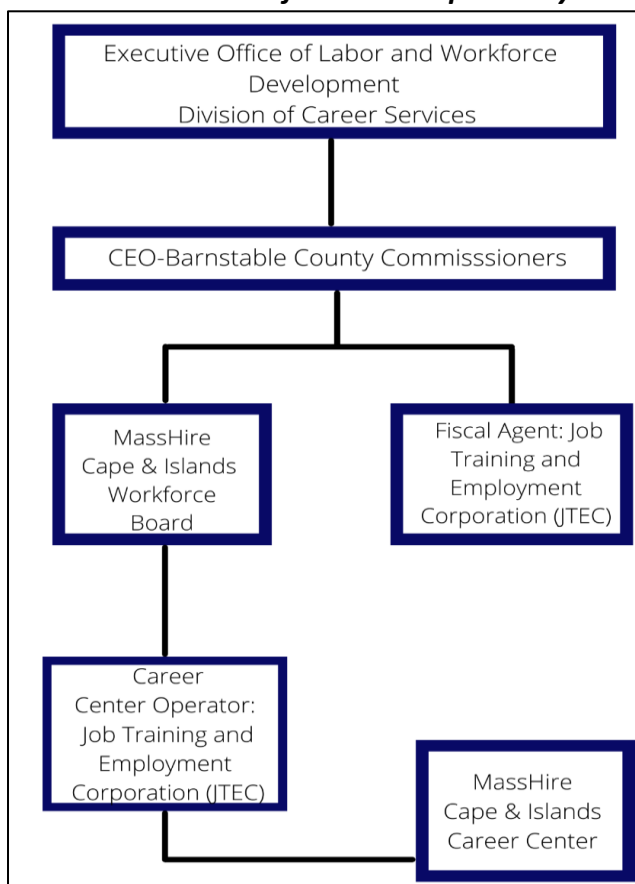
WIOA Committee: This committee provides oversight to the local One Stop Career Center, Career Opportunities. The committee will monitor the performance of the career center and training providers. The WIOA committee also ensures all initiatives have been implemented correctly.

Marketing/Community Relations Committee: The major activity of the committee will be to provide continued public awareness and acceptance of the CIWB and its mission. Marketing and public relations activities will be overseen by the Community Relations Committee.

Human Resources Committee: The human resources committee is responsible for the development and application of a Personnel Policy Manual. This includes an employee evaluation process, develop, and recommend staffing levels, hear step two (2) grievances as outlined in the Personnel Policy Manual, and assist the Executive Director in the personnel decisions and actions. This committee meets on an as needed basis.

Age Forward Committee: This committee is responsible for developing programs and events specific to this important demographic. This committee meets monthly.

The graphic below depicts the relationships between the entities that comprise the Region's Massachusetts Workforce Development System.



Regional Planning Process

The MassHire CIWB is currently in the process of updating and revising our regional blueprint. This document identifies priority and critical industries within the Cape and Islands region. The CIWB will continue to identify skills gap within the region to ensure we are creating regional strategies that support economic advancement within the region post pandemic. The CIWB has spent a significant amount of time conducting and analyzing data in partnership with UMass Donahue Institute. This collaboration has helped to identify emerging in-demand industry sectors and occupations post Covid. This identification will help identify the needs of businesses within the region. The identified industries below include a preliminary list of occupations that we are considering. Our current regional blueprint can be found at the following link and in *Attachment A*: (<https://www.mass.gov/doc/ciwdb-regional-planning-blueprint-narrative/download>).

The Regional Planning Team convened virtually during the pandemic. This assisted in moving forward the initiative set forth by the Massachusetts Workforce Skills Cabinet (WSC). The regional team is made up of representatives from local businesses, higher education, K-12 education, economic development agencies, and Cape and Islands Workforce Development Board Members. Regional Legislatures have been known to participate in these meetings as well.

The team held several virtual planning meetings in collaboration with the UMass Donahue Institute. Regional population demographics, labor market information, and additional relevant data was presented to confirm priority industries and occupations within the region.

Strategic Planning Elements

Regional Local Analysis

The Cape and Islands Regional Workforce Blueprint identifies priority industries and occupations within the Cape and Islands region. The industries identified are prevalent on the Cape and Islands and are important contributors to the success of the region's economy. 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:

- Health Care and Social Assistance (NAICS 62)
- Construction (NAICS 23)
- Technology
 - Professional, Scientific, and Technical Services (NAICS 54)

- Hospitality/Tourism
 - Arts, Entertainment, and Recreation (NAICS 71)
 - Accommodation and Food Services (NAICS 72)

The blue economy cross sectors each of our priority industries and assists in the economic growth of our occupations. The Cape and Islands region is unique, as the blue economy is the backbone of our region. It recognizes how essential water is to our region and the importance of continuing this sustainability.

The following provides an analysis of the priority industry sectors on the Cape and Islands region, along with the priority occupations. Each chosen industry and occupation are prioritized due to their effectiveness to promote career pathways and self-sufficiency. This includes a combination of projected sector growth, occupational growth, and high employment.

Health Care and Social Assistance is prioritized due to its basic need for any economy, specifically responding to our region’s aging population and seasonal stability. According to Emsi, the average employment rate in the region (17,885) is higher than the national average.¹

Region	Employment ²	Median Advertised Salary (per hour)
Massachusetts	641,541	\$21.85
Cape and Islands	17,885	\$18.03

Priority Occupations in Health Care and Social Assistance	SOC Code ³	Typical Entry Education Level
Home Health and Personal Care Aides	31-1128	High School Diploma or Equivalent
Medical Assistants	31-9092	Postsecondary nondegree award
Nursing Assistants	31-1131	Postsecondary nondegree award

¹ National average values are calculated by taking the national value for an industry and scaling it down to account for the difference in overall workforce size between the nation and the region.

² The supply of full and part time jobs in a chosen industry and region.

³ The Standard Occupational Classification (SOC) system is a federal statistical standard used by federal agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data (“Other Useful Links.” *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, www.bls.gov/soc/.)

Registered Nurses	29-1141	Bachelor's degree
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Source for both tables: Emsi Labor Market Analytics, 2021.

Construction is prioritized due to the importance of physical infrastructure in the region, opportunities for year-round employment, and self-sustaining wages. According to Emsi, the average employment rate in the region (12,689) is higher than the national average.

Region	Employment	Median Advertised Salary (per hour)
Massachusetts	199,882	\$26.40
Cape and Islands	12,689	\$25.05

Priority Occupations in Construction	SOC Code	Typical Entry Education Level
Electricians	47-2111	High School Diploma or Equivalent
Plumbers, Pipefitters, and Steamfitters	47-2152	High School Diploma or Equivalent
HVAC	49-9021	Postsecondary nondegree award

Source for both tables: Emsi Labor Market Analytics, 2021.

Technology is prioritized due to its role in serving other industries within the Cape and Islands region along with its self-sustaining wages. According to Emsi, the average employment rate in the region (6,600) is lower than the national average.

Region	Employment	Median Advertised Salary (per hour)
Massachusetts	386,856	\$29.48
Cape and Islands	6,600	\$22.09

Priority Occupations in Professional, Scientific, and Technical	SOC Code	Typical Entry Education Level
Machinist	51-4041	High School Diploma or Equivalent
Water and Wastewater Treatment Plant and Systems Operators	51-8031	High School Diploma or Equivalent

Source for both tables: Emsi Labor Market Analytics, 2021.

Hospitality/Tourism is prioritized due to it being a core element of the region's economy. According to Emsi, the average employment rate in the region (18,844) is higher than the national average.

Region	Employment	Median Advertised Salary (per hour)
Massachusetts	311,575	\$18.52
Cape and Islands	18,844	\$18.03

Priority Occupations in Arts, Entertainment, and Recreation and Accommodation and Food Services	SOC Code	Typical Entry Education Level
First-Line Supervisors of Food Preparation and Serving Workers	35-1012	High School Diploma or Equivalent
Chefs and Head Cooks	35-1011	High School Diploma or Equivalent

Source for both tables: Emsi Labor Market Analytics, 2021.

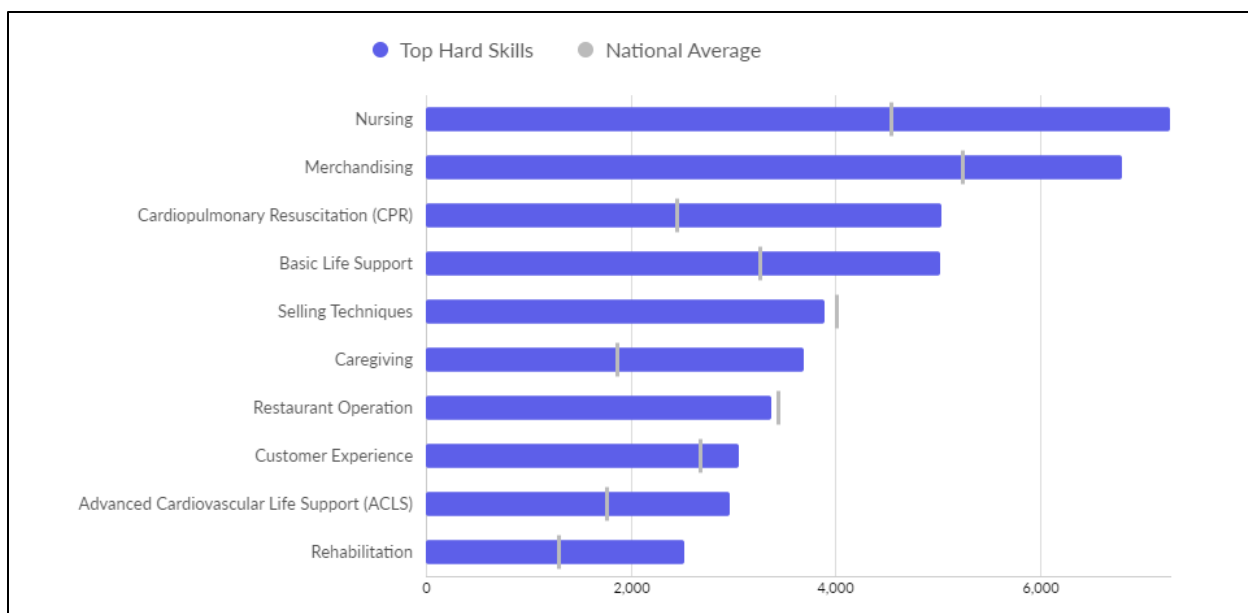
Regional In-Demand Skills

The knowledge and skills needed to meet the employment needs of the Cape and Islands region can be found through the usage of Emsi Job Posting Analytics Reports. According to Emsi, the following data provides the greatest in-demand knowledge and hard skills of employers in the Cape and Islands region during the following time frame; (July 2020-July 2021). The data represents insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in today's workforce. The skills associated represent workers of all education and experience levels. The percentages provided demonstrate the frequency in postings and the total value represents the number of job postings that include the skills identified.

Graph 1: In-Demand Skills

- The graph below displays the top ten hard⁴ skills sought by employers in the Cape and Islands region.
- The gray mark indicates the average demand for those skills nation-wide.
- The Cape and Islands region exceeds the national average in all in-demand skills represented below, besides *selling techniques* and *restaurant operation*.

⁴ Hard skills are specific, learnable, measurable, industry specific abilities related to a position.



Source: Emsi Job Posting Analytics, 2021.

The following charts identify the top ten hard skills in the Cape and Islands region priority industries: Health Care and Social Assistance, Construction, Technology (Professional, Scientific, and Technical Services), and Hospitality/Tourism (Accommodation and Food Services and Arts, Entertainment, and Recreation).

Health Care and Social Assistance	Postings ⁵	
	Percent ⁶	Total ⁷
Nursing	21%	1,494
Cardiopulmonary Resuscitation (CPR)	11%	836
Home Care	12%	866
Caregiving	12%	858
Basic Life Support	10%	708
Rehabilitation	8%	602
Meal Planning and Preparation	8%	587
Companionship	8%	607
Medical Records	7%	503
Personal Care	6%	472

Source: Emsi Job Posting Analytics, 2021.

Construction	Postings	
	Percent	Total
Carpentry	9%	66

⁵ Postings are the number of active job postings that are currently visible online and advertising a job vacancy.

⁶ Percentages represent the frequency of a skill in job postings across the region.

⁷ The total identifies the numbers of the postings with the skill present.

Personal Protective Equipment	6%	43
Occupational Safety and Health Administration (OSHA)	6%	43
HVAC	6%	42
Basic Life Support	5%	40
Accounting	5%	38
Cardiopulmonary Resuscitation (CPR)	4%	33
Renovation	4%	32
Painting	4%	30
Lead Management	4%	28

Source: Emsi Job Posting Analytics, 2021.

Professional, Scientific, and Technical Services	Postings	
	Percent	Total
Technology Solutions	26%	1,025
Agile Methodology	9%	369
Automation	6%	251
Software Development	6%	232
Computer Science	5%	212
Auditing	5%	209
Amazon Web Services	5%	188
Basic Life Support	4%	176
Java (Programming Language)	4%	168
Java Script (Programming Language)	4%	166

Source: Emsi Job Posting Analytics, 2021.

Arts, Entertainment, and Recreation	Postings	
	Percent	Total
Cardiopulmonary Resuscitation (CPR)	19%	138
Food Safety	7%	51
Restaurant Operation	7%	48
Personal Protective Equipment	6%	45
Forklift Truck	6%	44
Loss Prevention	6%	44
Business Correspondence	6%	43
Customer Engagement	6%	43
Balancing (Ledger/Billing)	5%	37
Manifests	4%	32

Source: Emsi Job Posting Analytics, 2021.

Accommodation and Food Services	Postings	
	Percent	Total
Restaurant Operation	36%	816
Food Preparation	7%	156
Food Services	7%	151
Restaurant Management	6%	140
Franchising	6%	135
Food Safety	5%	112
Profit And Loss (PandL) Management	5%	111
Resolving Guest Concerns	4%	95
Greeting Guests	4%	90
Cooking	4%	89

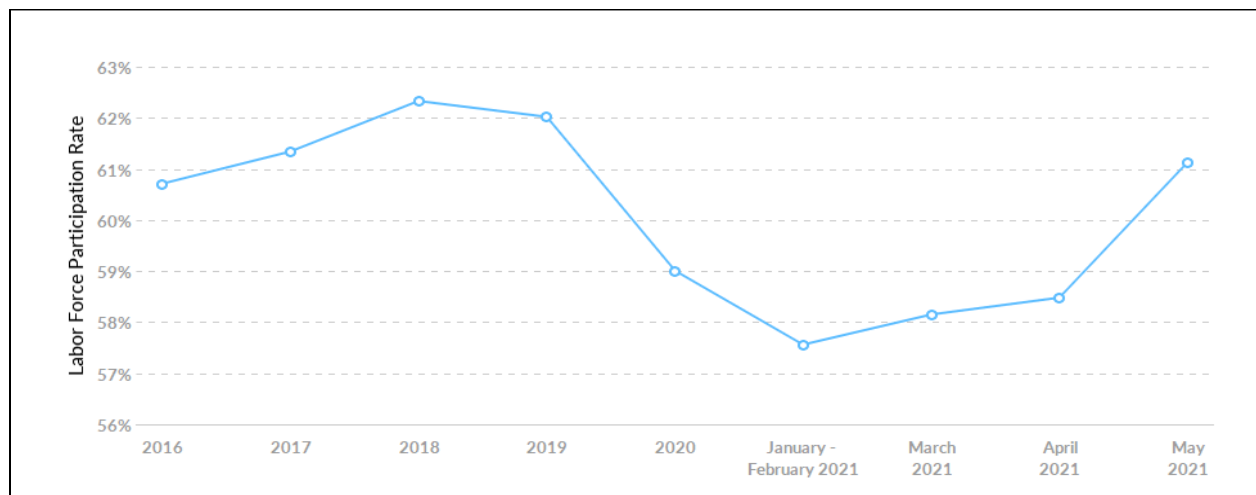
Source: Emsi Job Posting Analytics, 2021.

Analysis of Regional Workforce

The following data gathered from Emsi is obtained from an economic overview report of the Cape and Islands region. This report is designed to provide a high-level summary of the Cape and Islands economy to show major trends influencing the region. Aside from illustrating an overview of the regional economy, this report includes data related to jobs, demographics, and social metrics.

Graph 2: Labor Force Trends (2016-2021)

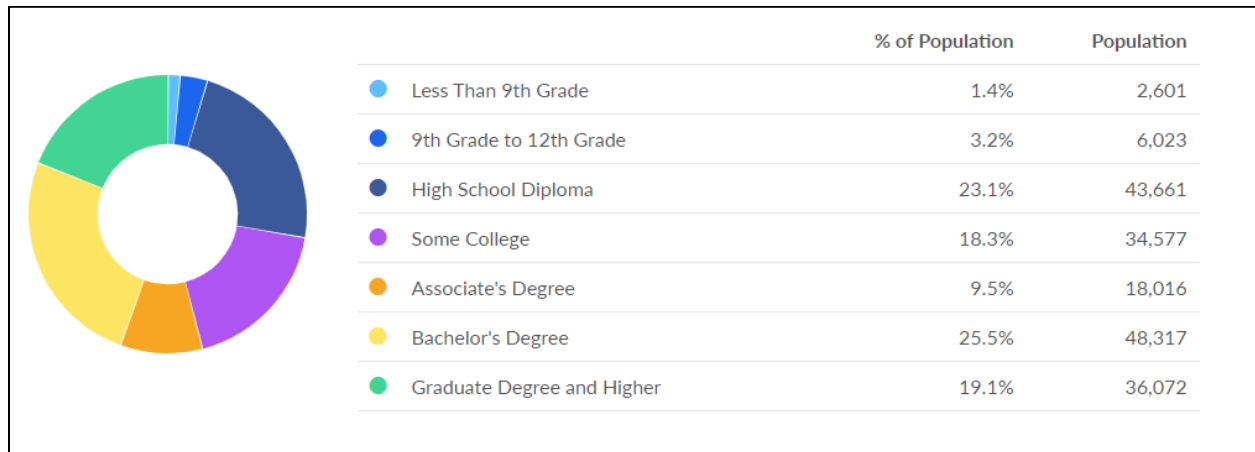
- As of 2020, the Cape and Islands region total labor force count was 123,260. This is in comparison to the region's population in 2020; 242,256.
- The region's population has increased by 0.1% since 2015. Population is expected to increase by 0.4% between 2020 and 2025.



Source: Emsi Labor Market Analytics, 2021.

Graph 3: Educational Attainment

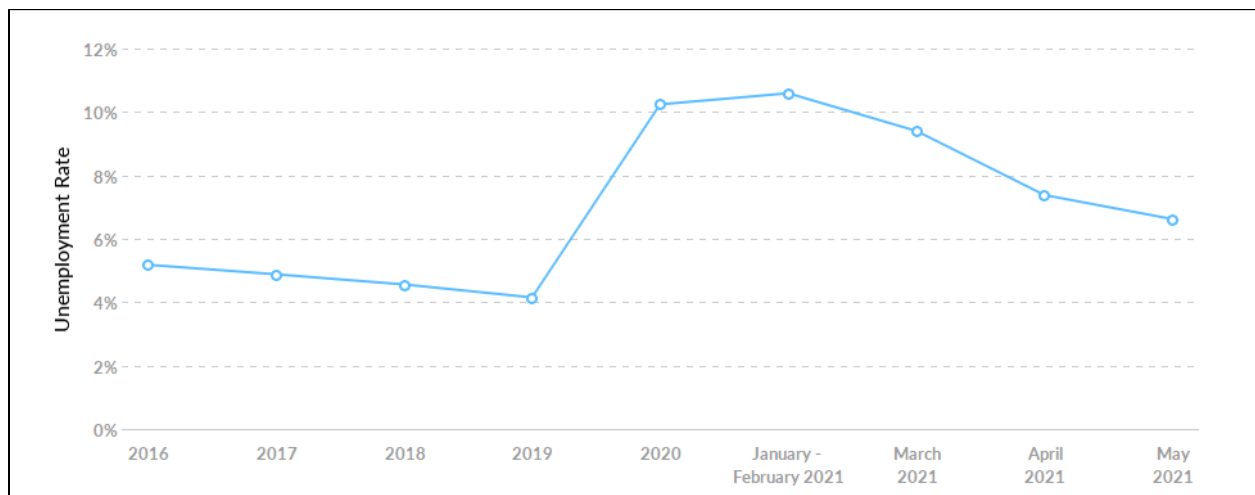
- This circle graph breaks down the population of the region by the highest level of educational attainment.
- Concerning educational attainment, 25.5% of the selected regions' residents possess a bachelor's degree. This is 5.5% above the national average. 9.5% of residents hold an associate degree. This is 0.9% above the national average.



Source: Emsi Labor Market Analytics, 2021.

Graph 4: Unemployment Trends (2016-2021)

- This graph shows the growth and decline of unemployment over a ten-year period.



Source: Emsi Labor Market Analytics, 2021.

Claimants by Workforce Development Area									
WDA	Jun-21	May-21		M/M chng.	Jun-20		Y/Y chng.	Apr-21	Mar-21
Statewide	60,773	71,721	↓	(10,948)	521,417	↓	(460,644)	85,098	116,753
Berkshire County WDA	1,085	1,366	↓	(281)	8,019	↓	(6,934)	1,874	2,666
Boston WDA	6,677	7,789	↓	(1,112)	60,021	↓	(53,344)	8,497	10,818
Bristol County WDA	3,500	4,170	↓	(670)	29,713	↓	(26,213)	5,077	7,315
Brockton WDA	2,836	3,331	↓	(495)	23,823	↓	(20,987)	3,848	5,025
Cape & Islands WDA	1,662	2,563	↓	(901)	19,210	↓	(17,548)	4,089	7,068
Central MA WDA	5,862	6,677	↓	(815)	42,825	↓	(36,963)	7,771	10,491
Franklin/Hampshire WDA	1,687	1,942	↓	(255)	14,595	↓	(12,908)	2,474	3,696
Greater Lowell WDA	2,539	3,040	↓	(501)	21,638	↓	(19,099)	3,658	4,830
Greater New Bedford WDA	2,433	2,886	↓	(453)	19,374	↓	(16,941)	3,541	5,115
Hampden County WDA	5,493	6,335	↓	(842)	34,109	↓	(28,616)	7,199	9,298
Lower Merrimack Valley WDA	3,909	4,526	↓	(617)	29,621	↓	(25,712)	5,232	6,888
Metro North WDA	6,455	7,444	↓	(989)	63,357	↓	(56,902)	8,511	11,330
Metro South/West WDA	5,433	6,282	↓	(849)	51,015	↓	(45,582)	7,606	10,844
North Central WDA	2,321	2,727	↓	(406)	18,612	↓	(16,291)	3,309	4,639
North Shore WDA	4,038	4,750	↓	(712)	37,729	↓	(33,691)	5,542	7,431
South Shore WDA	4,843	5,893	↓	(1,050)	47,756	↓	(42,913)	6,870	9,299

Source: Massachusetts Department of Unemployment Assistance.

The Cape and Islands region is an area that experiences high seasonal unemployment. The Covid-19 pandemic impacted the region with historically high numbers of unemployment claims. Unemployment in Barnstable County soared to 21.8% in April of 2020 when the stay-at-home orders were extended.

The top five sectors impacted by the pandemic were: Health Care and Social Assistance, Accommodation and Food Services, Education Services, Retail, and Construction. The highest proportions of hospitality jobs impacted by the pandemic were in Western Massachusetts and the Cape and Islands region. Provincetown, Truro, Yarmouth, Eastham were all towns heavily affected by the economic shut-down.

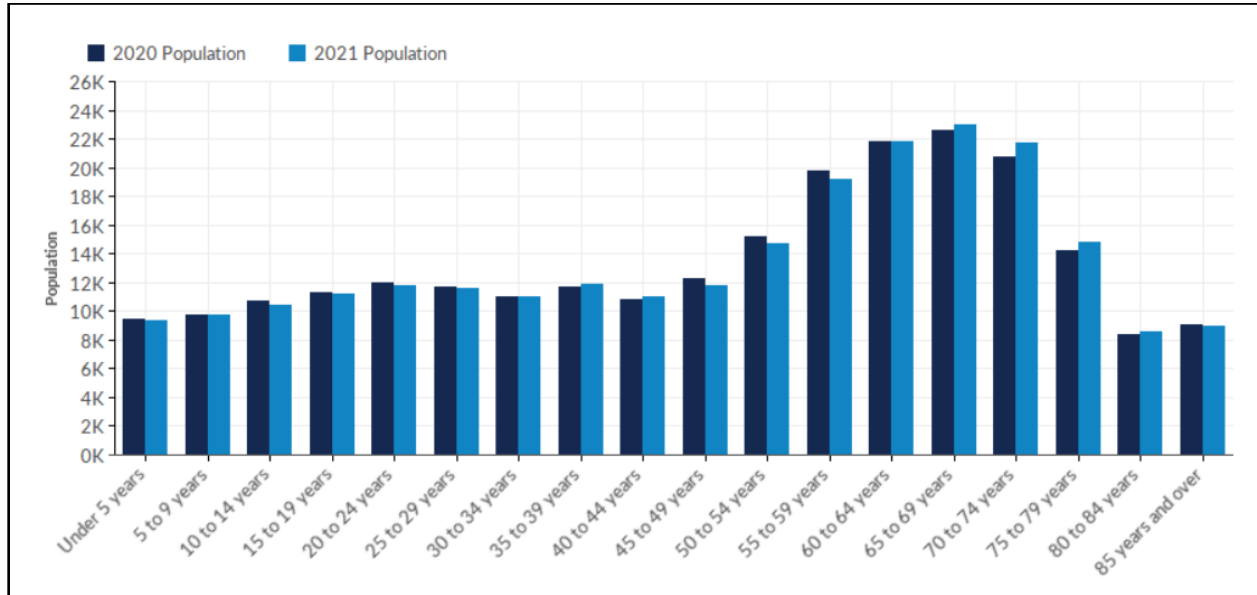
The following reports are gathered from the Population Demographics Report from Emsi. This detailed report identifies an overview of the Cape and Islands region with data related to age cohort, gender, and race/ethnicity. The CIWB has a concrete understanding of the uniqueness of our region. These unique characteristics help workforce and business leaders in creating/maintaining healthy work environments.

- As of 2021, the region's population has witnessed an increase of 328 individuals. This was identified in Emsi as a 0% change, compared to the nation's 1% population change. In comparison with the state, Massachusetts has also reported a 0% population change.

Graph 5: Population by Age Cohort (2020-2021)

- The *Population by Age Cohort* graph shows the population of the Cape and Islands region in both 2020 and 2021 by age.
- Each age cohort is divided into 4-year groups.

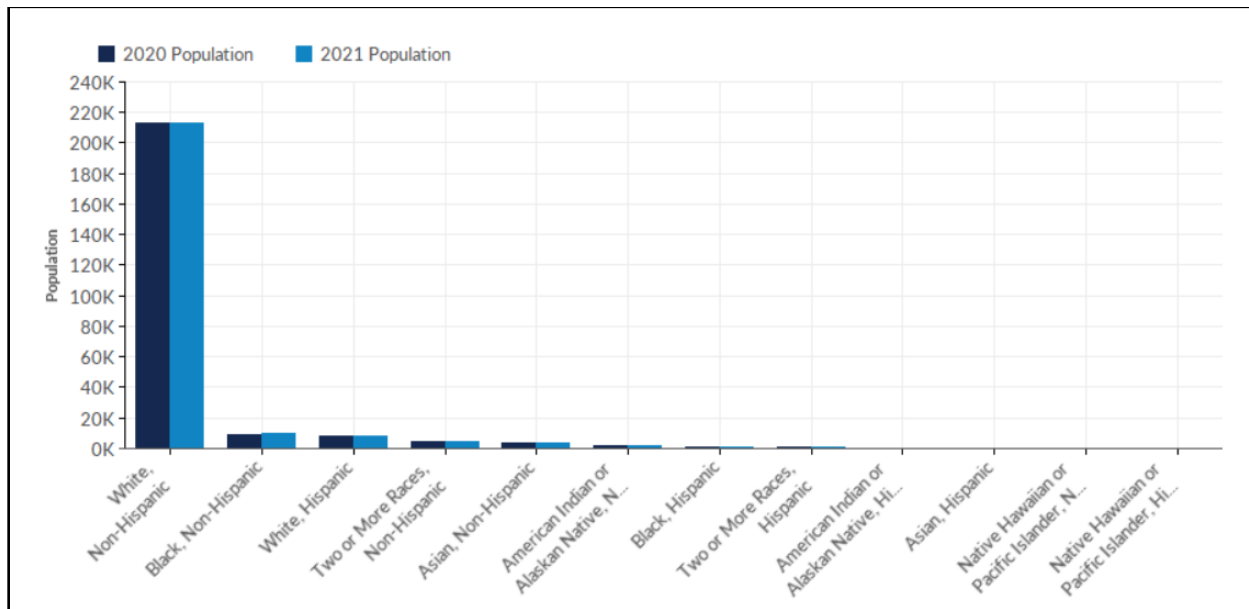
- Note that cohorts 55 to 59 years, 60 to 64 years, 65 to 69 years, and 70 to 74 years were at the top for both 2020 and 2021.
 - This is not unexpected, as the Cape and Islands region is known for its aging population.



Source: Emsi Labor Market Analytics, 2021.

Graph 6: Population by Race/Ethnicity (2020-2021)

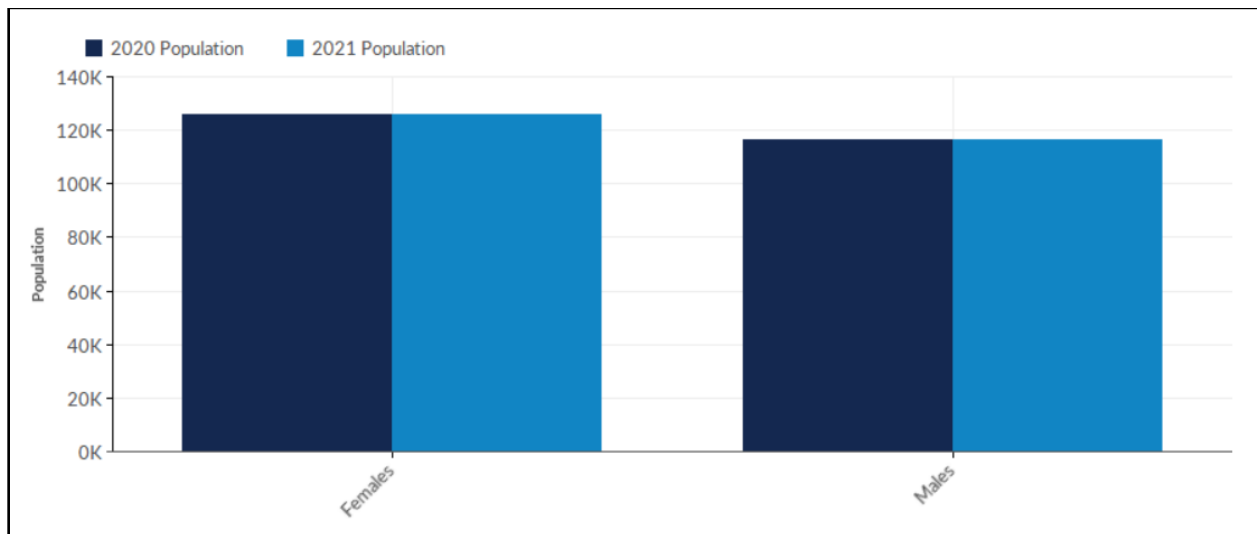
- The *Population by Race/Ethnicity* graph is divided by race to compare 2020 and 2021.
- According to the graph, the White, Non-Hispanic population in the region has remained relatively the same over the years.
- Although the Cape and Islands region is less diverse than our partner regions, each race/ethnicity has seen at least a 1% increase over the year.



Source: Emsi Labor Market Analytics, 2021.

Graph 7: Population by Gender (2020-2021)

- The *Population by Gender* graph identifies the population by males and females.
- Females outnumber the males in the region in both 2020 and 2021.
- Additionally, the population rates of the number of males and the number of females have both increased since 2020.



Source: Emsi Labor Market Analytics, 2021

Strengths of Our Workforce

Strengths of the Cape and Islands workforce area:

- The MassHire Cape and Islands Career Center remained opened throughout the pandemic to provide essential services to both job seekers and employers.
- Successful implementation of virtual and remote services; with a well thought through plan to return to in-person services as it was deemed safe.
- Cape Cod Community College academic programs and its Center for Corporate Training and Professional Development continue to explore and develop curriculum in response to the region's in-demand industries and occupations.
- The region has two vocational schools: Upper Cape Cod Regional Technical High School and Cape Cod Technical High School which provide training and hands-on experience for many of the in-demand occupations that are available to matriculating students as well adult learners.
- Successful attainment of additional grant funds to supplement the budget and programming.
- Strong collaborative partnerships with community partners and non-profit organizations within the region.
- Collaborative working relationships with many of the regional Superintendents.

Challenges of the Cape and Islands workforce area:

- Regional transportation challenges include lack of transportation options with limited transit and bus service.
- The Cape and Islands is the oldest regional labor market in the state; this can result in challenges as the region has a depleted workforce and limited possibility for the expansion of pipeline growth.
- Housing costs remain high and inventory low.
- The Cape and Islands region has a limited number of training providers within the region.

The Cape and Islands have taken a proactive approach when designing and implementing programs that support priority industries. The CIWB is currently focused on healthcare, through our Healthcare Hubs grant. This is a collaborative partnership amongst the CIWB, MassHire Cape and Islands Career Center, Cape Cod Community College and Upper Cape Cod Regional Technical High School. Additionally, we have convened healthcare employers to ensure we are meeting both their training and employment needs.

The CIWB has been proactive in working with both our technical schools and the MassHire Cape and Islands Career Center on the Career Technical Initiative training programs as well as the Rapid Re-employment grant program. Training job seekers for a position within an in-demand career

will have long term benefits to our regional economy as we navigate the road to recovery.

Strategic Vision

Mission: The Cape and Islands Workforce Board coordinates investments in workforce development across the region to ensure that the area's employers have access to a trained and skilled workforce sufficient to meet their business objectives.

Vision: The MassHire Cape and Islands Workforce Board's strategic vision is to support regional economic growth within high demand sectors, while also supporting the values of the MassHire brand of collaboration, respect, reliability, and ingenuity. The CIWB provides leadership for workforce development activities through private and public partnerships. We envision the Cape and Islands region to have a skilled workforce that supports business retention, expansion, self-sufficiency, economic opportunity, and lifelong learning. Collaborating with the MassHire Cape and Islands Career Center through a systemic approach supports this vision through an array of career center services. Which could include initial assessment, career counseling, access to workshops, and job search assistance as well as access to training information.

Strategic Priorities:

1. The CIWB will continue to work with stakeholders, businesses, and partners to identify skill gaps within the region. Identifying and seeking solutions to these issues will assist with the economic growth within the region.
2. The CIWB will strive to reestablish our standing as a leader, convener, advocate, and resource of workforce development within the region.
3. The CIWB will continue to navigate grant opportunities with a focus on high demand industries as well as grant opportunities that focus on STEM and the blue economy.
4. The CIWB will continue to focus on strengthening and developing our Board, Committees, and Staff, as well as business engagement throughout the region.
5. The CIWB will effectively serve all job seekers and employers within the region by promoting access to the career center.
6. The CIWB will strive to facilitate business engagement across the Cape and Islands region to promote the services and programs of the career center to both in-demand and small businesses within the region.

The Massachusetts Skills Capital Grant Program awards grants for the purchase and installation of equipment and related improvements necessary to support vocational and technical training. This equipment will upgrade and expand career technical education and training programs that are aligned with regional economic and workforce development priorities. Grant applications facilitate collaboration to provide students with knowledge and training on career pathway opportunities for the in-demand skill and priority industry sectors. This facilitation also includes

a response to the Cape and Islands Regional Workforce Blueprint and LMI. The grant also assists in engaging industry partners in the structure of work-based learning experiences. The integration of college and career readiness skills are provided through rigorous instructional courses and provide the opportunity to obtain an industry-recognized credential, apprenticeship, or college credits towards a Certificate, Associate, or Baccalaureate degree.

Career and Technical Initiative (CTI) is a signature initiative of the Workforce Skills Cabinet and Governor. This program is aimed at training an additional 20,000 skilled trade workers over the next four years. The goal of this program is to help close skill gaps and meet the needs of businesses across the Commonwealth. The Baker-Polito Administration aims at working with school administrators, employers and leaders in cities and towns to provide additional career training opportunities for both young people and adults. CTI provides Massachusetts residents access to career technical training using the state's existing resources at vocational high schools, while simultaneously helping businesses grow by increasing the population of skilled workers. This approach assists in increasing both student enrollment and new state funding.

Innovation Pathways are designed to give students coursework and experience in a specific high-demand industry. These grants are designed to create strong partnerships with employers to expose students to career options and help them develop knowledge and skills related to their chosen field of study before they graduate high school.

WIOA Requirements

Programs included our local workforce system:

- Wagner Peyser
- WIOA Title I Adult and Dislocated Worker
- WIOA Title I Youth
- Veterans Programs
- Reemployment Services and Eligibility Assessment (RESEA)
- Trade
- Rapid Response
- Unemployment Insurance Assistance
- Core Partner/MOU Services - DTA, MCB, MRC, SCSEP
- Connecting Activities – DESE Funded School-to-Career Program (CIWB)
- YouthWorks
- Cape Cod STEM Network

The CIWB will support the strategy identified and outlined in the State Plan as well as collaborate with all entities that assist in delivering core programs and other workforce programs within the region in the following ways:

- The CIWB will convene local MOU partners quarterly to ensure roles and responsibilities. The MOU will be reviewed on an annual basis through 2023.
- The CIWB will convene monthly CIWB Executive Committee meetings and bi-monthly Board meetings, as well as subcommittee meetings. These subcommittees are made up of stakeholders within the region representing industry, academic, and non-profit partners. Subcommittees include: WIOA Committee, 55 Plus Committee, WorkSmart Committee, Youth Committee, Executive Youth Council, Connecting Activities, and ArtWorks Advisory Board.
- Participate in discussions pertaining to post-COVID economy and programming within the region.
- CIWB will continue to offer oversight and integration of the WIOA youth programs including Connecting Activities and YouthWorks. The CIWB has developed strong relationships with our region's academic partners, which has proven to be beneficial in promoting initiatives such as Innovation Pathways and Mass Skills Capital Grants as they provide students with a competitive advantage.
- CIWB will continue to monitor the goals, partnerships, and missions developed with the Regional Blueprint and Strategic Plan.
- The WIOA partnership opportunities are coordinated through the WIOA Required Partners committee. Partners align programs and services according to our region's Memorandum of Understanding. The MOU communicates the agreement developed and executed between the MassHire Cape and Islands Workforce Board with agreement of the Barnstable County Commission, the Chief Elected Official, and the MassHire Required Partners relating to the operation of the MassHire Cape and Islands Career Center delivery of service in the local workforce area. The MassHire Cape and Islands Workforce Board will act as the convener of MOU negotiations, and together with MassHire Required Partners, to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

The MHCICC strives to provide universal access to job seekers. All individuals who are new to the career center are required to attend a Career Center Seminar (CCS). The CCS is where customers are provided with an overview of the services provided by the career center, and this also serves

as an orientation to the MassHire Cape and Islands Career Center system.

The MHCICC is committed to assisting all job seekers with the most intensive services for which they are qualified. Specific eligibility criteria per the Workforce Innovation and Opportunity Act (WIOA,) may be required for individualized and training services. The MHCICC prioritizes individuals who fall into the following categories:

Vulnerable Individuals: Individuals with significant barriers to employment are job seekers who benefit from WIOA services. This includes job seekers with disabilities, returning citizens, and English Language Learners.

Statutory Priority: WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. This would include Veterans, job seekers receiving public assistance and other low-income individuals.

Dislocated Workers: WIOA provides funding for job seekers who have been displaced due to business closure or layoff. The COVID pandemic significantly impacted the Cape and Islands region. Unemployment skyrocketed in the Spring of 2020 to 21.5%. The region's top five employment sectors – Health Care and Social Assistance, Accommodation and Food Service, Educational Services, Retail, and Construction all saw unemployment claimants increase significantly.

Specialized Targeted Groups	
<ul style="list-style-type: none">• People with Disabilities• Returning Citizens• Mature Workers• Basic Skills Deficient Individuals• Veterans• Underemployed• Unemployed Individuals	<ul style="list-style-type: none">• Dislocated Workers• Recipients of Public Assistance• Low-Income Individuals• English Language Learners• Returning Citizens• Youth

Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The CIWB continually seeks ways in which to partner with our stakeholders within the region, including those within the workforce development system to secure specific grant funding and initiatives. Each assist in serving target populations, including those with barriers to employment. Under the guidance of our WIOA Committee we can seek further guidance and ideas on ways in which we can regionally best assist individuals who have the greatest barriers to employment.

Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The CIWB will continue to develop workforce development initiatives that provide industry recognized credentials, preferably within a demand driven occupation. We will continue our strong collaboration with the MassHire Cape and Islands Career Center, Cape Cod Community College, Upper Cape Cod Regional Technical High School, and Cape Cod Technical High School to explore opportunities within the region that would be appropriate for postsecondary education seekers. We will also continue to explore grant opportunities through state partners such as the Commonwealth Corporation.

Local Strategies and Services

The current strategic plan identifies priority industries within the region, which also aligns with the existing Regional Blueprint. As previously noted, the CIWB is in the process of updating the Regional Blueprint, which will include the development of career pathways in priority industries. Career Pathways assist job seekers to think in terms of career advancement. Creating career pathways is not only beneficial to a job seeker, but also assists the employer and their need for a skilled workforce. The Regional Blueprint is a critical document within the region, as its purpose under the Workforce Skills Cabinet and WIOA is to use the same regional boundaries between economic and workforce development, education, and key regional partners. Each region has been asked to identify business demand for skills, create regional strategies and align existing resources to this process. The Regional Blueprint will support cross-sectored partnerships/initiatives and career pathways that include education, training, credential attainment, and work-based learning.

To address healthcare priorities within the region, the CIWB has successfully received the Healthcare Hubs grant from Commonwealth Corporation. This grant will address the shortage of Certified Nursing Assistants and Medical Assistants in the workforce. Using grant funding, the program will recruit and train individuals interested in pursuing a career within healthcare.

The CIWB works in partnership with the Home Builders and Remodeler's Association of Cape Cod to promote careers within the construction sector. Residential Construction Career Day has become a premier event within the region that allows students in grades 9-12 to participate in a one-day hands-on career immersion event. This event provides students with the opportunity to speak with industry professionals, take part in interactive exhibits and demonstrations, and learn about career pathways within the construction sector, which is essential to the region.

The CIWB will continue to partner with the Cape Cod Chamber of Commerce on their blue economy initiatives. One such project is their WaterWORKS project, which is a career showcase

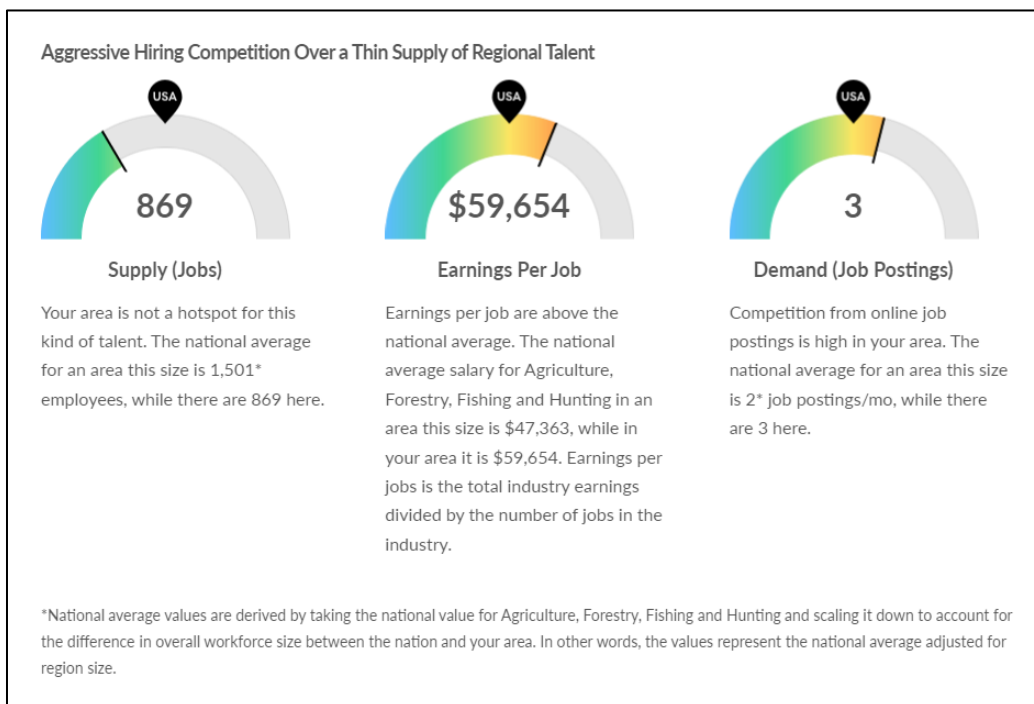
for high school students to learn what blue economy career opportunities are available for them within the Cape and Islands region. This showcase is hands-on, utilizing activities, interactive displays and exhibits, along with demonstrations for students to get the most immersive experience possible.

The CIWB has recently convened a STEM leadership workgroup, which is being managed by Shailah Stewart. Ms. Stewart is a consultant with S.K.Y Strategies and the former Educational Specialist/High School Pathway Department; Department of Elementary and Secondary Education (DESE). The STEM leadership workgroup will network with key regional STEM professionals to create a STEM Tool Kit which aligns with the College and Career Readiness Program and to promote a Year-Round Plan for the region.

Agriculture

Agriculture is not a critical industry within the region, however the CIWB offers support to agriculture businesses if the need should arise. Refer to part A, question 1, for a description of the regions critical industries. The illustration below highlights that Agriculture is not in high demand for the Cape and Islands region. In comparison, to a region our size, there is a low supply of jobs for this kind of talent.

Illustration of the Executive Summary of Agriculture, Forestry, Fishing, and Hunting:



Source: Emsi Labor Market Analytics, 2021.

Maximizing Business Development

Understanding the unique characteristics, abilities, and challenges of the local workforce has allowed for consistent customer and employer centered services. These structural relationships with businesses in the region lead to an overall effective workforce system. Career center staff understands the needs of businesses so job seekers can be prepared for available jobs. There is a recognizable concentration on the industries that are generating the most jobs in the region and that hold the greatest potential for stimulating the economy. The longstanding partnerships that the MassHire Cape and Islands Career Center holds with businesses, chambers of commerce, and industry associations enable its business services team to readily connect talent to companies seeking workers.

The MassHire Cape and Islands Career Center Business Services Team:

- Conducts demand-driven, industry sector specific, pre-screened recruitment events utilizing Crystal Reports to identify prospective job seekers, conduct in-person preliminary interviews and present the best candidates to employers.
- Host and aggressively promote hiring events for employers throughout the year.

The CIWB will coordinate the following workforce and economic development activities within the region:

- Continue to identify skills and trends within high demand occupations and identify career pathways.
- Identify hiring trends, skills gaps, and employment opportunities in priority sectors within the region.
- Work with the regional chambers to identify specific training needs.
- Identify employment opportunities through monthly connection with the career center.
- Collaborate with the MassHire Cape and Islands Career Center to promote regional training programs and initiatives that align with the forecasted in-demand occupations.
- Maintain connectivity with the career center regarding regional employment trends, job fairs, etc.

Coordinating Business Services

The MassHire Cape and Islands Business Service Team assists businesses across the region in meeting their employment needs. The Business Service Team continued to provide essential services to employers throughout the pandemic. The BSR Team has expanded their social media presence since the launch of the MassHire brand in 2018. Digital Marketing is handled internally and over the past year, the audience has increased significantly.

The BSR Team is well-versed on many state initiatives such as: Mass BizWorks, Rapid Response, Work Share, Work Opportunity Tax Credit, Workforce Training Fund, and On-the Job Training.

The Operations Manager and the Business Services Manager within the MassHire Cape and Islands Career Center coordinate efforts to work with the Rapid Response team and assist local businesses and job seekers with layoff aversion and re-employment efforts. Business Service Team members often participate in a Career Center Seminar where they can present relevant information on resources and perform RESEA reviews and intakes for jobseekers interested in individualized services. Additionally, Business Service Team members will incorporate BizWorks materials in employer meetings.

Regional Economic Development

To ensure that local workforce activities and strategies are being developed within the region, the CIWB will convene meetings with both its Board of Directors, Executive team, and WorkSmart Committee. To ensure that the economic vitality of the region is continually being reviewed and that issues are addressed in a timely manner, these committees will also pay particular attention to the Cape and Islands Regional Blueprint to make certain that economic growth, post-pandemic, continues to be a priority within the region during the next four years.

To promote entrepreneurial skills training and microenterprise services, the CIWB will continue to work with Entrepreneurship for All (EforAll). With the overall goal of helping to bridge the housing-wage gap on Cape Cod. This organization offers business training, mentorship, and a professional support network to partnered communities, especially towards under-represented individuals and minorities. EforAll offers several programs including a Business Accelerator, Pitch Contests, and Virtual Workshops. The CIWB has participated in the Business Accelerator and provided professional mentorship and support to EforAll.

How your Board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local businesses, workers, and job seekers.

The MassHire Cape and Islands Workforce Board has established performance requirements for eligible providers to be approved to provide services to ITA customers. The requirements are 80% completion rate, 70% entered employment rate, and \$13.50. The Board reviews and adjusts these rates periodically.

Performance Measure	FY21
WIOA Adult Measures	
Employment Q2	86.5%
Employment Q4	78.0%
Median Earning Q2	\$5,800
Credential Rate	73.0%
Measurable Skills Gains	40.0%
WIOA Dislocated Worker Measures	
Employment Q2	86.0%

Employment Q4	85.0%
Median Earnings Q2	\$8,300
Credential Rate	65.0%
Measurable Skills Gains	40.0%
WIOA Youth Measures	
Employment/Education Q2	81.0%
Employment/Education Q4	74.0%
Credential Rate	70.5%
Median Earnings Q2	\$3,500
Measurable Skills Gains	50.0%

Table 1: Performance Measures and Performance Objectives for 2021	
Job seeker Performance Measure	MassHire Cape and Islands Career Center
Total Job Seeker Served	2,491
Total Unemployment Job Seekers Served	2,312
Total Customers Securing Employment -FT/PT	194
Employment Rate of Excited Customers Quarter 2	N/A at this time
Employment Rate of Excited Customers Quarter 4	N/A at this time
Job Seeker Median Earnings	N/A at this time
Business Engagement Performance Measures	
Total Businesses Served	650
New Business Served	311
Repeat Businesses	339
Businesses Receiving Job Seeker Referrals	76
Businesses Hiring from Referrals	19

Career Center Services

The MassHire Cape and Islands Career Center has identified the need to devise innovative approaches to work around the effects the pandemic has created within the workforce development system. The design and implementation of virtual services for both job seekers and businesses have been amongst these recent innovations that allowed the career center to remain operational and provide services throughout the pandemic.

The MassHire Cape and Islands Career Center has been adamant in following the implementation of a core set of virtual services, as well as the additional virtual services within the inline workshop topics. Career center workshops are now being conducted online via WebEx, which allows for an unlimited number of attendees. Case management and counseling sessions are conducted by Zoom or based on customer preference. Virtual platforms used to deliver services include WebEx, Zoom, Premiere, and the MassHire website. Academic tutoring for HI-SET students, self-assessments for job seekers including Career Scope and SHL Aspiring Minds are also available virtually.

Each of the core virtual services listed below, ensure consistency across the career center system and are necessary services to assist in the development of an individual's career plan.

Virtual Services/Workshops <i>*All basic services and workshops are being delivered virtually via Webex.</i>	
<ul style="list-style-type: none"> • Career Center Seminar • Resumes That Work • Cover Letters That Work • Using Age to Your Advantage • Networking in a Virtual World • LinkedIn to Optimize Job Search • TORQ – Your Transferable Skills • Online Applications and Tests • Mature Workers Boot Camp 	<ul style="list-style-type: none"> • Training and Education Services • Mock Interviewing • How to Conduct a Virtual Job Search • How to Ace Your Interview • Effective Negotiation Using LMI • Virtual Interviewing and Job Fairs • Exploring Your Interests and Options • Veterans Job Search Strategies • Hire Me Boot Camp

The MassHire Cape and Islands Career Center collaborates with several community partners and agencies who assist individuals with disabilities. These partner agencies include:

- Massachusetts Rehabilitation Commission (MRC)
- Massachusetts Commission for the Blind (MCB)
- Cape Abilities
- Massachusetts Department of Mental Retardation
- Community Connections
- Mass Department of Transitional Assistance (DTA)
- Social Security Administration
- Martha's Vineyard Community Services for the Blind

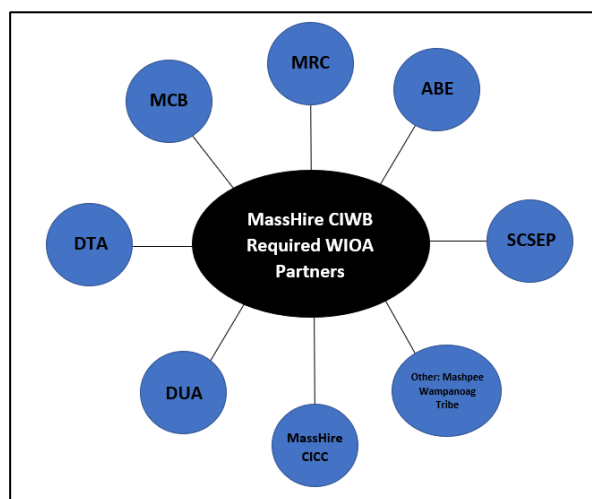
The MassHire Cape and Islands Career Center adheres to Section 188 of WIOA, which prohibits discrimination against individuals who apply to, participate in, work for, or come into contact with any programs and activities that receive financial assistance under Title I of WIOA. The career center facility has been certified as compliant with ADA and makes every effort to remain

aware of updates to public guidelines concerning accessibility for individuals with disabilities.

The MassHire Cape and Islands Career Center works to ensure that the facility is well equipped with adaptive technology devices that enable individuals with various disabilities to make use of equipment and online resources. The career center has a variety of adaptive equipment available to assist job seekers with disabilities. Please refer to the chart below for a list of the career center adaptive equipment.

Adaptive Equipment	
<ul style="list-style-type: none"> • JAWS Program • Dragon Naturally Speaking Program • Zoom Text Program • Open Book Program • Adjustable Height Desk Top Tables 	<ul style="list-style-type: none"> • TTY • Track Ball Mouse • Headphones • Scanner

The following WIOA partners are represented in and signed the Local MOU: Department of Unemployment Assistance (DUA), Department of Transitional Assistance (DTA), Mass Commission for the Blind (MCB), Mass Rehab Commission (MRC), Adult Basic Education (ABE), Senior Community Service Employment Program (SCSEP), MassHire Cape and Islands Career Center (MHCICC), and the Mashpee Wampanoag Tribe.



The CIWB has worked diligently to establish relationships with our partners as this will help establish appropriate roles and responsibilities moving ahead. The MOU partner agreement will be reviewed annually for the next three years. All partners agreed that with the uncertainty of the economic climate this would allow all partners to evaluate how we move forward from year to year. The partners are committed to working together to address the current and future needs of their shared customers.

The MassHire Cape and Islands Career Center functions as the hub for workforce development service delivery in the Cape and Islands region. There are four services categories, including Basic Career Services, Individualized Career Service, Training Services, and Follow Up Services. A breakdown of services include:

Job Seeker Services			
Basic Career Services	Individualized Career Services	Training Services	Follow Up Services
<ul style="list-style-type: none"> • Outreach, Intake, Eligibility, Orientation • Resource Room <ul style="list-style-type: none"> - Labor Market Information (LMI) - Job Search Assistance - Job Listings - Online Services - Assistance with UI Claims - Workshops - Virtual (In-person/virtual) • Assessments <ul style="list-style-type: none"> - Test of Adult Basic Education (TABE) - Academic Levels - Career Scope - Vocational Assessment - Skills and abilities • Information on the availability of supportive services and referral to local organizations (i.e. Child Care Vouchers, Health Insurance Assistance) • Referrals to required partners for additional assistance (ESOL, ABE, DTA, MCB, MRC, etc.) 	<ul style="list-style-type: none"> • Comprehensive and specialized assessments of skill levels and service needs using diagnostic and other assessment tools as well as in depth interviewing and evaluation to identify employment barriers and employment goals. • Career Planning <ul style="list-style-type: none"> - Development of an individual employment plan with employment goals and objectives as well as a plan for the use of appropriate services to accomplish employment goals. • Job Development <ul style="list-style-type: none"> - Job Search - Job Readiness - Off-Cape job search and relocation assistance • Workforce Preparation Activities <ul style="list-style-type: none"> - Resume Development - Cover Letter - Mock Interviewing • Ongoing case management for customers seeking training services. • HI-SET Preparation 	<ul style="list-style-type: none"> • Occupational skills training through Individualized Training Accounts (ITAs) • Job Development and placement upon completion of training program • On-The-Job-Training <ul style="list-style-type: none"> - Skills training with employers - Job placement upon completion • Customized training conducted with a commitment by an employer or group of employers to employ individuals upon successful completion of the training. • Ongoing case management during training. • Career coaching upon placement into employment. • Skills training is provided in the critical and emerging industries included in the regional blueprint. • Ensure all funded training programs are part of the Eligible Training Provider List. 	<ul style="list-style-type: none"> • 12-month follow up <ul style="list-style-type: none"> - Additional career planning and counseling • Information about: <ul style="list-style-type: none"> - Additional opportunities - Referrals to supportive services • Monthly case management meetings • Employment follow up • Administrative follow up

	<ul style="list-style-type: none"> - Academic Remediation - Microsoft Office Instruction - Pre-vocational Services - Internships - Work Experience 		
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Business Services Unit	
Basic Services	Activity
Recruitment Services	Post employer jobs on JobQuest job board, promote job opportunities through emails, promote job opportunities through social media.
	Conduct job matching using MOSES data to identify qualified job seekers in the database and forward results to employer; reach out to job seekers that interest employer.
	Pre-screen applicants through phone, virtual and in-person interviews and forward qualified referrals to employer.
	Host in-person and virtual employer recruitments at career center and promote through career center marketing channels, website, and social media.
	Host in-person and virtual employer general and industry specific job fairs and promote through career center marketing channels, website, and social media.
	Host and/or participate in-person and virtual multi-employer job fairs targeting specific populations including 55+ and teens.
	Provide free candidate virtual assessment evaluations to help match skill qualifications to job requirements.
Labor Market Information (LMI)	Conduct industry briefings to employers with information on jobs, trends, wages, and growth opportunities.
	Create customized LMI reports for employers needing information on specific occupations, geographic areas, demographics, etc.
	Provide labor trends information regarding in-demand industry sectors and occupations through regular career center email communications and via local chambers of commerce outreach.
Workforce Development Resources	Provide information regarding workforce development initiatives and programs including Workforce Training Fund, USDOL Apprenticeship Program, On-the-Job Training Program, Workplace Safety Training Grants, and Work Opportunity Tax Credit (WOTC).
	Provide information during extraordinary economic situations (e.g., COVID-19 pandemic) to assists employers with access to available federal, state, and local financial resources.
	Provide information regarding Youth Programs to employers to provide internships and work experience opportunities to teens.
	Collaborate with CIWB, Elder Services, and other organizations to educate the business community through communications and events, such as Age Forward Awards, about the benefits of employing older workers.

Human Resources Support	Provide outplacement services due to closure and downsizing through virtual and on-site Rapid Responses activities including information about unemployment insurance and work share programs.
	Assist with job description development using job profiler protocols and practices.
	Provide free incumbent worker virtual assessments to help establish qualification benchmarks for specific positions.
	Provide employers with interview technique trainings to improve recruiting and retention outcomes.
Communications	<ul style="list-style-type: none"> • On-going email marketing • Submissions to local area chambers of commerce and industry association newsletters • Career center social media channels • Public relations and career center website and networking • Provide personal assistance via telephone • Virtual or in-person when an employer connects with career center

Secondary and Postsecondary Education

Program activities for the Out of School Youth Program include all 14 elements required under WIOA. Elements are presented to out of school youth based on the individual need of the youth. Youth in the Out of School Youth Program are ages 16-24 and all have barriers to employment. Many youths have been identified with substantial barriers to employment such as pregnant and parenting teens, high school dropouts, disabled and are working to attain their HI-SET credential. Youth engagement in HI-SET preparation is coupled with work experience, as once the HI-SET credential is achieved, youth may go onto college, occupational skills training, on-the-job training, and job placement. Career guidance and support is provided to the young adult by identifying career goals and steps needed to move forward in a career.

For out of school youth who are not in need of a HI-SET credential, the following activities are included but not limited to:

- Work experience or an internship coupled with education
- Occupational Skills Training
- Job Development and Job Placement

All out of school youth activities offered at the MassHire Cape and Islands Career Center are appropriate for youth who have disabilities.

During the school year and summer months, youth ages 14-21 who reside on Cape Cod and the Islands and have barriers to employment are welcome to apply for and participate in the

YouthWorks Program. This program provides employability skills, classes, and work experience to youth participants. Youth are paid minimum wage for every hour of participation.

The MassHire Cape and Islands Career Center provides to our partners that include but are not limited to the Department of Transitional Assistance, Massachusetts Rehabilitation Commission and the Massachusetts Commission for the Blind and their youth job seekers the same activities for all out of school youth. JTEC, the lead operator of the career center as a 501(c)3 has a Young Parent Program that is funded by the Department of Transitional Assistance which assists young parents with attaining their HI-SET/GED, entrance into college and/or entrance into an occupational skills training program. This Young Parent Program is targeted to Out of School Youth ages 14 to 24 who are receiving public assistance.

The CIWB has strengthened the region's workforce development activities and secondary/postsecondary education programs as is evident through the Innovation Pathway grants. Each of our partner schools have seen the value in linking their students with a meaningful career within a high demand industry. The CIWB will continue to navigate grant opportunities with a focus not only within the high demand industries, but also the STEM industries. We have had demonstrated success within the STEM field, especially as we move forward with collaborating with the Home Builders and Remodelers Association of Cape Cod for the premier event, Residential Construction Career Day. The linkages that are formed between the academics, industry, and community college will continue to provide additional resources towards growing our future workforce.

MassHire Cape and Islands Workforce Board has a very robust Connecting Activities program that spans across the region. The Connecting Activities Program is an initiative of the Department of Elementary and Secondary Education (DESE) which leverages statewide infrastructure to support college and career readiness. The following high schools participate in the Connecting Activities program: Barnstable HS, Bourne HS, Cape Cod Tech HS, Dennis-Yarmouth Regional HS, Falmouth HS, Mashpee HS, Monomoy HS, Nantucket HS, Martha's Vineyard Regional HS, and Upper Cape Cod Tech HS.

Students can participate in a variety of career-related activities that increase their career readiness aptitude and support their skill gain. Students also can participate in an internship, which allows students to learn interactively about career pathways within a designated career sector. Connecting Activities is a leading method for developing internships and related work-based learning experiences for students. The CIWB promotes year-round workforce development for young adults in several ways, as we believe our young adults are our future workforce.

- Strong and growing Connecting Activities Program
- Regional Support from District Principals, Superintends and Department Heads

- Thriving ArtWorks Program – promoting career pathways in a critical industry within the region
- Residential Construction Career Day
- CIWB YouTube Channel
- CIWB Internship Program
- Active CIWB Youth Council
- Financial Literacy Tool Kit
- Newly created Regional STEM Program
- Leadership Academy
- Cape Cod Mini Maker Faire

Connecting Activities Partner Schools	
Barnstable High School (BHS)	The BHS counseling team is prepared to assist each student to make informed decisions about their future and develop career plans that lead them forward to post-graduate opportunities. BHS Career and Technical Education (CTE) programs align with college and career readiness standards and the needs of employers and priority industries in the region. This curriculum coordinates strategic designed opportunities that connect classroom instruction to career pathways.
Bourne High School (BHS)	The Connecting Activities program enables staff to recruit employers from the region to prepare and place students in work-based learning opportunities. These experiences are structured through the MA Work-Based Learning Plan. Students participate in a range of career-related activities that increase their career readiness and support their academic skill gain.
Cape Cod Technical High School (CCT)	CCT is committed to educating students who enter the workforce to be prepared for change, with employability skills that can be transferred and adapted as technology advances. Partnerships

	with local employers are developed to accommodate current and projected trends in technical training equipment. The opportunity of integrated and applied programs, allow students to learn how to connect their academic and technical experiences to the real world, which eases the transition from school to work.
Dennis-Yarmouth Regional High School (DYRHS)	DYRHS Connecting Activities program offers students structured routes for career exploration. Students have the opportunity for in-depth investigation of careers to help them make informed decisions in planning for their postsecondary education and future careers.
Falmouth High School (FHS)	FHS offers a two-year course for their Connecting Activities program. Juniors selected into the program meet one class period per day and receive instruction in basic skills, career preparation, job attainment, and job success. During the senior year, the students participate for two class periods. Upon graduation from high school, students receive job development and placement services to support their efforts in making a successful transition from school to the workforce.
Martha's Vineyard Regional High School (MVRHS)	The Connecting Activities Program at MVRHS strives to provide an educational experience that encourages participation in any area for students. The educational experience takes place in the classroom and the community with a strong emphasis on transition from school to the world of employment.
Monomoy Regional High School	Students apart of MRHS internship program get real-world work experience during their participation. Local support from

	businesses and organizations provides students with the opportunity to intern at a wide range of industry sectors. This hands-on experience prepares them with career readiness skills that can utilize in the workplace.
Mashpee Middle-High School (MMHS)	Students in the Mashpee program focus on specific career-oriented goals and prepare for internships during the first semester of their senior year. Class work is a combination of hands-on exploration, guest speakers, readings, simulation, and job shadowing. Students will develop marketable job skills and become technically proficient while preparing academically for college or other post-secondary education.
Nantucket High School (NHS)	Opportunities are provided for all students to maximize their preparedness for life after high school. Future employment can result in the students following a technical field or continuing their technical/academic education. Throughout the use of hands-on learning, students become educated consumers as they incorporate skills and knowledge from vocational courses into their everyday lives.
Upper Cape Cod Regional Technical High School (UCT)	UCT students can benefit from a variety of educational programs available to them as part of both their technical and academic learning environments. Extended learning and training opportunities are provided to students through the Cooperative Education program with local businesses.

How will your Board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

The MassHire Cape and Islands Career Center has a Support Services and Needs Based Payment Policy that provides funds to assist WIOA customers who meet the eligibility requirements with the cost of transportation to training activities. Career Consultants will assist WIOA customers with accessing transportation and other support services as needed.

What plans, assurances, and strategies do you have in place for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C 49 et seq.) services and other services provided through the Career Center delivery system?

The MassHire Cape and Islands Career Center has a Support Services and Needs Based Payment Policy that provides funds to assist WIOA customers who meet the eligibility requirements with the cost of transportation to training activities. Career consultants will assist WIOA customers with accessing transportation and other support services as needed.

Migrant Seasonal Farm Workers (MSFWs)

MSFW customers are primarily identified through registration in JobQuest while becoming career center member through a series of questions, however they can also be identified by a MassHire Cape and Islands Career Center staff member who is reviewing the customer's MOSES data or through a generated crystal report to identify individuals who indicated having worked in agriculture in the previous year.

The MassHire Cape and Islands Career Center's current goals towards providing career and training services towards MSFWs include properly identifying them within MOSES, providing services which are both qualitatively and quantitatively proportionate to services provided to non-MSFWs, increasing the overall number of MSFWs across all workforce development activities, encourage MSFWs to transition to higher paying jobs in non-agricultural occupations when appropriate, and increasing the amount of agricultural employers that use the MassHire Cape and Islands Career Center to better identify and work with MSFWs.

MSFW signage, which outlines the services available, is posted at point of entry in the MassHire Cape and Islands Career Center to encourage self-identification. This information is also included in the Career Center Seminar (CCS).

MSFW are identified in three ways:

1. MSFWs are primarily identified by becoming members of the Career Center and registering on JobQuest. JobQuest asks the question: "Have you worked in agriculture or food processing in the last 12 months?" If a customer says "Yes" JobQuest asks three follow-up questions:

Q: In the last 12 months;

- Did you work at least 25 days in farm work?
- Did you earn at least half of your yearly income from farm work?
- Were you employed year-round by the same employer?

Q: Did you have to travel to do farm work and could not return home in the same day? If the customer says “No” to the question “Did you work at least 25 days in farm work?”, JobQuest asks “Did you work at least 25 days in a food processing plant where you were unable to return home each night?” If the customer says “Yes” to this question, JobQuest asks three follow-up questions:

- Did you earn at least half of your yearly income from food processing?
- Were you employed year-round by the same employer?
- Did you have to travel to do farm work and could not return home in the same day?

When a customer registers on JobQuest the customer is encouraged to complete all the JobQuest sections, particularly Work History. Work History can clarify whether a customer is a MSFW or not.

2. MSFWs also are identified and coded when a Career Center staff person works with a customer individually and reviews (and completes, when necessary) the customer’s MOSES data.

Both the customer’s answer to the “Have you worked in agriculture or food processing in the last 12 months?” question and the customer’s work history should be reviewed. This should help clarify whether a customer is or is not a MSFW.

If the customer is determined to be a MSFW, then the “Have you worked...?” question (on the Basic page) in MOSES should be checked “Yes.” Or if the customer is determined not to be a MSFW then the “Have you worked...?” should be checked “No.” (See enclosed *MSFW Desk Aid*.)

Since a customer’s work experience may change over time, a customer should be re-assessed periodically to determine if the customer is still a MSFW or is no longer a MSFW.

3. A third method to identify MSFWs is a periodically a crystal report generated to identify individuals who indicated that they worked in agriculture or food processing in the last 12 months.

Each customer identified is assessed to determine whether the customer is or is not a MSFW. The MOSES data is corrected as needed.

Any identified MSFW will be provided career and training services as required by WIOA in accordance with the service delivery process given to all Career Center customers.

All customers, including MSFWs, are offered access to all Career Center’s services equitable to the access enjoyed by other Career Center customers. A staff responsibility is to review the

engagement history of MSFWs with the Career Center to ensure that they have had and will have equitable access to services.

The Career Center considers and is sensitive to the preferences, needs and skills of individual MSFWs and the availability of job and training opportunities.

The Hot Jobs list includes local agricultural jobs when available.

Language assistance is provided as needed, including translation assistance of documents.

Staff doing employer and job development, including Business Services, should reach out to agricultural enterprises, as with other employers, to solicit job postings, inform employers of the Career Center services and to inform employees/job seekers of the Career Center services.

Staff doing job placements should keep in mind that some job seekers want agricultural jobs.

Steps are taken to ensure that Limited English Proficiency customers have access to the programs, services and information provided by the Career Center.

The Center staff provides MSFWs available career and supportive services in their native language when reasonable and possible.

When referrals are made to other appropriate services, the Center staff conducts follow-up and documents the results in MOSES.

Job order information is available to all customers, including MSFWs. Center staff provide adequate assistance to MSFWs to access job order information easily and efficiently.

Coordinating WIOA Title 1 Adult Education and Literacy

The MassHire Cape and Islands Workforce Board's Executive Director participates on the committee established by DESE that reviews the local adult education and literacy proposals submitted to DESE through their RFP process. The review includes reading and ranking the proposals individually and then meeting to discuss each committee members review and ranking. The scores are averaged together for a cumulative score for each proposal. The committee then reviews the cumulative scores and selects the most qualified vendors to deliver services throughout the Cape and Islands. As part of the review, the CIWB Executive Director and other committee members visit the programs that are applying for funding.

Once vendors have been selected, the MassHire Cape and Islands Career Center uses a formal referral system to serve all WIOA partner's job seekers. This ensures that all WIOA partner's job seekers receive the attention they need to be successful in the workforce.

The following is the context of the referral form (*Attachment B*). The form is completed by the referring a WIOA partner and emailed to: mburzycki@masshire-capeandislands.com.

Once received, career center staff will reach out to the referral and set up a time and date to meet. Once this occurs the career center staff provides the WIOA partner with an update regarding the status of their referral.

Fiscal Agent

Fiscal Agent Name: Job Training and Employment Corporation
Contact Person: Kristina E. Dower, Present
Address: 88 North Street, Hyannis, MA 02601
Telephone: 508-862-6160
Email: jtecked@aol.com

Local Performance Levels

Performance Measure	FY21
WIOA Adult Measures	
Employment Q2	86.5%
Employment Q4	78.0%
Median Earning Q2	\$5,800
Credential Rate	73.0%
Measurable Skills Gains	40.0%
WIOA Dislocated Worker Measures	
Employment Q2	86.0%
Employment Q4	85.0%
Median Earnings Q2	\$8,300
Credential Rate	65.0%
Measurable Skills Gains	40.0%
WIOA Youth Measures	
Employment/Education Q2	81.0%
Employment/Education Q4	74.0%
Credential Rate	70.5%
Median Earnings Q2	\$3,500
Measurable Skills Gains	50.0%

High Performance Workforce Board Engagement

New CIWB board members meet individually with the Executive Director and will participate in a newly created formal orientation. The orientation will cover an overview of the federal and state workforce development system, the role of a board member, various CIWB committees, an overview of the MassHire Cape and Islands Career Center, Connecting Activities, ArtWorks, and

current grant activities.

Members of the MassHire Cape and Islands Workforce Board of Directors receive a conflict-of-interest training with their orientation. Board members also participate in new member training, as well as strategic planning. CIWB board members are highly engaged in the work that we do throughout the region. Members promote the use of the career center for their business needs when they arise.

Prior to the pandemic, all CIWB board meetings were held at the MassHire Cape and Islands Career Center, which allowed for bi-monthly interaction, additionally board members are encouraged to utilize the services of the career center such as: specialized recruitments, job postings, and job fairs. CIWB Board members are also active in providing services with area high schools, attending speaking engagements, attending various events such as Residential Construction Career Day, ArtWorks Exhibit and WaterWorks. CIWB board members also speak and attend community events throughout the region and provide company tours and job shadow opportunities, attend mock interview events and participant in career panel discussions.

How will training services, outlined in WIOA sec. 134, be provided with individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts?

Customer choice is ensured since staff work with the job seeker to determine the best choice in the selection of a training program. Referral for skills training can occur after the job seeker has been determined eligible for services and has been enrolled in Individualized Services. When a job seeker is interested in pursuing skills training and has no existing or marketable skills, or the customers' existing skills are not sufficient to earn a living wage, the Career Consultant may consider recommending skills (vocational) training. The intent of skills training is to provide the job seeker with comprehensive, short-term, vocational instruction that will facilitate entry or re-entry into the workforce. Brush-up for existing skills that may be outdated or enhanced instruction to further develop existing skills to become competitive in the labor market is also acceptable justification for skills training.

The Career Consultant will submit a written request and a completed Career Exploration Guide to the Training Committee for each job seeker to approve moving forward with an Individual Training Account contract. Once the Career Consultant receives approval from the Training Committee, the job seeker will be contacted and initiate a plan to move forward with the contract.

Skills training is provided in the critical or emerging industries included in the MassHire Cape and Islands Workforce Board's most recent Regional Workforce Blueprint. Each job seeker pursuing skills training must also complete a Career Exploration Guide. This requires the job seeker to contact and investigate at least three training vendors that provide instruction compatible with

the job seeker's employment goal. The job seeker must also contact at least three employers/employees who hire or work within the field of the recommended career training to explore the employment potential of the planned instruction. When the training packet is complete, the job seeker and the Career Consultant review the research and agree that pursuit of the skills training in question is feasible and that, based on assessment results, it fits the job seeker's needs, abilities, and the current labor market demand. A training vendor is then chosen that best meets the job seeker's needs, is reasonable in cost, and provides the most comprehensive training.

The Career Consultant then initiates a contract between the MassHire Cape and Islands Career Center and the recommended training vendor for an Individual Training Account (ITA). The ITA is specific to each job seeker. The Career Consultant completes the contract and directs it to the vendor for signature.

WIOA Funds are funds of last resort. The Career Consultant works with the job seeker and the selected training vendor to determine if the job seeker is eligible for Pell Grants or other grants. If the job seeker is eligible for grants, the amount of these grants is deducted from the total cost of training and the Individual Training Account (ITA) is written for the difference up to the ITA cap amount. If the job seeker's eligibility for a Pell or other grant cannot be determined at the time the contract is written, the contract contains language that states that the training vendor must assist the job seeker in completing a Pell Grant Application and that any funds received must be deducted from the cost of training contained in the ITA Contract. The MassHire Cape and Islands Workforce Board establishes an ITA cap which is \$10,000.00. The current ITA Funding cap is contained in the ITA Policy. When the contract is returned from the vendor with the appropriate signatures, the Career Consultant submits it to the career center Manager for signature.

The Career Consultant must complete a Contract Memo and include a Case Plan and the Career Exploration Guide, as well as supporting information with the contract at the time of review and approval. Once signed and reviewed by the Director of Education and Special Programs, the Career Consultant then forwards the contract to the Contract/Quality Control Specialist for review, approval, and signature. The Contract/Quality Assurance Specialist reviews the ITA Contract, Contract Memo, Case Plan, and the Career Exploration Guide. The ITA Contract is reviewed for completeness and accuracy. The Contract Memo and Case Plan are reviewed for consistency and appropriateness for the support of the job seeker to require skills training to obtain employment. If this ITA Package does not meet the requirements, e.g., the ITA Contract is not complete, correct, or the justification for skills training is not adequate, the ITA Package is referred to the Career Consultant for correction. Once corrected, the ITA Package is returned to the Contract/Quality Assurance Specialist for another review. If this ITA Package meets the requirements, it is forwarded to the Director of Finance and the President of JTEC for review and

approval. The Contract/Quality Assurance Specialist and the Director of Finance both enter the ITA information in their ITA logs. Once approved, the Career Consultant informs the job seeker and the training vendor of the approval and sets up an appointment with the job seeker to review training policy expectations and responsibilities for participation. If the customer has a self-pay amount (costs more than the ITA cap), the customer must provide his/her Career Consultant with a document from the training vendor indicating that the customer has paid his/her self-pay.

All training vendors considered for job seekers must be initially approved in TrainingPro at the state and local level and must appear in MOSES, as an approved training vendor for an ITA. This is called the Eligible Training Provider list. The Contract/Quality Assurance Specialist in concert with the Career Consultant facilitates this process when providers have not received previous approval. Providers must submit the necessary forms for approval prior to contract finalization. The Career Center will pay up to the ITA cap for an Individual Training Account when the job seeker is enrolled as a WIOA Title I job seeker. Tuition, fees, books, etc. more than the ITA cap are the responsibility of the job seeker to obtain by other means. In addition, the job seeker and the Career Consultant ensure and document that Pell Grants and other financial aid have been applied as necessary to offset tuition. Costs more than the ITA Cap (self-pay) must be paid by the job seeker before the Career Center will make any payments on the ITA contract. Customers must provide proof that the self-pay has been paid before beginning training.

Work-based Training Models

On-the-Job Training (OJT)

The MassHire Cape and Islands Career Center does not use the Commonwealth's waiver to provide up to 90% employee wage reimbursement to businesses with fewer than 50 employees.

JTEC/MassHire Cape and Islands Career Center Job Seeker Referral Process

On-the-Job Training (OJT)

1. The Career Consultant identifies a job seeker who is a potential candidate for the on-the-job training program. The Career Consultant, with the job seeker, completes the Job Matching/Job Development Training Profile and submits the profile, along with the Employment Plan, and assessment results and any other evaluations to the Director of Education and Special Programs.
2. The Director of Education and Special Programs submits the Job Matching/Job Development Training Profile, along with the candidate's Case Plan to the Business Services Manager (BSM). The BSM transfers the files on the candidate to the Staffing Executive.

3. The Staffing Executive will review the file and contact the Career Consultant to set up an appointment to meet with the candidate.
4. Once the Staffing Executive has met with the candidate, the Staffing Executive will bring the file and any notes taken during the interview with the candidate to the weekly BSR meeting.
5. Those who attend the bi-monthly Caseload meeting include the Business Services Manager, the Staffing Executive, the Director of Education and Special Programs, and the Career Consultants. The Staffing Executive will update the group on the result of the interview with the candidate and whether the Executive is confident that the candidate is job ready. If unsure, the Executive will present his/her concerns to the group.
6. If the consensus is to go forward, the Staffing Executive will review his/her files of employers who had already expressed an interest in the OJT program and had an appropriate approved OJT position, to see if there might be a suitable position for the candidate.
7. If there is a suitable position, the Staffing Executive will examine the primary skills needed for that job and compare them to those of the candidate. If the candidate has most of the skills, but lacks a skill that could be developed on-the-job, the Staffing Executive will follow up with the employer to confirm the availability of the position.
8. Once confirmed, the Staffing Executive will decide to meet with the candidate and discuss the job and options. If the candidate is interested in going forward, the Staffing Executive will notify the Business Services Manager and the Career Consultant and arrange a job interview with the employer.
9. If there are no employers in our OJT Employer files who have the kind of job opening sought by the candidate, the Staffing Executive will attempt to identify an employer who has similar job opportunities and attempt to convince the employer to meet the candidate and consider an OJT to close the skills gap.
10. Following the interview, if the candidate is acceptable to the employer, the Staffing Executive will notify the Career Consultant and the Business Services Manager of the employer's decision to go forward with the hire and to train the candidate in the skills candidate is lacking through the OJT program. The Staffing Executive will enter all pertinent information in MOSES.

Procedure for Setting up the On-the-Job Training (OJT) with an Employer

Once the employer agrees to hire the eligible OJT candidate and the candidate accepts the "offer", the Staffing Executive will meet with the employer to:

- Find out the employer's assessment of the candidate and what the employer has determined are the skill/s needed to bridge the GAP,
- Obtain the job description,
- Complete the OJT Skills Gap Form,
- Complete the OJT Justification Form,
- Discuss the rate of reimbursement,
- Discuss the process: developing a training plan, submission of monthly progress reports and
- Schedule an appointment to meet with the person who will train the employee to find out more about the job, present a draft of a training plan based on-the-job description, and determine the length of the training that would be necessary to learn the skill.

Once the Staffing Executive has met with the trainer and completed the training plan which has been approved by the trainer, employer, Business Services Manager and Business Services Director, the Staffing Executive will meet with the employer to review the completed OJT Contract which contains the job description, the employer invoice, the OJT Monthly Progress Report, and the Training Plan to obtain the signature of the employer.

Prior to or on the day the candidate begins the On-the-Job Training contract, the Staffing Executive, the trainee, and the trainee's supervisor and/or employer representative will meet in an orientation session to review the contract requirements, employer's expectations and establish a method of communication should problems arise with the customer's performance or any other area affecting the successful operation of the OJT contract.

The Staffing Executive contacts the employer the day after the OJT starts to determine the status of the candidate. The Staffing Executive also re-emphasizes that the employer is responsible for the supervision and training of the candidate and must adhere to the description of training as listed in the OJT contract; and that the employer must be available for contact with the Staffing Executive to complete the initial two-week follow-up visit and all subsequent visits from a member of the MassHire Cape and Islands Career Center and that the employer must send in the invoices as specified. The employer is also reminded that following the successful training and evaluation of the employee, the employee should continue as a regular employee.

Procedure for Overseeing an On-the-Job Training (OJT) in Progress

When in-person activities are not an option, The Business Services Team will deliver high quality virtual services to continue to service job seekers interested in on-the-job training

opportunities. Meetings with job seekers will be conducted using MassHire video conferencing services when appropriate with Career Consultants and Business Services Team members. Virtual interviews between job seeker and employer will be arranged by the Business Services Team when necessary, utilizing MassHire video conferencing services. Business Services Team will conduct virtual meetings with employers to discuss/prepare On-The-Job Program paperwork, develop the OJT training plan and to conduct required evaluations for the duration of the placement.

The Staffing Executive is the main point of contact for the employer during the OJT. The Staffing Executive will:

- Resolve any workplace issues or contractual issues that may arise.
- Keep the internal departments informed of the progress, challenges, changes, etc. that occurs during the OJT.
- Ensure that the Training Plan is updated at Mid-Point and at the End of the Program. Timelines will be arranged in conjunction with the employer. Updated Training Plan to be placed in employee (customer's) file and recorded in MOSES.
- Ensure that the employer knows the OJT will be monitored by the Staffing Executive and the Quality Control Specialist and that the monitoring will include on-site visits, if appropriate, and/or virtual visits to the worksite as well as a combination of in-person and virtual interviews with the trainee and the employer's staff; telephone and/or mail correspondence, monitoring of active training plans and contract compliance.
- Assure that the employer completes and submits the Monthly Progress Report that is signed by the employer and trainee, along with the employer's Invoice to the Staffing Executive.
- Forward the original Invoice with backup documentation to the JTEC Finance Department, accompanied by a memorandum stating that the OJT Monthly Progress Report has been received.

Apprenticeship

The CIWB has not participated in Apprenticeship Programs. A procedure will be developed should the need occur.

Incumbent Worker Training

The CIWB has previously participated in incumbent worker training programs through non-WIOA funding. If a program is developed for WIOA funding, an appropriate procedure will be developed.

Work Experiences (paid/unpaid)

Work Experience Definition: Work experiences are a planned, structured, learning experience that takes place in a workplace for a limited period. This program is ideal for an adult or dislocated worker who has little or no work experience and for youth who need career exploration and skills development. Additionally, this is ideal for those who are transitioning into employment, such as displaced homemakers, veterans, youth, and ex-offenders who lack the skills to succeed in the world of work.

Hours per week: Up to 40 hours per week

Hourly Wage: \$13.50 per hour or Massachusetts Minimum Wage

Maximum number of hours allowed: 1040 hours. (Length of time to be determined by the Employer Liaison and Employer)

Result: Letter of recommendation and/or possible job offer

Internship Definition: Internships provide real world experience to those looking to enter a particular career field. Internships are relatively short term in nature with the primary focus on getting some experience in the career field on-the-job and taking what's learned in the classroom and applying it to the real world.

This program is ideal for those who are currently in an occupational skills training program and are looking to explore a specific career or have recently completed a training program focused on certain skills and is unable to secure employment upon completion of the classroom training program without experience. Emphasis in the workplace is on applying and enhancing the new skills learned in the classroom training program.

An internship can be developed for those that have completed an occupational skills training program and have been unable to secure employment with their newly acquired skills and the following applies:

Hours per week: up to 40 hours per week

Hourly Wage: \$13.50 per hour or Massachusetts Minimum Wage

Maximum number of hours allowed: 520 hours. (Length of time to be determined by the Employer Liaison and Employer)

Result: Letter of recommendation and/or a possible job offer

Short Term Internships can be developed for those that are currently in a classroom training program where occupational skills are being learned and the following applies.

Hours per week: up to 20 hours per week

Hourly Wage: \$13.50 per hour or Massachusetts Minimum Wage

Maximum number of hours allowed: 120 hours

Result: Letter of recommendation and/or a possible job offer

The procedure for work experience and internship opportunities referral is:

1. The Career Consultant identifies a job seeker who is interested in work experience or internship opportunities. The Career Consultant with the job seeker completes Work Experience and Internship Profile and submits it to the Director of Education and Special Programs.
2. Youth under the age of 18 years old may only be placed in non-profit and municipal sites and will need working papers. Employers need to be informed about child labor laws.
3. The Director of Education and Special Programs reviews and submits Work Experience and Internship Profile to the Business Services Manager (BSM) for assignment. The BSM adds the backup case manager to the customer's profile in caseload management in MOSES.
4. Both the Career Consultant and the Business Services Manager agree that job seeker is ready for one of the services and agrees to meet.
5. The first meeting is arranged by the Career Consultant and includes the BSM, the job seeker, and the Career Consultant.
6. The job seeker should come prepared to engage and answer questions like a job interview. This will assist the Business Services Manager in knowing the real interest of the job seeker.
7. At the completion of the first meeting, the Business Services Manager arranges the next meeting with the job seeker. Arrangements for subsequent meetings take place at the end of each meeting.
8. The Business Services Manager and the Career Consultant will meet after this initial meeting to re-assess the job seeker's interest and commitment to the program. If both agree that the job seeker is ready for a work experience or internship opportunity, then opportunities are developed. If not in agreement, the Director of Education and Special Programs, the Business Services Manager, and the Director of Business Services will discuss and come to consensus.
9. Between meetings if contact is made with the job seeker, the Career Consultant and Business Services Manager must copy each other and provide feedback to each other. Staff should send e-mails to each other and document contacts with the job seeker in MOSES.
10. The BSM is responsible for developing these work experience and internship opportunities based on the interest of the job seeker.
11. The Career Consultant is responsible for preparing the job seeker for interviews.

12. The Business Services Manager arranges the interview for the position with the employer and job seeker.
13. The Business Services Manager attends the interview with the job seeker and the employer to provide support to the employer and the job seeker.
14. Once a job seeker attains a placement, the Business Services Manager notifies the Career Consultant of the placement.
15. The Career Consultant notifies the Director of Education and Special Programs.
16. The Director of Education and Special Programs sets up a course in MOSES to document the activity. This will note the dates of the experience and the location.
17. The Career Consultant provides enrollment information to the Director of Education and Special Programs to enroll job seeker in the activity.
18. The Career Consultant is responsible for providing an orientation to the job seeker that outlines the expectations of the program. This includes at a minimum the completion of sign-in/out sheets and timecards.
19. The Business Services Manager provides to the employer an overview of the program which includes the signing of the worksite agreement, an orientation, Work Experience supervisor Site Manual, and the process for the completing of timesheets and timecards.
20. Once the job seeker is placed in a position, the Career Consultant on a weekly basis arranges for the pick-up of timecards and drop-off of paychecks. The Career Consultant will ensure that all timecards are completed accurately and reflect the sign-in/out sheet.
21. The Business Services Manager will make weekly contact with the employer to ensure the participant is progressing adequately and to identify and resolve any issues that may prevent a positive outcome for both the employer and the participant.
22. If during the experience an issue arises, the Business Services Manager will work with the employer and the Career Consultant will work with the job seeker to resolve the issue.
23. The Career Consultant processes the timecards and sends them to JTEC finance and updates the activity in MOSES. The updating in MOSES should include how many hours worked for the week, paycheck received and any other pertinent information.
24. The Business Services Manager updates the job seeker file in MOSES, noting on how the experience is working for both the job seeker and the employer.
25. After three (3) weeks in the activity, the Business Services Manager, with the employer, completes the Massachusetts Work-Based Learning Plan. This is reviewed with the job seeker. At the end of the activity, the Business Services Manager and the employer completes the final

Massachusetts Work-Based Learning plan, and the Career Consultant reviews this with the job seeker.

26. During the time of participation, the Business Services Manager serves the employer, and the Career Consultant serves the job seeker.
27. Should issues arise during the time of participation, the Business Services Manager will communicate with the employer and the Career Consultant will communicate with the job seeker.

Online remediation tools

The MassHire Cape and Islands Career Center uses the AZTEC Learning System as an online remediation tool for those that are preparing to take the HI-SET examination and for those wanting to upgrade their academic skills. Employability skills workshops are offered remotely, online and in person. These workshops support the job seeker in cultivating and demonstrating workplace competencies.

Additionally, we encourage jobs seekers to use the following online platforms to support the demonstration of workplace competencies:

- Mass Career Information System
- O*Net: www.onetonline.org/
- My Skills My Future: www.myskillsmyfuture.org/
- My Next Move: www.mynextmove.org

Public Comment

The MassHire Cape and Islands Workforce Board posted the draft plan on its website for up to thirty (30) days for an opportunity for public input. Notice of the postings were sent via our newsletter and on all social media platforms. Any comments submitted during the public review period that represent disagreement with the plan are resolved and submitted with the finalized document.

Describe progress made implementing and transitioning to an integrated, technology-enabled intake and case management information system for WIOA Partner Shared Customers.

The MassHire Cape and Islands Career Center currently uses the MOSES system to intake and manage cases. The WB is working with partner agencies to create information release forms that will allow information sharing on shared customers across the workforce development system and its partners. The WB and its partners will support the state-wide efforts to develop a shared intake and case management system across partner agencies.

Implementation of Virtual Service Delivery

When the pandemic swept the globe, the CIWB and the MassHire Cape and Islands Career Center pivoted to on-line platforms to increase capability and capacity to deliver services to job seekers and businesses through virtual models. The career center staff acknowledgement of virtual services are an essential component in providing customers with the robust services that they need. Virtual services are necessary to provide job seekers with the resources, access to training and skill development, as well as the opportunity to meet with a career counselor. Employers also rely on virtual services to ensure their business needs are being met or to get assistance with recruitment and the hiring of qualified candidates.

The MassHire Cape and Islands Career Center staff meet with business representatives via Zoom and provide information and access to service through their website. The most significant addition to virtual services is the implementation of virtual job fairs through an online platform called Premiere Virtual. The Business Service Team (BSR) has effectively utilized this virtual platform to host successful individual career events. To promote each service and event to customers, the career center utilizes their website and social media marketing. The recent addition to these services represents the true innovation for the local workforce system.

How will the Virtual Tool be used once total public access is restored?

The implementation of virtual job fairs was brought on by the pandemic yet will likely remain a tool for serving businesses throughout the Cape and Islands region for years to come. The continuation and expansion of the use of virtual strategies holds great promise regarding being able to serve job seekers and businesses more consistently and effectively in the outer reaches of the Cape and on the Islands. Post-event surveys have also been completed and the results clearly state positive support from local businesses, large and small.

Prior to COVID-19, the MassHire Cape and Islands Career Center had a significant amount of program and service-related information published on their website. This provided customers the ability to perform some of their career exploration and research online. This service delivery component has enhanced with the recent shift to virtual services through the career center. The career center staff continuously updates their website and social media with helpful resources for all customers.

The MassHire Cape and Islands Career Center leadership fully expects that new strategies for the virtual service delivery will continue to be identified and that developing the career center's online presence will represent a significant portion of our work over the next few years.

How will staff be assigned/deployed?

The BSR team will continue to serve as administrators for events and will continue monitoring

progress of employers and help as necessary. The BSR team, as well as a Premiere Virtual representative, act as the point of contact to assistance with profile set up and resolve any technical issues during the event.

How will MassHire Board and Career Center leadership ensure that all staff are cross trained to be part of the process and ensure seamless customer service?

All staff will be on board and fully trained. All agreements will be in place and program services will be 100% operational. The continuation of an appropriate mix of in-person and virtual service delivery will be implemented.

Priority of Service

The Local Board may establish a process that also gives priority to other individuals eligible to receive such services outside the groups given priority under WIOA, if it is consistent with the priority of service for Veterans.

Veterans and Eligible Spouses

- Signage is posted at the point of entry encouraging veterans to self-identify. Priority of Service information is also included in the Career Center Seminar (CCS).
- Eligible veterans and eligible spouses are given priority over non-covered persons for the receipt of employment, training, and placement services. Eligible veterans and eligible spouses receive access to services before, or in the case of limited resources, instead of non-covered persons for all employment and training services.

Recipients of Public Assistance

- Recipients of public assistance receive priority training funds.

Other low-income individuals

- Other low-income individuals also receive priority for training funds.



The Cape & Islands Regional Workforce Blueprint

The Link for Local Employment



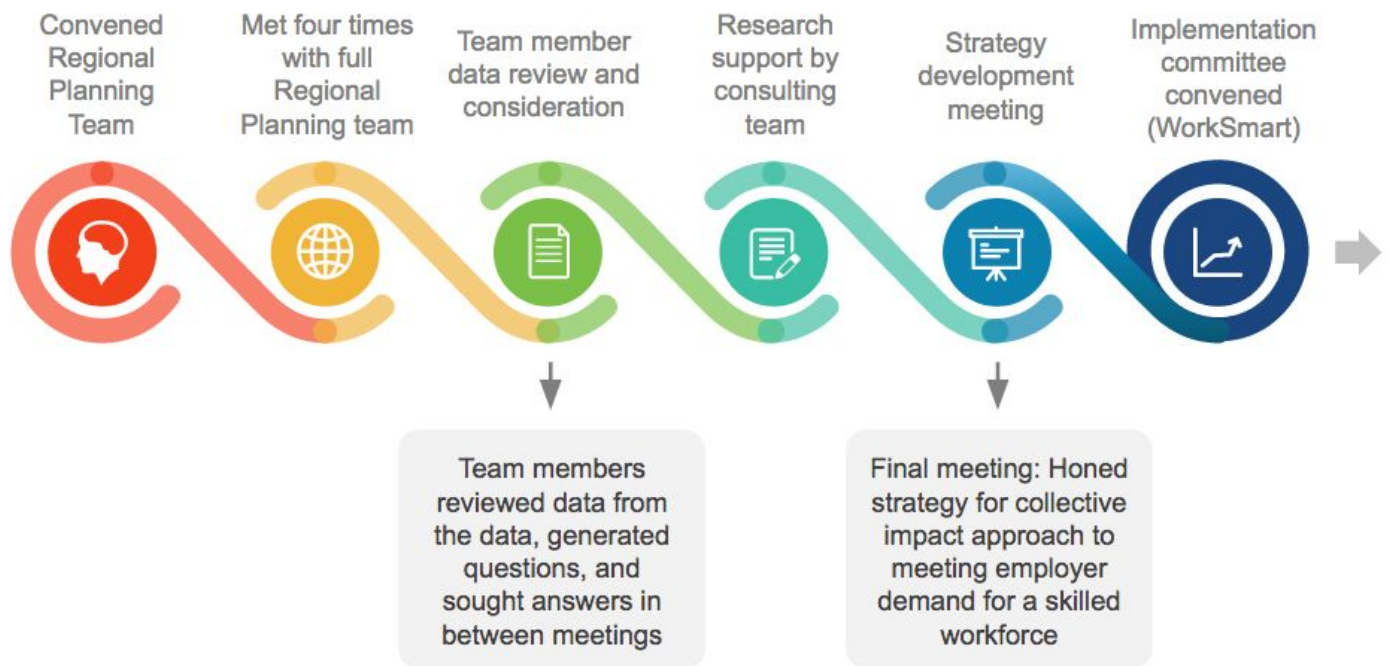
I. Introduction

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 (4), economic development agencies (6), Cape and Islands Workforce Development Board members (5).

Cape and Islands Regional Planning Team	
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
Maria Marasco	Mass Development
Paul Niedzwiecki	Cape Cod Commission
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
Annie Dolan Niles	Cape Cod Regional Technical High School

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 31st

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 55-69.¹ Similarly, the number of millennials in the region is lower than that for comparably sized areas.² 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.

Past and current high-level industry trends affecting workforce needs

¹ Population Demographics Snapshot Report, October 2017

² 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.

The region's fastest growing industry sectors are as follows³:

Sector (NAICS)	Net increase by 2024	% increase by 2024
Health Care and Social Assistance (62) including <ul style="list-style-type: none"> • Ambulatory Health Care Services • Social Assistance • Hospitals • Nursing and Residential Care Facilities 	3,005	16.90%
Accommodation and Food Services (72) including <ul style="list-style-type: none"> • Food Services and Drinking Places • Accommodation including Hotels and Motels 	934	5.00%
Construction (23) including <ul style="list-style-type: none"> • Specialty Trade Contractors • Construction of Buildings 	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 are⁴

- 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%)

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.

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

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

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 Project⁵, “between 2003 and 2014, the number of blue establishments in the Cape Cod region increased by 42%, the number of employees

⁵ Cape Cod Blue Economy Project, *Blue Economy Project Implementation Plan: A Call to Action*

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



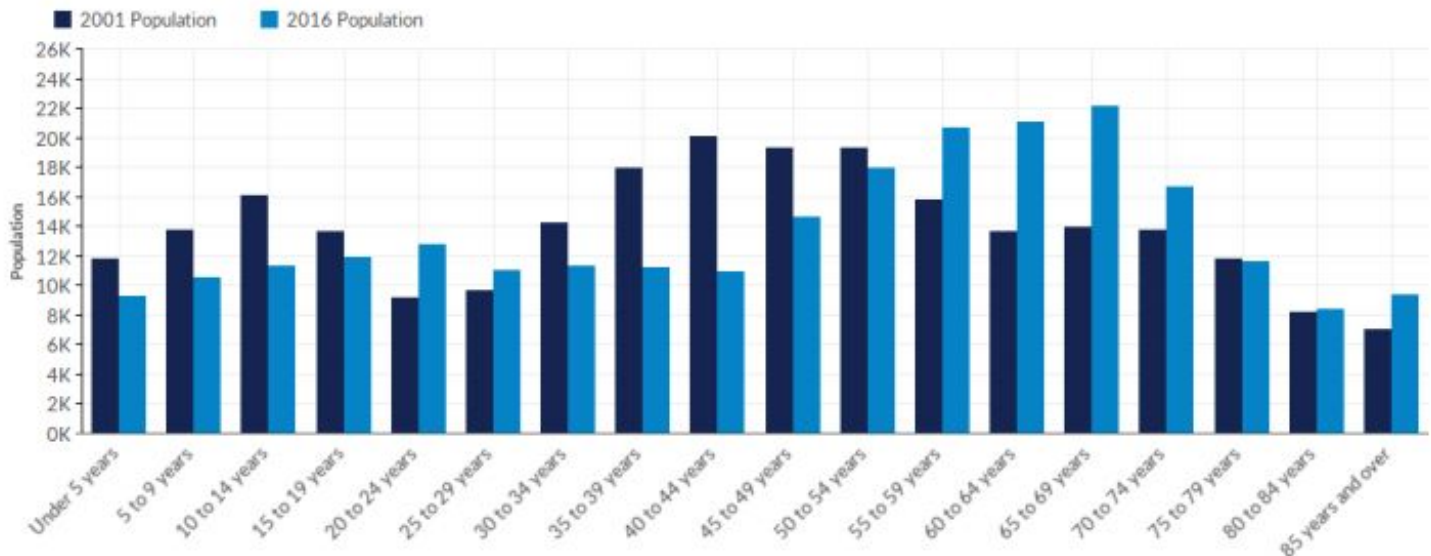
Housing stock, water and related infrastructure, and the state of the current workforce all present interrelated challenges.

- 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 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:

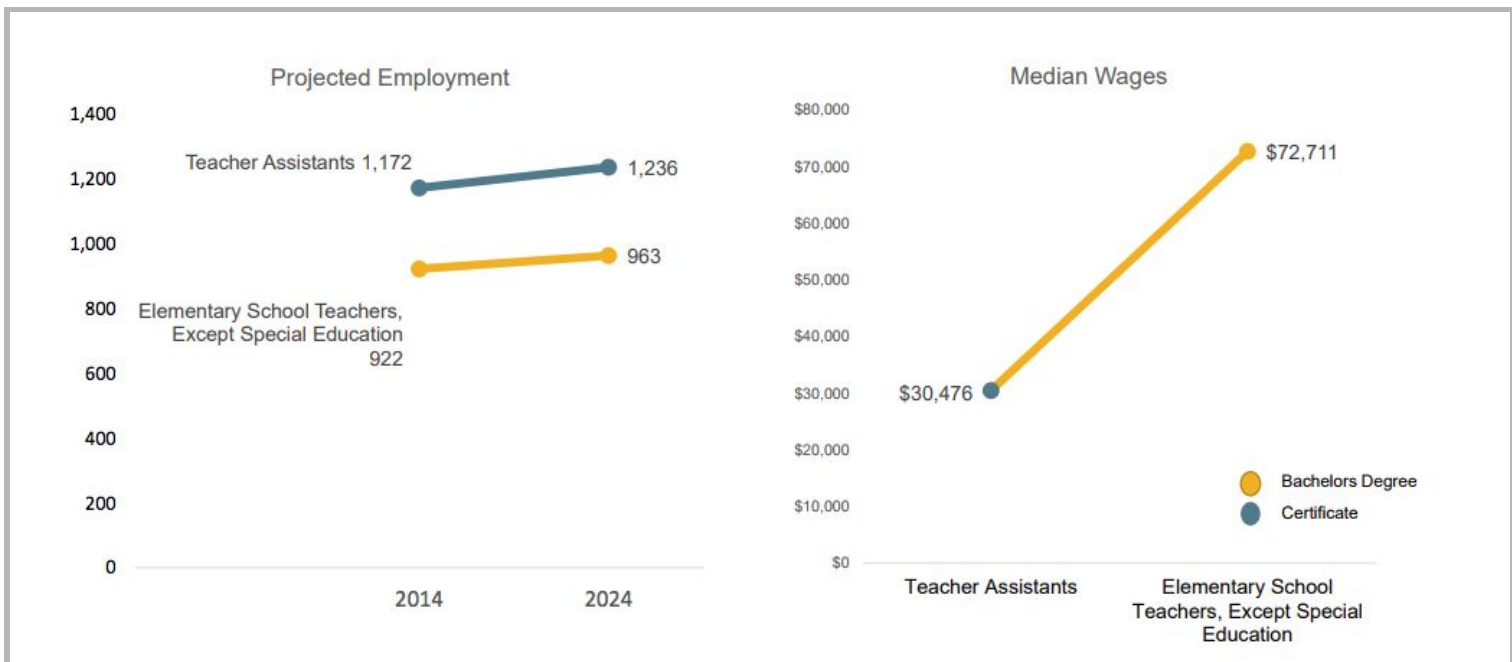
- **Food Preparation and Serving Related Occupations**
 - Including: Waiters and Waitresses; Cooks, Restaurant; Food Preparation Workers; Bartenders; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Chefs and Head Cooks
 - Annualized HWOL range of 84 - 600; wages are lower than regional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

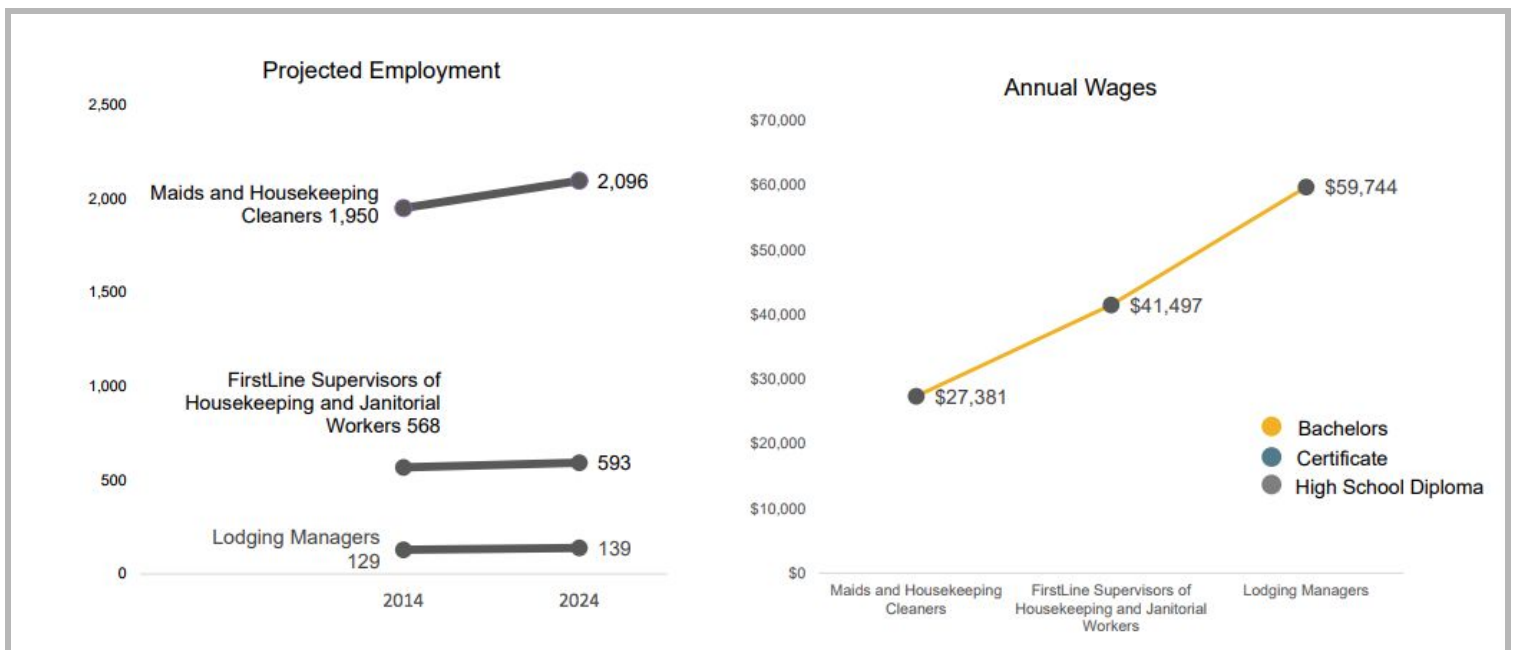
Education Pathways:



Nursing Pathways:



Hotel Career Pathways



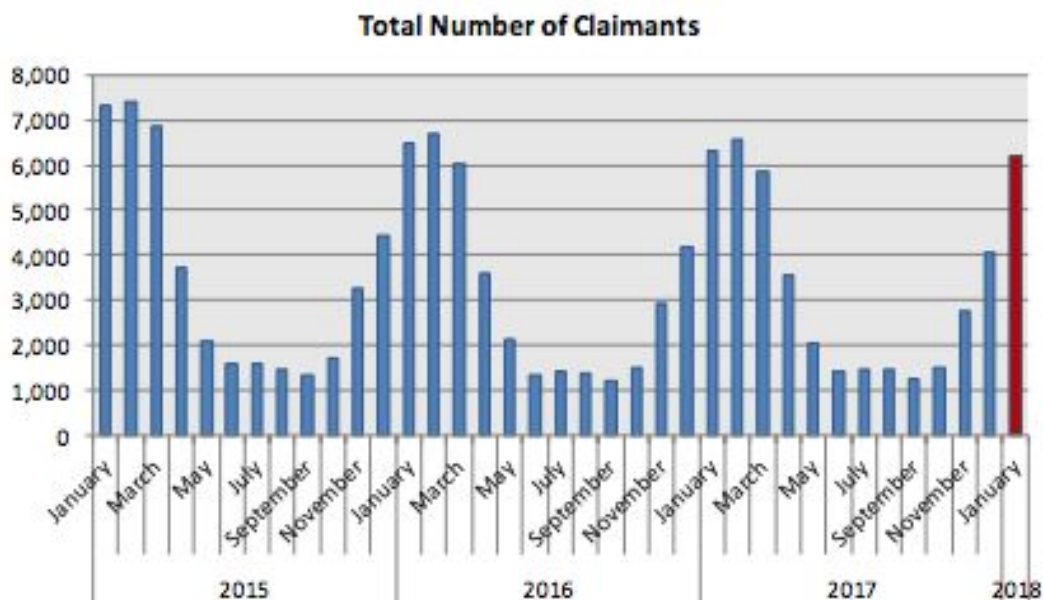
Workforce Supply: Labor Supply Challenges and Opportunities

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.

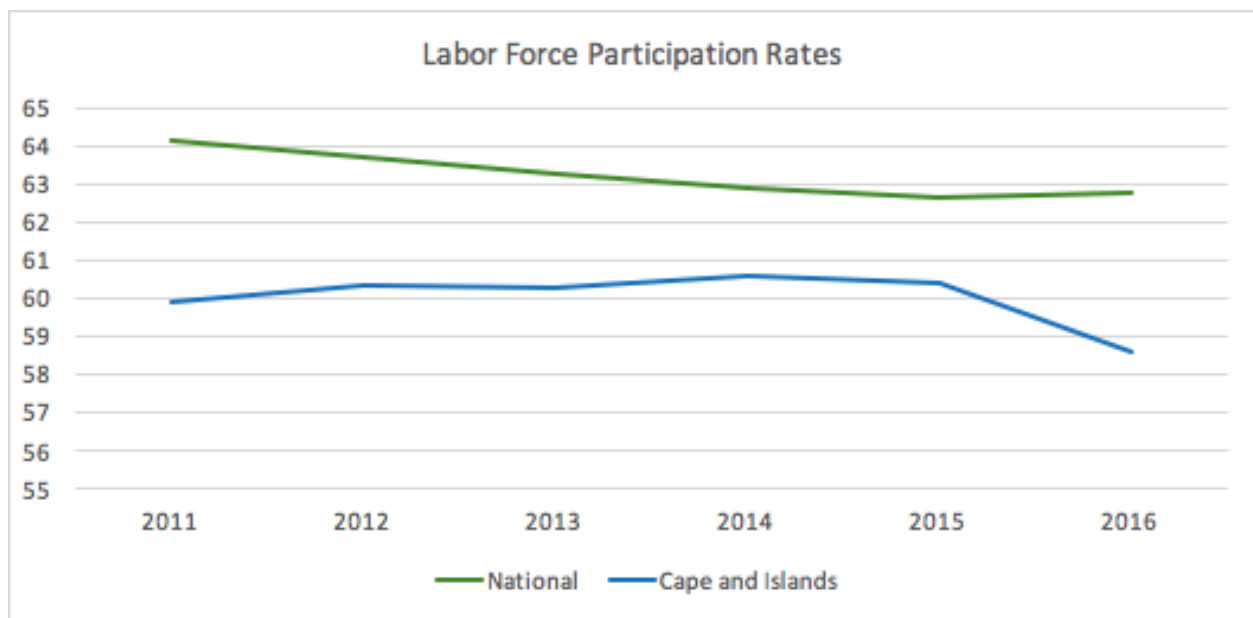
What are the characteristics of unemployed and under-employed workers in the region?

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.

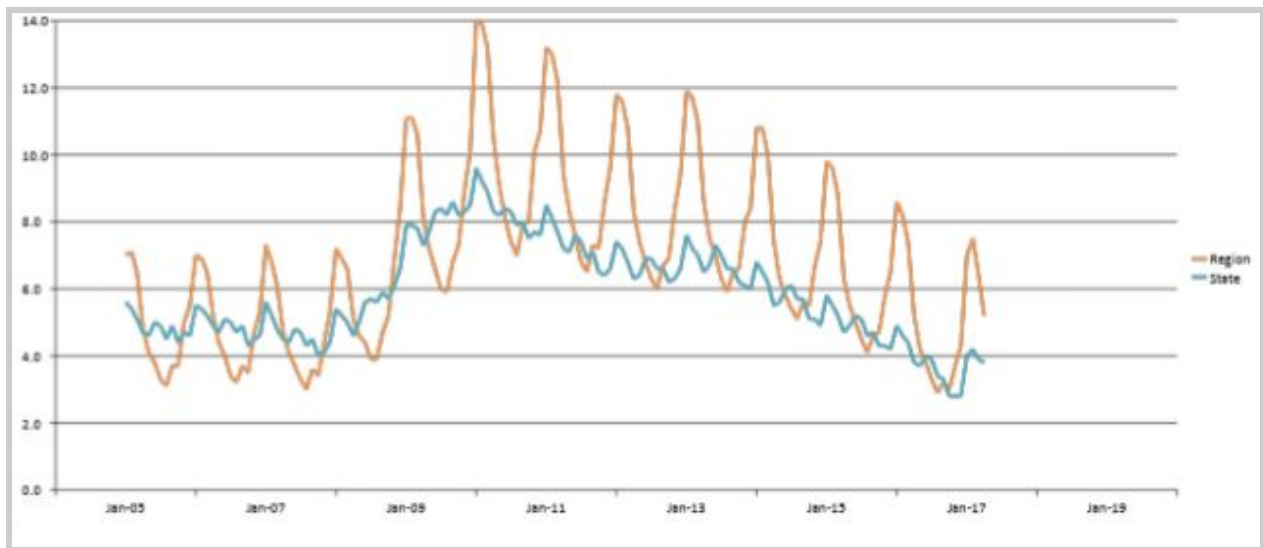
- Wages: claimants in the top two categories of occupations (Building and Grounds Cleaning and Maintenance, and Food Preparation and Serving Related) make on average between \$520.83 - \$562.26. This is slightly below the average of all claimants (\$657.56) and lower still than the average weekly wages 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 figures⁶, 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.



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:

⁶ [Bureau of Labor Statistics](#)



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?

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

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 2011-2016⁷ 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 industry⁸ (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.

⁷ Emsi Economy Overview, Q3 2017 Data Set

⁸ Emsi Economy Overview, Q3 2017 Data Set

- **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

- **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.

WorkSmart Partnership 2018 Goals	
Goals: The high-level things we want to accomplish, internally and externally, in the process of carrying out our mission.	Objectives: 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">• Create a dashboard/scoreboard of our leading and lagging indicators• 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
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"> • Create a system for continued engagement with our business community • Invite potential partners and collaborators to our WorkSmart Partnership meetings • Provide updates via our monthly newsletter
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.	<ul style="list-style-type: none"> • Complete a comprehensive scan of local educational institutions to understand capacity of regional graduates. • 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 • Identify leverage points, for example: <ul style="list-style-type: none"> ◦ Degrees and certifications contributing to any labor surpluses ◦ Degrees/certifications aligned with labor shortages ◦ Institutions or degrees with large proportions of students migrating out of the region

WorkSmart Partnership 2020 Goals	
Goals	Objectives
Improve our region's capacity to support the retention of young people by	<ul style="list-style-type: none"> • Our business partners will identify programming which helps them find talent and train or retrain employees

improving on existing opportunities and creating new structures.	<p>(workshops and training, mentor programs, job seeker resources, and retiree recruitment). The WSP will work to implement more of this programming.</p> <ul style="list-style-type: none"> • 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.
The WSP will action plan to coordinate activity, based on preliminary assessment findings, that will support participation in regional economy by local graduates. The objectives under the action plan will largely fall to our education partners with support from the CIWDB and Economic Development.	<ul style="list-style-type: none"> • Expansion of the co-op education model where students graduate with OTJ experience and relationship with local employer(s). • Work with education partners to expand work based learning opportunities in high priority industries, leveraging the employer partners in WorkSmart as ambassadors and champions. • 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. • 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.
Present assessment of regional education/training capacity to develop an action plan to address current gaps or underutilization of existing programs	<ul style="list-style-type: none"> • 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).

WorkSmart Partnership 2022 Goals	
Goals	Objectives

<p>The WSP, under the leadership of the CIWDB 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"> • Create a timeline to support the action plan complete with a both a meeting and reporting schedule • Create WSP subgroups to organize around and address each area of the action plan • Establish appropriate metrics of success and how we will measure them
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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: David Augustinho, Executive Director, Cape & Islands Workforce Development 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 - CIWDB

Occupation	<i>List the occupation the credential is for, including the SOC code.</i>	Healthcare Support Occupations (SOC 31-0000)
Type of Credential & Title of Credential	<i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i>	Requires post-secondary non-degree award Certified Nursing Assistant (CNA) , 100hr certificate Home Health Aide: 15 hour course offers those who are a (CNA) Certified Nursing Assistant the opportunity to expand their career into home health care.
Credential Provider	<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
Integrated/ Accelerated	<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
Online/ Classroom/ Work-based	<i>Describe education environment and instructional methods.</i>	Day, evening, and weekend courses offered. Duration is between 4-14 weeks.
Pell-eligible?	<i>Is the program Pell-eligible?</i>	Yes, certificate program with college credit
Fee?	<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
Employer-validated?	<i>Do local employers validate the credential? If so, describe.</i>	Yes, credential
Stackable?	<i>Is the credential stackable with other certificates? If so, describe.</i>	Yes, CNA is stackable with HNA and RN
Portable?	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Yes, nationally recognized credential

Credit/ Non-Credit?	<i>Are they credit or non-credit?</i>	Credit
Gaps?	<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.

Occupation	<i>List the occupation the credential is for, including the SOC code.</i>	Licensed Practical Nurses (SOC 29-2061) and Registered Nurses (29-1141)
Type of Credential & Title of Credential	<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)
Credential Provider	<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
Integrated/ Accelerated	<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
Online/ Classroom/ Work-based	<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
Pell-eligible?	<i>Is the program Pell-eligible?</i>	Yes
Fee?	<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.
Employer-validated?	<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.
Stackable?	<i>Is the credential stackable with other certificates? If so, describe.</i>	Yes - CNA to LPN to RN

Portable?	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Yes - nationally recognized credential
Credit/ Non-Credit?	<i>Are they credit or non-credit?</i>	Credit
Gaps?	<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.

Occupation	<i>List the occupation the credential is for, including the SOC code.</i>	Preschool teachers, except special education (25-2011)
Type of Credential & Title of Credential	<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
Credential Provider	<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)
Integrated/ Accelerated	<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)
Online/ Classroom/ Work-based	<i>Describe education environment and instructional methods.</i>	Classroom Some online courses available Practicum (off site)
Pell-eligible?	<i>Is the program Pell-eligible?</i>	Yes
Fee?	<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
Employer-validated?	<i>Do local employers validate the credential? If so, describe.</i>	Credential is validated by issuing authority and accepted by employers
Stackable?	<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.
Portable?	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Teaching licenses are portable to other states under some circumstances.
Credit/ Non-Credit?	<i>Are they credit or non-credit?</i>	Credit
Gaps?	<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.

Occupation	<i>List the occupation the credential is for, including the SOC code.</i>	Teacher Assistants (25-9041)
Type of Credential & Title of Credential	<i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i>	H.S. diploma Associate Degree
Credential Provider	<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)
Integrated/ Accelerated	<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.
Online/ Classroom/ Work-based	<i>Describe education environment and instructional methods.</i>	Classroom Some online courses available Some work-based or hands on learning, depending on program
Pell-eligible?	<i>Is the program Pell-eligible?</i>	Yes
Fee?	<i>What are the fees?</i>	Dependent on school

Employer-validated?	<i>Do local employers validate the credential? If so, describe.</i>	Credential is validated by issuing authority and accepted by employers
Stackable?	<i>Is the credential stackable with other certificates? If so, describe.</i>	Yes
Portable?	<i>Are the credentials portable to other states/ industries? If so, describe.</i>	Credentials are stackable (certificate → associate → bachelor). Portability varies by state.
Credit/ Non-Credit?	<i>Are they credit or non-credit?</i>	Credit
Gaps?	<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.



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MassHire Cape and Islands Career Center Referral Form

Please accept this referral for MassHire Cape and Islands Career Center services:

Agency Name: _____

Referring Staff Person: _____

Date of Referral: _____

Please answer the following questions regarding your referral:

1. Is your referral able to work independently to conduct a self-directed job search? ____yes ____no
2. Is your referral familiar with using a computer and using a web browser? ____ yes ____ no
3. Is your referral interested in job training? ____yes ____no
4. Is your referral interested in job search assistance? ____ yes ____no
5. Please note preferred language for communication: _____

Customer Information

Name: _____ Telephone # : _____

Address: _____

Job Seeker ID # _____ Email Address: _____

Additional Information:

Results of your referral:

____ Referral was contacted on the following dates _____ and we have not received response.

____ Referral met with staff on _____ and is moving forward with services.

Career Center Manager Signature: _____

Date: _____

Please email referral to: mburzycki@masshire-capeandislands.com

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