

Cape and Islands Workforce Investment Board Strategic Plan 2013-2017

Strategic Plan

This Strategic Plan continues Regional Blueprint and Strategic Planning activities that the Cape and Islands Workforce Investment Board has been engaged in for the past 13 years. This current plan will use demographic and workforce data produced for the WIB by New England Policy Center of the Federal Reserve Bank of Boston, data from LMI source EMSI, and will be augmented by local data developed through a focus group process, as the basis for developing a strategic response.

Process

The CIWIB Board hired a facilitator (Listening 2 Leaders) to lead the Board through a process to identify workforce development needs in the region, to identify measurable goals and to develop strategies to meet the goals. The WIB convened a facilitated meeting of its Leadership Committee in June of 2013 to design a process by which the Board could clarify strategic priorities, develop actionable data, and address the needs of both critical sectors and special populations that are identified in our Strategic Plan. The resulting process included the following:

- **Focus Groups:** Members from critical and emerging sectors (health care, construction, arts culture retail and hospitality, and technology) participated in focus groups in which they jointly reviewed current labor market information and discussed what it means for their industries and individual businesses' future workforce needs. They were asked questions to determine what kind of workers and skills they need to grow their businesses and what hiring they expect to do in the coming year or two.
- **Youth Engagement:** The Youth Council of the Cape and Islands Workforce Investment Board was convened for a facilitated strategic planning session.
- **Rigorous Analysis and Planning:** Quantitative and qualitative data was brought back to the Board to engage in data analysis and planning based on the labor market information and the input from partners, employers, and the youth council. Skills needed and skills gaps were determined through Board and non-Board regional employers reviewing and analyzing our 2013 LMI document provided by the New England Public Policy Center of the Federal Reserve Bank of Boston, and other data generated



through WIB access to the EMSI (Economic Modeling and Specialists International) database for our region.

- The Board carefully considered strategies to prepare area residents for the existing and emerging labor market sectors identified within the LMI document provided by the New England Public Policy Center of the Federal Reserve Bank of Boston, with a focus on key workforce populations including at-risk youth, individuals with disabilities, dislocated workers, and older workers.
- One unique feature of our regional economy is our need for 15,000-20,000 seasonal workers. The WIB works closely with businesses to identify and implement appropriate strategies for meeting this unique seasonal need.

As a result, Board members clarified their strategic priorities across sectors and within each of five critical sectors (health care, construction, technology and professional services, hospitality/creative economy, and marine sciences/technology).

In addition the CIWIB identified 3 cross sector goals that require ongoing monitoring.

Cross sector goals:

- ✓ Ensure that Cape and Islands employers have mechanisms for sharing real time data on emerging workforce needs and have input into regional strategies to meet those needs.
- ✓ Communicate progress back to employers on strategies we've used and projects we've implemented together, modifying workforce initiatives when indicated by the data; and
- ✓ Provide a forum to work together to support activities which build the year-round economy on Cape Cod, especially in the area of workforce development

How we meet these cross sector goals:

- ✓ The Executive Director of the Cape and Islands WIB is engaged on a formal basis with several community organizations which represent the business community in the region. For Example, the Cape Cod Chamber of Commerce and the Lower Cape Community Partnership are each represented on the WIB Board of Directors . This formal relationship provides a consistent mechanism for feedback regarding employer needs in the region.

Additionally the WIB Executive Director is engaged with the Barnstable County Commission on several projects including chairing a subcommittee in the most recent CEDS (Comprehensive Economic Development strategy Planning Process. The CEDS document is the major regional planning tool for economic development. The CEDS document can be found here, <http://www.capecodcommission.org/econdevel/CEDS/>)

Two other activities support our work in providing and receiving real time data. The WIB Executive Director is a member of the Chamber's Entrepreneurs' Resource System which provides capital and technical assistance to budding entrepreneurs. The WIB Executive Director also serves on the Board of the regional SBA lender Coastal Community Capital, which provides an opportunity to learn about current start-up or growing businesses.

- ✓ **Regular Communication:** Four hundred opt-in business and training partners receive our weekly e-newsletter, and often respond to online surveys through embedded links in those newsletters.
- ✓ **Planning Partnerships:** Planning partnerships in retail, health care, hospitality (including the Creative Economy), construction, and technology are formed. They engage employers and training partners in dialogue about changes and trends in business which will affect workforce development needs. These partnerships have assisted in the design [of](#) activities in this strategic plan and meet semiannually to provide and respond to real time data. Not all of these partnerships are housed within the WIB.
- ✓ **Development of strategy maps:** Strategy maps have been developed as the chief means to guide and benchmark our work. The strategy maps detail our sectoral activities, the sectors were selected based on LMI information in the Federal Reserve data set and the EMSI database.

- ✓ **Sector-specific collaborative goals:**
 - ✓ **Health Care:** Provide training in partnership with Cape Cod Community College (CCCC), local Vocational Technical schools, and other public and private health care providers in areas with critical vacancies; place graduates of programs into jobs at employer partners' facilities, and others. Stimulate the emergence of new training opportunities i.e. part time LPN training and/or new LPN to BSN RN programs.
 - ✓ **Construction:** Work with construction companies to support expansion and growth through provision of training and placement in office/administrative support positions. Also develop entry level construction training programs in partnership with the Cape Cod Homebuilders and Remodelers Association using national models developed by their National Association.
 - ✓ **Technology and Professional Services:** The majority of our local employers in this sector work in high-tech. They articulated a need to build the area's workforce skills in computer related technologies, and jointly set goals to a) work with CCCC to update offerings in technical areas, b) work with employer partnerships to create and support professional development opportunities for workers at many levels to keep the workforce up-to-date in emerging skill areas (especially AGILE methods) and c) continue

to convene the professional services employer group as an advisory council to the WIB, the Career Center and CCCC. D) Technology employers also expressed interest in seeing more 4 year college curricula offered in the region.

- ✓ **Hospitality/Creative Economy:** Work with the retail partnership (convened by the Chamber) to design and offer training in cross-sector skills. Work to increase opportunities for internships and apprenticeships for local youth and underemployed adults at the larger resorts through partnerships with Ocean Edge, Wequassett, Chatham Bars Inn, Catania Hospitality Group (Hearth & Kettles, Daniel Webster Inn ++) and the Cape Cod Restaurant Group. Establish a Creative Economy Network Group with the Cape Cod Chamber of Commerce and the Arts Foundation of Cape Cod.
- ✓ **Marine Sciences /Technology:** Work with Marine Science and Technology Companies to secure WTFP training grants. Work with Economic Development entities (especially the Cape Cod Chamber) to stimulate growth of existing companies and start-up of new companies through the Entrepreneurs Resource System.

Measuring Success

Category B Main Goal: *Put in place structures, tools, and CQI process to track and communicate progress to stakeholders. Create quantitative outcomes to measure results of new strategies.*

The WIB's Leadership Committee, composed of committee chairs from each sector, develops indicators and tracks outcomes for each goal. The Leadership Committee meets quarterly to review progress against goals, making course corrections where necessary and replicating successful programming across new areas of need. Additionally, they review strategic goals to ensure alignment with regional needs as determined by both employer contributions and labor market data generated locally with the use of EMSI data plus data provided by CommCorp and other research/data partners. The Leadership Committee has developed the strategy maps for this plan and created the benchmarks for each strategy map to track progress over the short and long terms.

The WIB staff and its Marketing/Community Relations Committee has developed a new website to support the cross-sector communication goals of ensuring that Cape and Islands employers have mechanisms for sharing real time data on emerging workforce needs and have input into regional strategies to meet those needs. At the same time, this effort will directly and positively impact job seekers: the website connects job seekers and employers to training opportunities, thereby -significantly increasing the pipeline of skilled residents prepared to

Develops indicators



Tracks outcomes



Reviews progress



Makes course corrections



Replicates successes

work in growing industries and ensuring that disadvantaged populations, including at risk youth, un/under employed adults, and older workers, have access to employment opportunities.

The new website has been developed in WordPress so that staff is able to update the material easily and quickly. The site reports on WIB and other community partners, such as the Chamber of Commerce, events and current workforce development initiatives, and also provides a snapshot of information (indicators) that help Board members and the public to actively monitor progress toward our shared goals in our key industries. This website is a main portal for regional labor market reports, our regional annual report card, and additional relevant and timely information. We continue to develop the template and identify the indicators which will best provide a quick view on our progress.

The website has a dashboard which offers up to date information on the areas covered by the strategy maps.

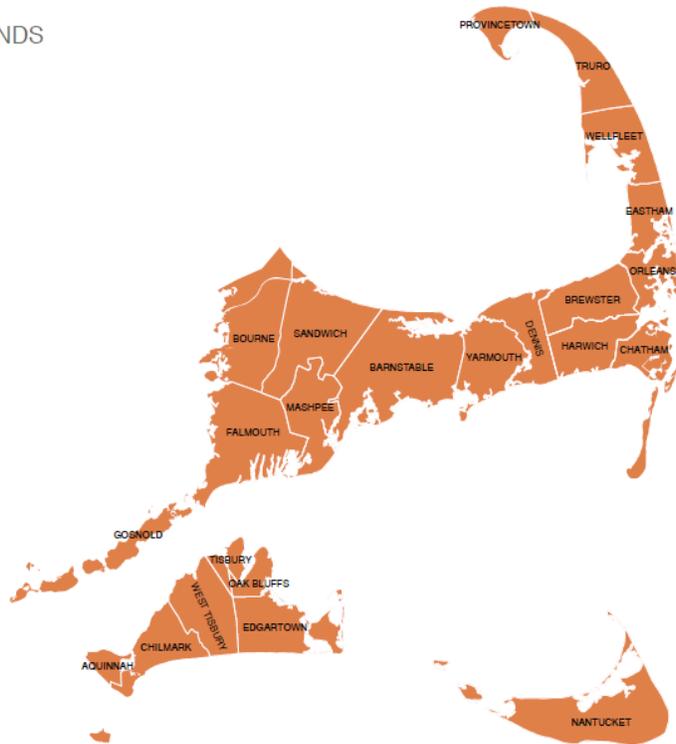
DEMOGRAPHIC AND LABOR MARKET DATA

As a small labor market that is heavily reliant on tourism, the Cape & Islands faces somewhat different challenges from those facing Massachusetts as a whole. The Cape & Islands accounts for only 3.1 percent of the state's employment (98,000 jobs), and its labor market performance in the past decade differed from most other regional labor markets in the state. At the start of the decade, employment declined statewide with the bursting of the "technology bubble" resulting in a recession. But this had little effect on the Cape & Islands, which actually added jobs in this recession. As a result, employment in the region grew by 3.4 percent between the first quarters of 2001 and 2008 (compared with a loss of 2.1 percent statewide), the fastest of all the labor markets. But as the Great Recession hit, the region experienced more severe job losses than did the state. During the earliest stages of the labor market recovery, the Cape & Islands added jobs at the slowest pace of all the regional labor markets. Along with having one of the smallest residential populations (accounting for only 3.8 percent of the state's total population in 2008-2010), the Cape & Islands was one of only two labor markets to decline in population in the past decade. A small and contracting population combined with a nearly stagnant working age population and minimal growth in the civilian labor force raises demographic concerns for the Cape & Islands, particularly given the age of the region's residents and workers. Both the region's residents and its workforce (which includes people who commute from other regions and other states) have fairly high levels of education. Massachusetts has one of the most highly educated populations in the nation, and the education level of the Cape & Islands is almost comparable with that of the state. Over the past decade, the level of education for both residents and workers in the region has increased. However, the 39.2 percent of the civilian labor force in the region that had a Bachelor's Degree or higher in 2008-2010 still slightly trailed the 41.2 percent of Massachusetts residents with a Bachelor's Degree or higher. At the same time, the share of the region's civilian labor force with some post-secondary education (70.2 percent) actually exceeded the share in Massachusetts overall (67.8 percent) because of the region's strong concentration of individuals with Some College education (including Certificates) or an Associate's Degree.

Looking forward, the region faces the demographic challenges of an aging population and potential shortfalls in workers with the educational levels desired by employers. The Cape & Islands is the oldest region in the state. Compared with the population in 2000, the number of residents in the region who are 44 years old or younger has declined, while those who are 45 years and older has increased. As a result, in 2008-2010, more than half of the region's civilian labor force (56.4 percent) was 45 years of age or older, while less than one-quarter (23.4 percent) was 34 or younger. This suggests that the region's businesses may face a potential overall shortage of younger workers to replace baby boomers as they retire in the coming decades. The trend may be particularly troublesome given that 90.4 percent of the region's employees are also residents of the region. To foster strong economic growth in the future, the Cape & Islands should strive to align the education of its labor force to meet the demands

of the region's employers. The higher education institutions in the region can play a key role in influencing the future supply of workers with post-secondary degrees. This supply will be critical to help meet the demographic challenges posed by the aging workforce and the demand for educated workers. However, the post-secondary education sector in the Cape & Islands is relatively small: In 2010, the region had only five post-secondary educational institutions. Nearly 60 percent of full-time enrollees and almost all part-time enrollees attend the region's only public two-year institution, Cape Cod Community College. Growth in full-time student enrollment at less-than-two-year, two-year, and four-year institutions in the Cape & Islands has exceeded state and national trends, but part-time enrollment at each type of institution in the region has declined. Growing full-time enrollment has translated into increased degree and program completions, mostly at the region's three public institutions. In fact, the strong growth in completions at public institutions in the region over the past decade resulted in the strongest growth in total completions in each of the three types of post-secondary degrees (Certificates, Associate's Degrees, and Bachelor's Degrees) of all regional labor markets, exceeding both state and national trends. The majority of Bachelor's Degrees in the Cape & Islands have been earned in Engineering & Computer Sciences, while Associate's Degrees in the region have been concentrated in Arts, Humanities, & Social Sciences. Certificate completions, on the other hand, have been more volatile in both number and composition, with Services and Health Sciences accounting for the largest shares.

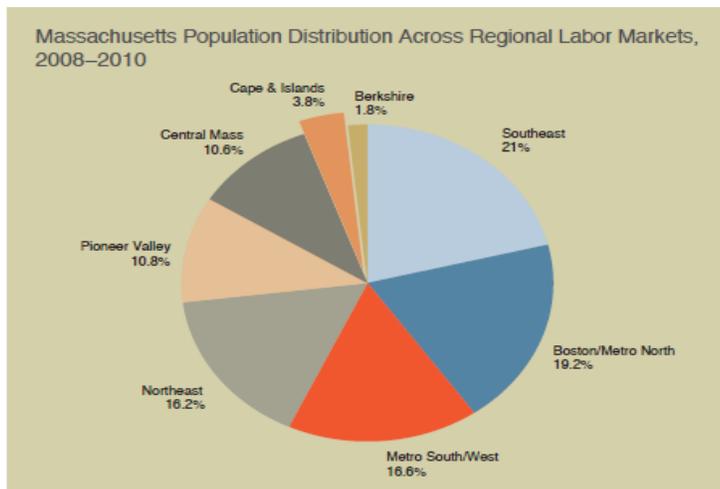
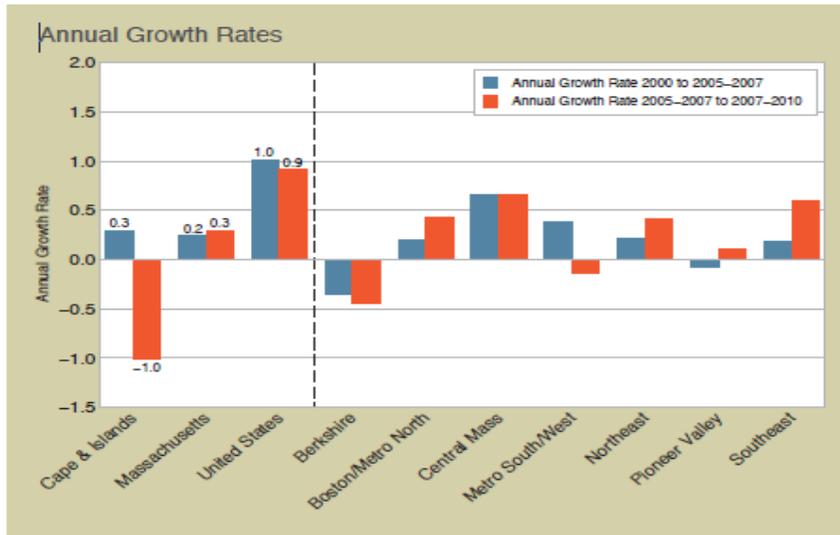
CAPE & ISLANDS



POPULATION GROWTH TRENDS

The Cape & Islands is the second smallest region by residential population; it accounted for 3.8 percent of the state's population at the end of the decade. [The US Census Bureau's most recent 2014 estimates indicate that the region's population currently comprises an even smaller portion of the state's overall population, at 3.6 percent.](#) After experiencing the state's third fastest population growth (an annual rate of 0.3 percent) early in the decade, the Cape & Islands experienced the largest decline in population (an annual rate of 1.0 percent) of all regional labor markets between 2005-2007 and 2008-2010. As such, the region was one of only two labor markets to decline in residential population in the past decade. Berkshire was the only other region to register a decline, while Pioneer Valley's population was virtually

unchanged and the other five regional labor markets experienced increases in their residential populations.



DEMOGRAPHIC CHARACTERISTICS OF THE RESIDENT POPULATION OF CAPE & ISLANDS

While the total number of people living in the Cape & Islands declined slightly over the past decade, certain demographic groups grew during this period. The small immigrant population in the region grew at an annual rate of 2.3 percent. The region also became more diverse over the past decade, with strong growth among minority populations; most notably, strong annual

growth in Hispanic populations (4.8 percent). However, immigrants and racial minorities account for such small shares of the population in the Cape & Islands that their growth was more than offset by declines in native-born and White, non-Hispanic populations. The oldest regional labor market in the state in 2000, the Cape & Islands has remained older than all other regions as baby boomers (born between 1946 and 1964) approached traditional retirement ages by the end of the decade. In particular, the fastest growing age cohort over the past decade was 55-64-year-olds, with an annual rate of growth of 3.9 percent. Residents aged 65 or older grew at a more modest annual rate of 0.6 percent over the past decade but remained the largest of all age groups in the region. The region experienced modest annual growth (1.1 percent) in 16-24-year-olds but large declines in people under 16 and those between the ages of 25 and 44.

	2000	2008-2010	Absolute Change	Annual Growth Rate (Percent)
Resident Population	240,708	237,569	-3,139	-0.1
Gender				
Male	115,145	113,209	-1,936	-0.2
Female	125,563	124,360	-1,203	-0.1
Nativity				
Native Born	226,143	219,684	-6,459	-0.3
Immigrant	14,565	17,885	3,320	2.3
Race/Ethnicity				
White, non-Hispanic	223,758	218,496	-5,262	-0.3
Black, non-Hispanic	3,415	5,083	1,668	4.5
Asian, non-Hispanic	1,797	2,572	775	4.1
Hispanic	3,260	4,984	1,724	4.8
Other race, non-Hispanic	8,478	6,434	-2,044	-3.0
Age				
Less than age 16	44,101	37,511	-6,590	-1.8
Age 16-24	18,170	19,971	1,801	1.1
Age 25-34	24,537	19,119	-5,418	-2.7
Age 35-44	37,311	28,271	-9,040	-3.0
Age 45-54	36,297	38,079	1,782	0.5
Age 55-64	27,589	38,790	11,201	3.9
Age 65+	52,703	55,828	3,125	0.6

DEMOGRAPHIC CHARACTERISTICS OF THE POPULATION EMPLOYED IN THE CAPE & ISLANDS

Because the employed residential population of the Cape & Islands makes up 90.4 percent of the region's workforce, the demographic characteristics of the two groups are very similar. Over the past decade, the number of immigrant employees in the region increased, while the number of native-born employees declined. The region's workers also became more diverse, with growth in Black and Hispanic employees, and the number of Hispanic employees nearly doubled in the past decade. The Cape & Islands has the oldest workforce of all regional labor markets, with nearly 55 percent 45 years of age or older. The region has also seen increasingly higher levels of educational attainment among employees.

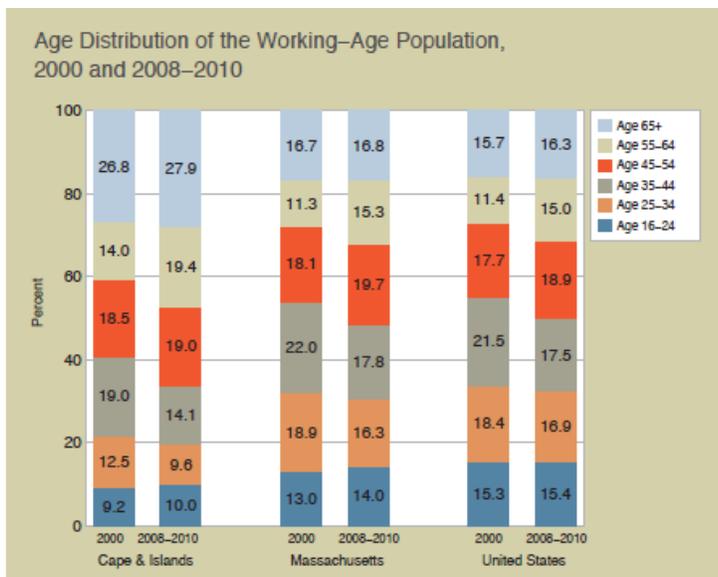
While a Bachelor's Degree has become the most common level of educational attainment among the region's labor force, a High School Degree continues to be the most common level of educational attainment among the employed.

	2000	2008-2010	Absolute Change	Annual Growth Rate (Percent)
Employed Population	106,447	108,074	1,627	0.2
Gender				
Male	54,505	54,100	-405	-0.1
Female	51,942	53,974	2,032	0.4
Nativity				
Native Born	98,258	97,577	-681	-0.1
Immigrant	8,189	10,497	2,308	2.8
Race/Ethnicity				
White, non-Hispanic	98,438	98,941	503	0.1
Black, non-Hispanic	1,630	2,096	466	2.8
Asian, non-Hispanic	1,193	1,225	32	0.3
Hispanic	1,443	2,817	1,374	7.7
Other race, non-Hispanic	3,743	2,995	-748	-2.4
Age				
Age 16-24	11,210	11,008	-202	-0.2
Age 25-34	19,355	15,399	-3,956	-2.5
Age 35-44	28,989	22,419	-6,570	-2.8
Age 45-54	27,154	28,643	1,489	0.6
Age 55-64	13,390	21,898	8,508	5.6
Age 65+	6,349	8,707	2,358	3.6
Educational Attainment				
Less than high school	9,754	5,744	-4,010	-5.7
High school graduate	27,446	27,707	261	0.1
Some College, no degree	24,293	23,553	-740	-0.3
Associate's degree	10,683	9,540	-1,143	-1.2
Bachelor's degree	21,980	27,256	5,276	2.4
Master's degree or more	12,291	14,274	1,983	1.7

THE AGE PROFILE OF THE WORKING-AGE POPULATION

Massachusetts is one of the older states in the country, and the Cape & Islands is the oldest regional labor market in the state. In 2008-2010, 66.3 percent of the region's working-age population was 45 years of age or older, up from 59.3 percent at the beginning of the decade. [In 2012, members of this cohort held 55% of the region's jobs.](#) The largest share of the working-age population in the Cape & Islands was 65 years of age or older (27.9 percent).

In Massachusetts and the United States, the largest age group was 45-54-year-olds. The 2008-2010 share of the working-age population between the ages of 16 and 34 was also particularly small in the Cape & Islands; at 19.6 percent, it was much smaller than it was statewide (30.3 percent) or nationally (32.3 percent), indicating potential workforce pipeline challenges.



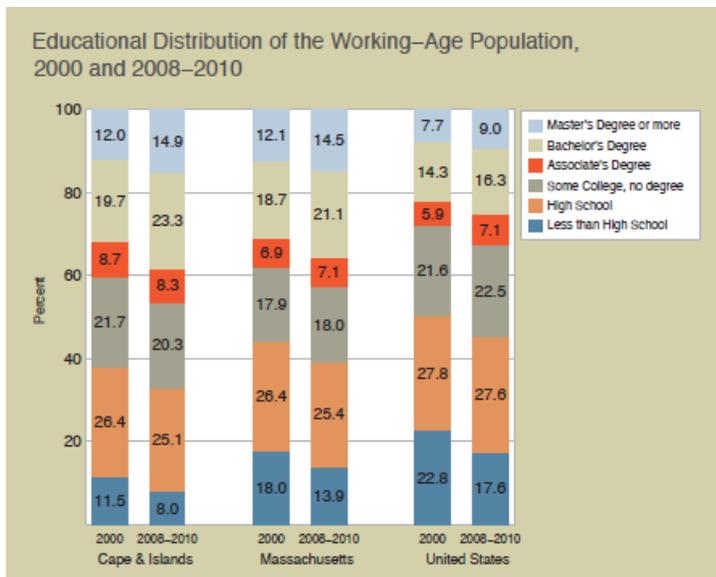
Growth of Working-Age Population by Age in Cape & Islands

	2000	2008-2010	Absolute Change	Annual Growth Rate (Percent)
Age 16-24	18,170	19,971	1,801	1.1
Age 25-34	24,537	19,119	-5,418	-2.7
Age 35-44	37,311	28,271	-9,040	-3.0
Age 45-54	36,297	38,079	1,782	0.5
Age 55-64	27,589	38,790	11,201	3.9
Age 65+	52,703	55,828	3,125	0.6

EDUCATIONAL ATTAINMENT OF THE WORKING-AGE POPULATION

Of the eight regional labor markets in Massachusetts, the Cape & Islands has the third highest share of working-age residents with a college degree. By 2008-2010, 38.2 percent of the working-age population had a Bachelor's Degree or higher. The region's educational attainment even exceeded the average for Massachusetts, which has one of the highest rates of residents with a college degree in the country. However, nearly a third of the region's population with a Bachelor's Degree or higher was 65 years of age or older, a large share of whom were retired. Over the past decade, the share

and number of working-age individuals in the Cape & Islands with a Bachelor's Degree or higher increased, while those with a High School Degree or less declined. In fact, since the region's largest population decline occurred among those with less than a High School Degree, the share of the region's working-age population with such an education (8.0 percent) fell far below that of the state (13.9 percent) and the nation (17.6 percent), and was the lowest among all regional labor markets by the end of the decade.



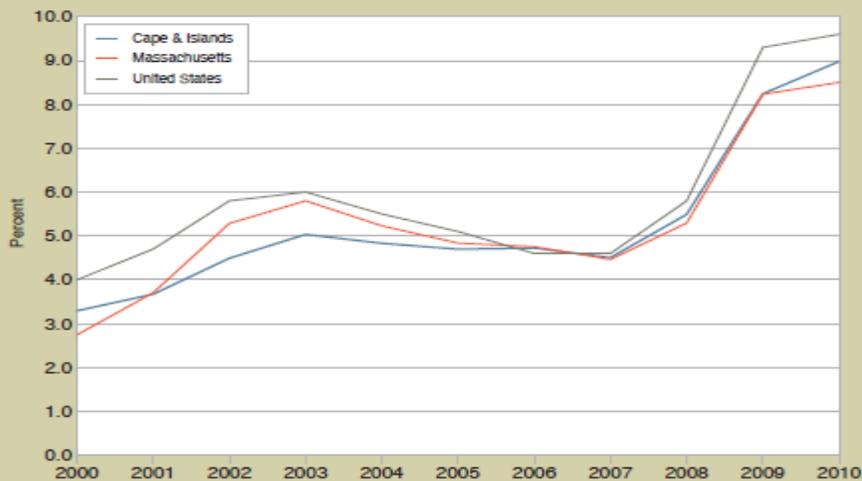
Growth of Working-Age Population by Educational Attainment in Cape & Islands

	2000	2008-2010	Absolute Change	Annual Growth Rate (Percent)
Less than High School	22,578	15,999	-6,579	-3.8
High School Graduate	51,914	50,258	-1,656	-0.4
Some College, no degree	42,661	40,704	-1,957	-0.5
Associate's Degree	17,202	16,689	-513	-0.3
Bachelor's Degree	38,756	46,594	7,838	2.1
Master's Degree or more	23,496	29,814	6,318	2.7

UNEMPLOYMENT RATE TRENDS

At 3.3 percent, the Cape & Islands had the highest unemployment rate of all regional labor markets in 2000. As unemployment rose during the recession in the early 2000s, the statewide unemployment rate jumped to 5.8 percent in 2003, while the region's unemployment rate increased at a more moderate pace and reached only 5.0 percent (second lowest of all regional labor markets in 2003). Thereafter, the unemployment rate in the Cape & Islands dropped to 4.5 percent in 2007, nearly the same as the rate statewide. But in the Great Recession, the region's unemployment rate exceeded the statewide rate (8.5 percent) and reached 9.0 percent in 2010, but was in the middle of the pack among the regional labor markets. [The March 2014 estimates from the Bureau of Labor Statistics demonstrate that the region's unemployment rate has since increased to 9.44 percent.](#)

Unemployment Rate, 2000 to 2010



Cape & Islands Unemployment				
	2000	2010	Relative Change	Annual Growth Rate (Percent)
Unemployed	4,307	12,796	8,489	11.5
Employed	126,538	129,721	3,183	0.2
Civilian Labor Force	130,845	142,518	11,673	0.9
Unemployment Rate	3.3	9.0	-	-

COMMUTING PATTERNS OF RESIDENTS AND WORKERS IN CAPE & ISLANDS (2008-2010)

An overwhelming majority (86.8 percent) of the employed residents of the Cape & Islands work in the region, making it one of the least commuter-oriented labor markets in the state. Among the small number of residents commuting to other regions and states, the Southeast region is the most common destination (6.0 percent of all workers who live in the Cape & Islands), while a smaller share (4.4 percent) commutes to the Greater Boston area (Boston/Metro North and Metro South/West). Even smaller shares of workers commute into the Cape & Islands, with 90.4 percent of employees also being residents of the region. Nearly 70 percent of the inbound commuters come from the Southeast (6.7 percent of all workers in the region), with the second largest number of workers in the region coming from places other than Massachusetts and Rhode Island (1.3 percent). As a result, the Cape & Islands is a net exporter of workers, with nearly 4,500 more residents commuting out of the region every day than commuting into it.

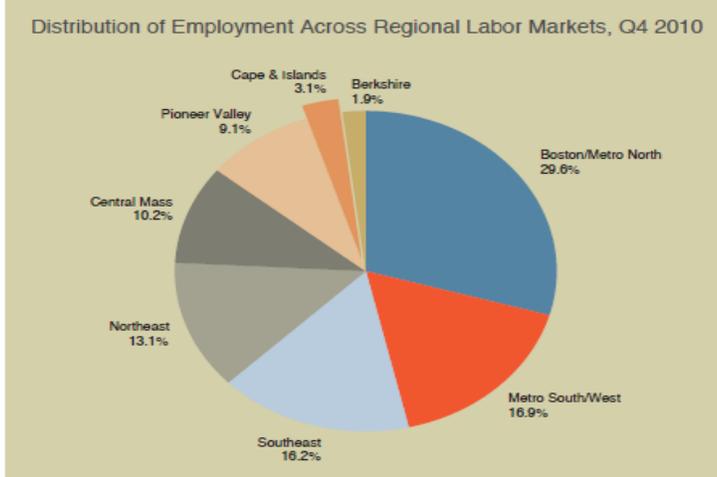
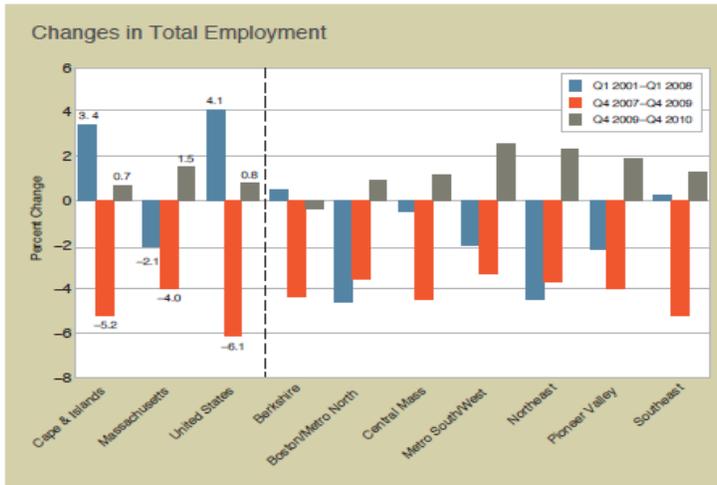
	Number	Percent of Total
Total number of employed persons living in Cape & Islands...	112,526	100.0
...who work in:		
Cape & Islands	97,705	86.8
Southeast	6,770	6.0
Boston/Metro North	3,063	2.7
Metro South/West	1,922	1.7
Other parts of Massachusetts	837	0.7
Rhode Island	507	0.5
Other places outside Massachusetts	1,722	1.5
Total number of persons working in Cape & Islands...	108,074	100.0
...who live in:		
Cape & Islands	97,705	90.4
Southeast	7,195	6.7
Boston/Metro North	357	0.3
Metro South/West	605	0.6
Other parts of Massachusetts	501	0.5
Rhode Island	357	0.3
Other places outside Massachusetts	1,354	1.3
Net in-commuting (Number of Persons Employed in Region minus Number of Persons Living in Region)	-4,452	-

EMPLOYMENT TRENDS

Along with being the second smallest regional labor market by share of the state's residential population (3.8 percent), the Cape & Islands also accounts for second smallest share of the state's employment: 3.1 percent, or roughly 98,000 jobs. [The Bureau of Labor Statistics estimates that in March 2014, Cape & Islands represented 3.6 percent of the state's employment.](#)

Over the past decade, the region's employment situation has been markedly different from that of Massachusetts. At the start of the decade, employment declined statewide, with the bursting of the "technology bubble" in the early 2000s resulting in large job losses in the Information sector. The Cape & Islands was nearly immune to such losses and actually added jobs in the 2001-2002 recession. As a result employment in the region grew by 3.4 percent between the first quarters of 2001 and 2008 (compared with a loss of 2.1 percent statewide), the fastest among all labor markets. During the Great Recession, the region's employment losses were greater than the state's (5.2 percent versus 4.0 percent), but more modest than those of the United States. In the first year of recovery (Q4 2009 to Q4 2010), the Cape & Islands saw employment increase by

only 0.7 percent, trailing the gains in Massachusetts (1.5 percent) and United States (0.8 percent).

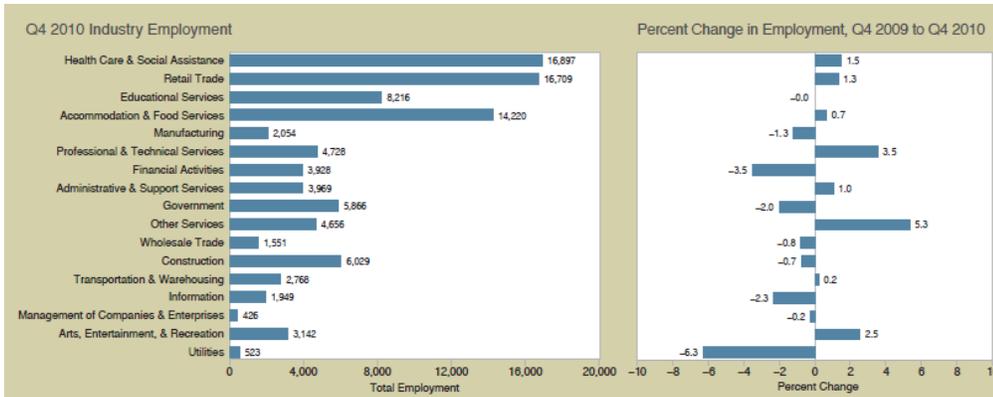


INDUSTRIES DRIVING THE RECOVERY: THE CAPE & ISLANDS

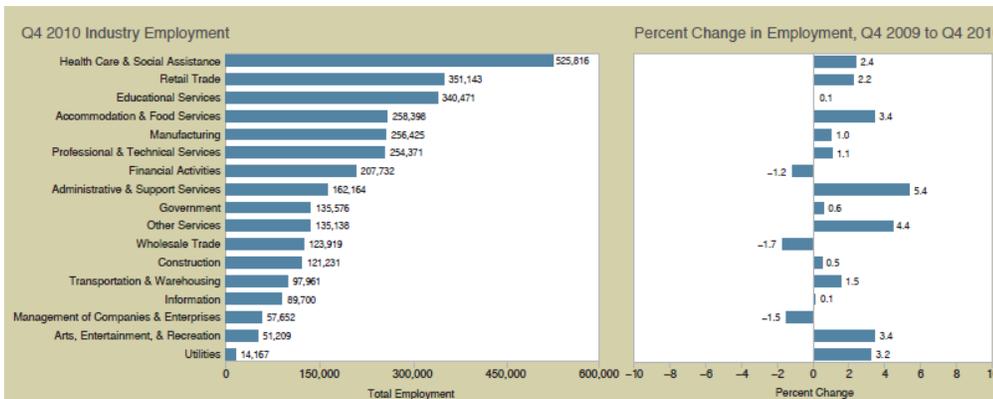
Since the trough of the downturn, the Cape & Islands has experienced mixed employment growth across industries. Nine industries lost jobs between the fourth quarters of 2009 and 2010, with the largest declines coming from Government (120 jobs, or 2.0 percent) and Financial Activities (143 jobs, or 3.5 percent), with the other industries each shedding fewer than 100 jobs. Another eight industries gained jobs over this time period, with the largest increase in Health Care & Social Assistance (248 jobs) and the largest percent gain in employment in Other Services (5.3 percent), which includes sub-industries such as Laundry, Maintenance, and Membership Organizations Services. Even industries hit hardest by the recession showed signs of recovery, with Retail

Trade adding 218 jobs and growing 1.3 percent. Although the region experienced a mix of job gains and losses across industries between the fourth quarters of 2009 and 2010, the gains were enough

to outweigh the losses, with employment growing by 0.7 percent, or 669 jobs. [Regional projections predict the creation of only 70 new jobs, a 0.9% increase, in between 2013 and 2020, in comparison to a 4.9% increase and 7.4% increase across the state and the nation, respectively.](#)



State of Massachusetts



Update 2010-2013 Sector Employment Cape & Islands – (sorted 2013 in descending order)

NAICS Code	Description	2010 Jobs	2011 Jobs	2012 Jobs	2013 Jobs	Change
72	Accommodation and Food Services	16,973	17,128	17,841	18,291	1,318
44	Retail Trade	16,838	16,920	17,436	17,574	736
62	Health Care and Social Assistance	16,500	16,602	16,898	17,242	742
90	Government	16,153	15,700	15,941	16,021	(132)

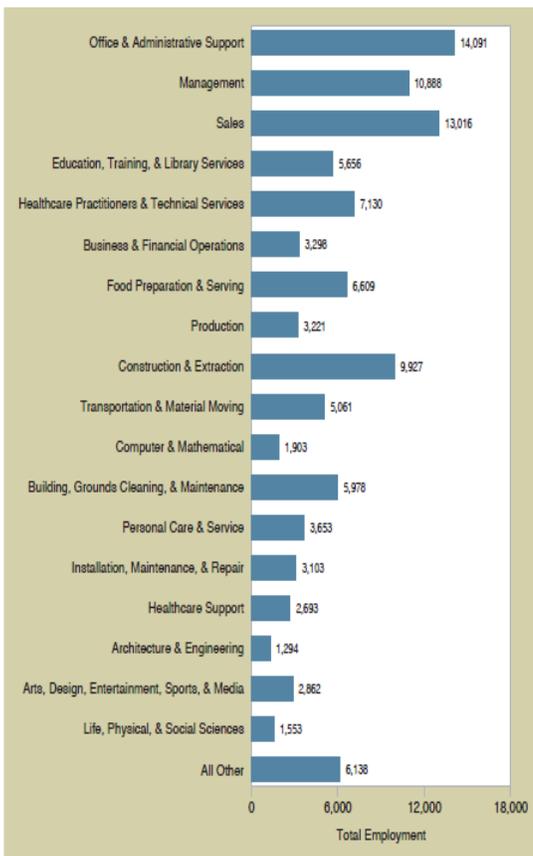
23	Construction	5,503	5,607	5,825	6,041	538
81	Other Services (except Public Administration)	4,671	4,692	4,704	4,822	151
54	Professional, Scientific, and Technical Services	4,477	4,496	4,455	4,589	112
56	Administrative and Support and Waste Management and Remediation Services	3,923	4,015	4,330	4,546	623
71	Arts, Entertainment, and Recreation	3,113	3,006	3,053	2,779	(334)
52	Finance and Insurance	2,421	2,370	2,401	2,392	(29)
48	Transportation and Warehousing	2,156	2,271	2,296	2,348	192
31	Manufacturing	2,074	2,109	2,160	2,236	162
51	Information	1,812	1,809	1,748	1,780	(32)
42	Wholesale Trade	1,586	1,658	1,613	1,646	60
53	Real Estate and Rental and Leasing	1,649	1,598	1,583	1,554	(95)
61	Educational Services (Private)	919	977	1,053	1,129	210
11	Agriculture, Forestry, Fishing and Hunting	338	384	378	389	51
55	Management of Companies and Enterprises	426	429	422	384	(42)
22	Utilities	379	338	309	290	(89)
21	Mining, Quarrying, and Oil and Gas Extraction	57	65	65	68	11
99	Unclassified Industry	0	0	0	0	0
	Total	101,968	102,175	104,509	106,120	4,152

EMPLOYMENT BY MAJOR OCCUPATION: THE CAPE & ISLANDS (2008-2010)

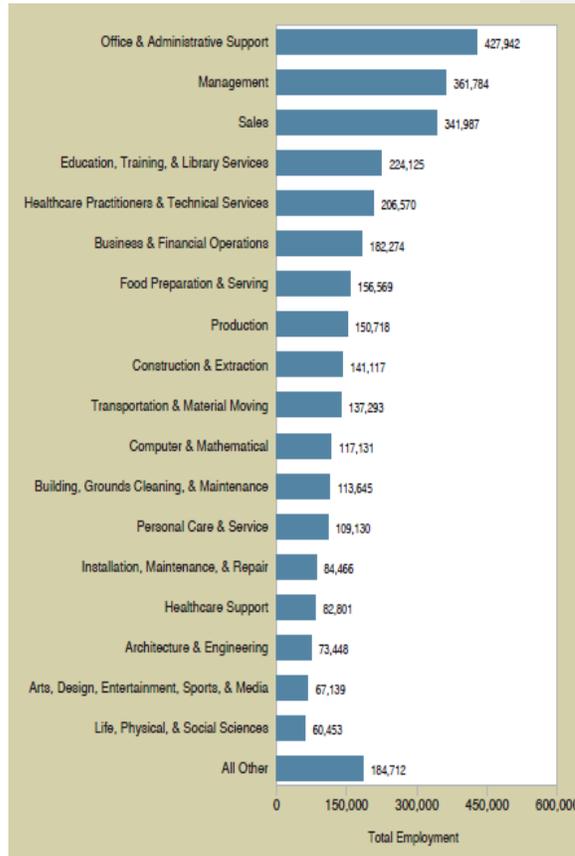
Industries are where people work, and occupations are what people do. Looking at the occupational composition of the Cape & Islands helps to reveal what types of workers are in demand by businesses. In the Cape & Islands, Office & Administrative Support is the largest occupational group, accounting for 13.0 percent of the region's jobs in 2008-2010. However, the number of jobs in

this occupation was actually fewer than in 2000. The number of jobs in Sales, the second largest occupational group in the region, also decreased over the course of the decade. But Management, the third largest occupation, was one of the faster growing occupations in the Cape & Islands during the same period. Occupations that are closely associated with growing industries have increased; one example is Healthcare Practitioners & Technical Services, which has high employment concentrations in the Health Care & Social Assistance sector. Similarly, some occupations that are strongly concentrated in declining industries have contracted, such as Construction & Extraction occupations in the Construction sector.

CAPE



MASSACHUSETTS



Occupational Employment 2010-2013 (sorted by number of 2013 jobs)

SOC	Description	2010 Jobs	2013 Jobs	Change
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35-0000	Food Preparation and Serving Related Occupations	15,373	16,258	885
43-0000	Office and Administrative Support Occupations	13,901	14,211	310
41-0000	Sales and Related Occupations	12,542	12,906	364
29-0000	Healthcare Practitioners and Technical Occupations	6,563	6,767	204
37-0000	Building and Grounds Cleaning and Maintenance Occupations	5,452	6,234	782
25-0000	Education, Training, and Library Occupations	5,851	6,076	225
11-0000	Management Occupations	5,262	5,331	69
53-0000	Transportation and Material Moving Occupations	4,632	4,863	231
39-0000	Personal Care and Service Occupations	4,319	4,451	132
47-0000	Construction and Extraction Occupations	4,069	4,403	334
31-0000	Healthcare Support Occupations	3,691	3,834	143
13-0000	Business and Financial Operations Occupations	3,563	3,614	51
49-0000	Installation, Maintenance, and Repair Occupations	3,197	3,285	88
33-0000	Protective Service Occupations	2,912	2,919	7
21-0000	Community and Social Service Occupations	2,305	2,456	151
51-0000	Production Occupations	2,304	2,314	10
15-0000	Computer and Mathematical Occupations	1,606	1,698	92
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,247	1,275	28
17-0000	Architecture and Engineering Occupations	1,223	1,225	2
19-0000	Life, Physical, and Social Science Occupations	1,094	1,101	7
23-0000	Legal Occupations	584	585	1
45-0000	Farming, Fishing, and Forestry Occupations	279	314	35
55-0000	Military occupations	0	0	0
99-0000	Unclassified Occupation	0	0	0
	Total	101,968	106,120	4,152

Summary of Regional Strategy in Following Strategy Maps

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Mission: <i>The Cape and Islands Workforce Investment 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.</i>		
Goals	Area of Focus	2013-2017 Indicator of Success
Ensure a skilled workforce in key sectors including:		
Health Care	Training CNAs, LPN's and RNs, especially for long-term care facilities and jobs. Train ICD 10 coders.	50 new CNA placements at employer partners – 5 CNA-LPN's graduate from new Part Time program + 5 RN's from fast track LPN to BSN, RN program, Career Opportunities will provide placement assistance
Technology	Ensuring up-to-date skills among the areas technology workforce Establish 4 year college on Cape	3 new professional development offerings in high-tech (courses, certificates, conferences, other events) some AGILE training Graduate software engineers, web developers and other engineer level workers
Hospitality	Reducing shortages in-season, and reducing layoffs off-season	Reductions in unemployment claims and employer reports on ease of hiring appropriately skilled workers Career Opportunities will provide placement assistance
Construction	Supporting back-office capacity commensurate with size of company Train new entry level workers	Work with Homebuilders Assoc. to train in QuickBooks 10 trainees Work with Sheriff,

	especially carpenters	Homebuilders, & others to train 15 entry level workers
Creative Economy	Partner with CC Chamber & Arts Foundation to grow sector	Provide financial & other "business" training to 40 + creative economy workers
Marine Science & Technology	<p>Work with existing business to access WTFP grants</p> <p>Work to establish 4 year college on Cape</p>	<p>4 Marine Tech\Science companies will secure WTFP grants</p> <p>Increase supply of engineers and skilled lab workers</p>

Health Care Strategy Map

<i>Health Care</i>		
Goal: To increase the capacity of the workforce to meet critical employer needs.		
Key Strategy: To strengthen and expand training programs for certified nursing assistants (CNAs), licensed practical nurses (LPNs), and home health aides, and ICD 10 coders, providing increased career ladder opportunities within the region		
Skills Gaps: <ul style="list-style-type: none"> • Trained nurses and nursing assistants • Providers for elderly • ICD 10 Coders • Medical Assistants • COTA & CPTA 		WIB Point Person: Denise Dever
Objectives: To increase the available pool of qualified health care workers to meet the current and anticipated needs of the region		WIB Members: <ul style="list-style-type: none"> •Denise Dever, Home Instead Senior Care •David Ryan, Cape Cod Health Care •Betty Pease, Elder Services of Cape Cod
Current Activities: <ul style="list-style-type: none"> CNA training Programs in gerontology Medical Ass't training ICD 10 Training Linking MRC to employers 	Anticipated Results: <ul style="list-style-type: none"> 40 trained CNAs within 24 months (beginning July 1 2013) 10 LPNs to RNs within 24 months 5 Medical Ass't trained ICD training for incumbents and new workers 3 MRC graduates placed 	Additional Employer Partners: Cape Cod Hospital

<p>Planned Activities:</p> <ul style="list-style-type: none"> • Transitional employment program for youth ages 17 to 24 • Home health aide training program • Health Care partnership will meet quarterly to review goals and progress <p>Part time LPN program to be developed (following acquisition of new resources) Fast track LPN to BSN RN Program</p>	<p>Anticipated Results:</p> <p>Health careers pathways for youth Increase in highly qualified health care workers Increased responsiveness to employer needs</p> <p>Increase annual LPN capacity (+20 over 2 years)</p> <p>Increase area RN's capacity (+10 over two years)</p>	<p>Additional Training Partners:</p> <p>Cape Cod Community College Upper Cape Tech Cape Cod Tech</p> <p>Upper Cape Tech</p> <p><u>Placement partner</u> <u>Career Opportunities</u></p>
<p>Current Resources</p> <p>WCTF Grant \$340,000 over 3 years WIA ITA funds \$10,000 - \$15,000 per year Pell Grants @ Cape Cod Community College two Tech Schools (Continuing Ed @ Tech Schools) Perkins funding \$25,000</p>	<p>Potential Resources</p> <p>Currently seeking federal or foundation funding to establish a part time LPN program to increase career ladder opportunities for CNA's & meet employer needs \$400,000 Seeking resources to establish fast track LPN-BSN, RN program</p>	<p>Total Resources</p> <p>\$177,000 \$ 10,000 \$ 25,000 \$400,000</p>
<p>Target Population</p> <p>Unemployed adults, Older Youth, Mature workers esp. Home Health Aides, underemployed adults</p>		

Hospitality Strategy Map

Hospitality		
Goal: To increase the capacity of the workforce to meet critical employment needs		
Key Strategies:		
<ul style="list-style-type: none"> •Increase the pool of trained workers to meet the demand •Provide opportunities to expand the seasonal nature of much of the sector and assist employers to manage the fluctuations of a seasonal economy •Development of full year employment opportunities to retain hospitality students and mid-level managers 		
Skills Gaps:		WIB Point Person:
<ul style="list-style-type: none"> •Customer service •Communication and language skills 		Sally Bowles, Catania Hospitality
Objectives:		WIB Members:
To increase the available pool of <u>qualified</u> hospitality workers to meet the current and anticipated needs of the region		<ul style="list-style-type: none"> •Tim Melia , UFCW •William Zammer, Cape Cod Restaurants, Inc. Brenna Sullivan, Hampton Inn
Current Activities:	Anticipated Results:	Additional Employer Partners:
<ul style="list-style-type: none"> •Collaborate with the Chamber’s newly convened retail partnership to design and offer training in ing in cross-sector customer service skills. •ESOL ▲ Offer Youth Employment Skills training (YES) for area youth 	<ul style="list-style-type: none"> •Employers report easier time hiring qualified workers •Train 25 incumbent workers •Employer partners report greater satisfaction with new hires 	<ul style="list-style-type: none"> •Ocean Edge Resort •Wequassett Resort and Golf Club •Catania Hospitality •UFCW •Cape Cod Restaurants Inc.

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<p>Planned Activities:</p> <ul style="list-style-type: none"> •Work with the Barnstable County Sheriff’s office on Culinary arts program •Create certificate programs •Offer apprenticeships and other opportunities for youth <p>Consider adopting and/or creating programming to support local youth in obtaining a National Hospitality Credential</p> <p>Offering an employer workshop on how to obtain MRC subsidy for hiring MRC graduates</p>	<p>Anticipated Results:</p> <p><u>Train 10 individuals</u></p> <p>Reductions in unemployment claims among region’s hospitality workers</p> <p>More placements for Voc School Graduates</p> <p><u>Train 25 Youth & credential</u></p> <p>More <u>(10)</u> MRC placements at employers whose staff have attended subsidy information session.</p>	<p>Additional Training Partners:</p> <ul style="list-style-type: none"> •Cape Cod Community College •Cape Cod Regional Technical High School •Upper Cape Technical High School <p><u>Placement Partner, Career Opportunities</u></p>
<p>Current Resources</p> <p>Partner resorts offering apprenticeships Pell Grants @ Zammer Institute (Cape Cod Community College) And WIA ITA funds \$25,000</p>	<p>Potential Resources</p> <p>MRC subsidies for new hires among their graduates \$5,000</p>	<p>Total Resources</p> <p>\$5,000</p> <p>\$25,000</p>
<p>Target Population:</p> <p>Older Youth Unemployed adults Mass. Rehab Clients <u>Incarcerated Youth and adults</u></p>		

CREATIVE ECONOMY

Goal: To ensure that creative economy employers have access to a qualified workforce

Key Strategy: Collaborate with the newly formed Creative Economy Network and local education providers to attract, support and help with staffing creative economy businesses

Skills Gaps:

- Business skills for creative economy workers
 - Marketing skills for creative economy workers
 - Assist towns to grow creative economy businesses

WIB Point Person:

Ellen Spear, Heritage Museums and Gardens

Objectives:

To increase the number of creative economy workers and businesses

WIB Members:

Wendy Northcross, CC Chamber

Current Activities:

ArtWorks mentoring program

Anticipated Results:

Provide career exploration and hands on experience to 40 students per year

Additional Partners:

Cape Cod Foundation for the Arts
Heritage Museums and Gardens

Planned Activities:

Form, with Chamber and Arts Foundation of CC a Creative Economy Network

Anticipated Results:

~~Develop programmatic activity (training and business development) within the sector.~~
Train 50 incumbent Creative Economy workers in effective use of Social Media

Establish data base of employment in the sector

Receive state funding (WTFP)

Additional Training Partners:

•Cape Cod Community College
Heritage Museums and Gardens

Placement partner Career Opportunities

	for programmatic activity	
<p>Current Resources</p> <p>-Computer and QuickBooks training through Career Opportunities Workshops</p> <p><u>Train 50 incumbents in Social Media</u></p>	<p>Potential Resources</p> <p><u>ITA Funds</u></p> <p><u>WTFP</u></p>	<p>Total Resources</p> <p>\$10,000</p> <p>\$<u>200,000</u></p>
<p>Target Population</p> <p>Youth, incumbent underemployed or unemployed workers, older workers</p>		

Technology Strategy Map [including Marine Science]

Technology

Goal: To increase the capacity of the workforce to meet critical employment needs

Key Strategy:

To increase professional development opportunities for technology professionals and new entry workers

To provide ongoing support for specific projects which enhance the region's tech sector economy, such as Open Cape and support for small technology start-ups and entrepreneurial activity through the Entrepreneurs Resource System

Skills Gaps:

- web design and development
- Software engineers
- project management
- information technology
- marketing and social media skills

WIB Point Person:

Paula Hersey ,
Penguin Digital
Design

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Objectives:

To increase the available pool of qualified technology and marine science workers to meet the current and anticipated needs of the region

WIB Members:

Peter Karlson
Bev Horan

Current Activities:

Convening of the professional services employer group as an advisory council to the WIB, the Career Center, and CCCC.

Support Geek Girls activities in

Anticipated Results:

Employers will have 2-3 more annual opportunities to convene, learn from each other and share skills

Additional Employer Partners:

Technology partnership members

<p>professional development</p>	<p>Employees and unemployed will have multiple professional development opportunities in emerging and new technologies</p>	
<p>Planned Activities:</p> <p>Agile Training: for all tech employers on the Cape/Islands – training for their current and prospective employees in Agile Development.</p> <p>Programs and professional development opportunities that train potential employees on relevant technology platforms and emerging skills</p> <p>Open Cape</p> <p>Partner with CC Chamber to Establish Entrepreneurs Resource System (ERS)</p> <p>Explore training opportunities in Agile methodology</p>	<p>Anticipated Results:</p> <p>40 employers (and 100+ employees) will participate in this innovative approach to workforce development; training their employees in how to quickly master new development tasks.</p> <p>Less downtime, better results for employers; resulting in more hiring among local tech employers</p> <p>Increase Broadband Capacity & stimulate company formation</p> <p>Stimulate New Company formation & job demand</p> <p>More productive teams</p>	<p>Additional Training Partners:</p> <ul style="list-style-type: none"> •Cape Cod Regional Technical High School •Upper Cape Technical High School •Cape Cod Community College UMass/Dartmouth Southern New England Entrepreneurs Forum <p>Outside vendor</p> <p>Placement partner Career Opportunities</p>

<p><u>Current Resources</u> County EDC grant for ERS \$30,000</p> <p><u>Open Cape initiative is bringing new resources to the area (\$30 Mil infrastructure Investment)</u></p> <p><u>AGILE</u></p>	<p><u>Potential Resources</u></p> <p><u>Cape Wind Project will provide training site for apprenticeships</u></p> <p><u>Partner with technology companies seeking to develop Agile Training, and seek support from the Workforce Training Fund for those courses.</u></p>	<p><u>Total Resources</u> <u>\$30,000</u></p> <p><u>WTFP \$225,000</u></p>
<p><u>Target Population</u></p> <p><u>Older youth</u> <u>Unemployed/underemployed</u> <u>Adults</u> <u>Current tech sector workers</u></p>		
<p><i>Technology</i></p>		
<p>Goal: To increase the capacity of the workforce to meet critical employment needs</p>		
<p>Key Strategy: To increase professional development opportunities for technology professionals and new entry workers To provide ongoing support for specific projects which enhance the region's tech sector economy, such as Open Cape and support for small technology start-ups and entrepreneurial activity through the Entrepreneurs Resource System</p>		
<p>Skills Gaps:</p> <ul style="list-style-type: none"> •web design and development •Software engineers 1.project management •information technology •marketing and social media skills 	<p>WIB Point Person: Paula Hersey, Penguin Digital Design</p>	

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<p>Objectives: To increase the available pool of qualified technology and marine science workers to meet the current and anticipated needs of the region</p>		<p>WIB Members: Peter Karlson Bev Horan</p>
<p>Current Activities: Convening of the professional services employer group as an advisory council to the WIB, the Career Center, and CCCC. Support Geek Girls activities in professional development</p>	<p>Anticipated Results: Employers will have 2-3 more annual opportunities to convene, learn from each other and share skills Employees and unemployed will have multiple professional development opportunities in emerging and new technologies</p>	<p>Additional Employer Partners: Technology partnership members</p>
<p>Planned Activities: Programs and professional development opportunities that train potential employees on relevant technology platforms and emerging skills Open Cape Partner with CC Chamber to Establish Entrepreneurs Resource System (ERS) Explore training opportunities in Agile methodology</p>	<p>Anticipated Results: Less downtime, better results for employers; resulting in more hiring among local tech employers Increase Broadband Capacity & stimulate company formation Stimulate New Company formation & job demand More productive teams</p>	<p>Additional Training Partners: ▲Cape Cod Regional Technical High School ▲Upper Cape Technical High School ▲Cape Cod Community College Outside vendor</p>
<p>Current Resources County EDC grant for ERS \$30,000 Open Cape initiative is bringing new resources to the area (\$30 Mil infrastructure investment)</p>	<p>Potential Resources Cape Wind Project will provide training site for apprenticeships</p>	<p>Total Resources \$30,000</p>

Target Population		
Older youth Unemployed/underemployed Adults		

Construction Strategy Map

Construction

Goal: To ensure that the construction industry has access to a qualified workforce

Key Strategy: Collaborate with the construction industry and local education providers (see below) to provide training and placement in office/administrative support positions, project management, energy efficiency, carpentry and other traditional occupational areas

<p>Skills Gaps:</p> <ul style="list-style-type: none"> •Administrative support •Project management •Carpentry, and other traditional occupational areas •Energy efficiency <p>Landscaping</p>	<p>WIB Point Person:</p> <p>Paul Rumul, The Davenport Companies</p>
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<p>Objectives:</p> <p>To increase the available pool of qualified construction workers to meet the current and anticipated needs of the region, specifically to meet the articulate needs of regional employers for carpenters (60% report a shortage), project managers (35% report a shortage) and supervisors.</p>	<p>WIB Members:</p> <p>Sid Snow, Snow Home and Garden David Sampson, DPS Construction</p>
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<p><u>Current Activities:</u> <u>We are working on a carpentry program with inmates at Barnstable jail and recruiting ex-offenders as potential apprentices in pre-employment and OJT opportunities (both using National Homebuilders Curriculum)</u></p>	<p><u>Anticipated Results:</u> <u>30-40 new carpenters trained in 2015/16</u> <u>10-15 placed in jobs with construction companies and/or licensed and working with general contractors</u></p>	<p><u>Additional Employer Partners:</u> <u>Shepley Wood Products</u> <u>Mid Cape Home Centers</u> <u>Cape & Islands Homebuilders and Remodelers Assoc.</u></p>
<p><u>Planned Activities:</u> <u>*Project Management skills training program, to be offered in partnership with technical high schools and college to serve 100 carpenters</u> <u>Expand Construction Supervisor Training at Upper Cape Tech to serve 60 (rather than 20) in the coming year</u> <u>*Train Office workers in-house @ Career Opportunities</u> <u>*Seek WTFP support for landscaper training</u></p>	<p><u>Anticipated Results:</u> <u>Program graduates find placements at the area's construction companies</u> <u>Certification obtained by 75 new landscapers and construction managers</u></p>	<p><u>Additional Training Partners:</u> <u>•Cape Cod Regional Technical High School</u> <u>•Upper Cape Technical High School</u> <u>•Cape Cod Community College</u> <u>Placement partner Career Opportunites</u></p>
<p><u>Current Resources</u> <u>WIA ITA (training for office positions) \$10,000</u> <u>Computer and QuickBooks training through Career Opportunities Workshops</u> <u>Hiring Incentive Training Grants (\$5K) to train ex-offenders</u> <u>We will seek a new WTF grant to support an expanded Management Program for</u></p>	<p><u>Potential Resources</u> <u>WTFP consortium grant to train landscapers</u> <u>\$5,000 each employee</u> <u>\$125,000</u></p>	<p><u>Total Resources</u> <u>\$10,000</u> <u>\$100,000</u> <u>\$50,000</u> <u>\$125,000</u></p>

construction/contractors (6 sessions, 180 participants in total)		
Target Population Mature workers Older Youth MRC clients Ex-offenders	Federal Corrections system grants for entry level training with County sheriff & Homebuilders Assoc.	\$200,000
Construction		
Goal: To ensure that the construction industry has access to a qualified workforce		
Key Strategy: Collaborate with the construction industry and local education providers (see below) to provide training and placement in office/administrative support positions, project management, energy efficiency, carpentry and other traditional occupational areas		
Skills Gaps: <ul style="list-style-type: none"> •Administrative support •Project management •Carpentry, and other traditional occupational areas •Energy efficiency Landscaping 	WIB Point Person: Paul Rumul, The Davenport Companies	
Objectives: To increase the available pool of qualified construction workers to meet the current and anticipated needs of the region	WIB Members: Sid Snow, Snow Home and Garden David Sampson	

Current Activities:	Anticipated Results:	Additional Employer Partners: Shepley-Wood Products Mid-Cape Home Centers
Planned Activities: *Project Management skills training program, to be offered in partnership with technical high schools and college *Train Office workers in-house @ Career Opportunities *Seek WTFP support for landscaper training	Anticipated Results: Program graduates find placements at the area's construction companies Certification obtained by 25 new landscapers	Additional Training Partners: ▲Cape Cod Regional Technical High School ▲Upper Cape Technical High School ▲Cape Cod Community College
Current Resources -WIA-ITA (training for office positions)—\$10,000 Computer and QuickBooks training through Career Opportunities Workshops	Potential Resources WTFP consortium grant to train landscapers	Total Resources \$10,000 \$100,000
Target Population Mature workers Older Youth MRC clients	Federal Corrections system grants for entry level training with County sheriff & Homebuilders Assoc.	\$200,000

Youth Employment Services Strategy Map

Youth

Goal: Develop strategies to encourage youth to stay in school
 Create supportive pathways for youth to enter employment
 Support efforts to resolve youth transportation issues in our region

Promote the CIWIB Youth Council as a regionally recognized and valued resource and information clearinghouse.
 Leverage resources for programming that improves youth career and college readiness

Key Strategy: Support a three-part initiative to a) promote positive foundations for youth and their families, and b) build stepping stones to employment and c) develop supportive networks for youth as well as networking opportunities with local businesses.

Skills Gaps:

Youth lack employability skills / soft skills

WIB Point Person:

Joan McDonald

Objectives:

To ensure that youth are well-positioned to enter the workforce and that employers see the value in hiring youth

WIB Members:

All Youth Council

Current Activities:

Use YES Curriculum across all sector activities, schools and grades.

Connect YES users to each other

STC/Connecting Activities
 Keep Them Coming: Truancy Reduction program
 Career for a Day

Anticipated Results:

An 10% increase in youth apprenticeships/internships

Youth more likely to plan their career pathways

Parents more engaged in helping youth achieve their career goals

Families more connected to

Additional Employer Partners:

MRC
 Heritage Museums and Gardens

Increase High School graduation rates (long term strategy) by 15-

MRC family outreach	services that can help support youth.	20%
<p>Planned Activities:</p> <p>Adapt the YES curriculum for middle and elementary schools</p> <p>Offer more career exploration for middle and high schools students as well as 18+</p> <p>Encourage employers to mentor youth</p> <p>Provide middle school afterschool career oriented activities</p> <p>Create internships for local youth</p> <p>Start a school/student business networking event</p> <p>Support interagency sharing of best practices in youth training, placement and post-placement support</p>	<p>Anticipated Results:</p> <p>Increased graduation, employment and retention rates</p> <p>Decreased employer complaints about youth hires</p> <p>Increase Connecting Activities placements</p> <p>Through youth Council</p>	<p>Additional Training Partners:</p> <p>STC schools</p> <p>15 more placements per year</p> <p>Use portion of YC agenda</p>
<p>Provide Health Care employment for at risk youth</p> <p>Conduct Regional Resource Mapping</p>	<p>Through Career Center</p> <p>Youth Council Activity</p>	<p>5-10 Placements per year</p> <p>Web based data set</p>

Current Resources	Potential Resources	Total Resources
EOLWD Youth funding \$20,000 School To Careers \$95,000 Partner Contribution to Artworks \$15,000	Foundation support for Youth Employability Skills Curriculum \$5,000 in Foundation/Private sector support	\$20,000 \$95,000 \$ 15,000 \$ 5,000
Target Population		
At Risk Older youth At Risk Younger Youth		

Communications Strategy

Goal: To increase the frequency and broaden the content of our internal and external communications.

Key Strategy: Continue to update our website to increase social media opportunities and to reposition the WIB Brand with more and better content. Also to highlight WIB success' to a broader audience by featuring goals and strategies that have been accomplished in a dashboard format.

Gaps:

- This activity is an iterative process overseen by the Marketing/Community Relations Committee of the WIB

WIB Point Person:

Paula Hersey, Penguin digital Design
Peter Karlson, Nueon, Inc.

Objectives: continue to refine our WordPress based website so that it is more user friendly for general public, board members, and staff.

WIB Members:

Marketing/Community Relations Committee

Current Activities:

Maintaining new website

Planned Activities:

Continue to refine the Interactive website
Provide more statistical reporting on WIB and Career Opportunities Activities

Results:

More traffic
Higher visibility in Community
More contact with Board members

	(dashboard) Extensive use of social media Continue to update member Section for Board use	between meetings
Timeline: New site currently operational		Completed - reviewed and improved by Marketing committee
Current Resources \$ 0	Potential Resources \$2,500 from marketing budget line item	Total Resources \$2,500

Questions from Section B page 19:

1a. Please briefly list the key the economic development goals for the region.

- Please describe the participation of the LWIB in the development in those goals.
- Please describe the coordination of workforce investment activities with economic development strategies. Please include key action items, goals and benchmarks.

Increased quality and quantity of locally owned businesses that meet both the needs of residents and visitors

Greater demographic diversity

More year-round employment opportunities that pay wages consistent with the cost of living

Less dependence on the seasonal tourism economy

Strong base of locally owned businesses able to pay wages consistent with state and national averages

Provide a structure to foster and develop local entrepreneurs

The economic development goals above were developed through a Federal Comprehensive Economic Development Strategy (CEDS) 5--year plan that is updated annually. **The WIB participated in the development of the CEDS goals by chairing the committee on Workforce and Training. The CEDS document lists goals, strategies and measures of success for the region. Data can be found at www.capecodcommission.org.**

The WIB participates on two key Economic Development committees of the Cape Cod Chamber of Commerce (the Chamber, which is the REDO, and the Cape Cod Commission are the chief economic development entities with a regional focus for the Cape and Islands). We are especially active in working to **develop entrepreneurs in the region**. This activity is one of the chief strategies identified in the CEDS document to strengthen and grow locally owned businesses. **The goal is to stimulate 3 start-up companies a year.**

1b. Please describe any activities that your WIB has participated in that demonstrate cross regional planning and collaboration in response to business and industry workforce needs.

The CIWIB currently participates in the Entrepreneurs Resource System, in partnership with the Cape Cod Chamber of Commerce and the Cape Cod Commission. This program was formed in response to the Economic Development strategy relating to entrepreneurship identified through the CEDS process. The group has developed a comprehensive program to identify and assist the start-up of new businesses in the region. The CIWIB is a founding member of the group and continues to assist the group, especially in the development and application of LMI and other data.

1. Dashboard or Scorecard

Please include the dashboard or scorecard that is used by the local Workforce Investment Board to measure how the region is achieving results on the SP measures.

The dashboard/scorecard should, at a minimum, include the following:

- Industry measures
- Employer measures
- Job placement measures
- Unemployed individuals
- Special populations
- Youth

(see dashboard **attached below**)

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Please respond to the following:

2a. Please describe how your dashboard/scorecard communicates results:

- to the board
- to the public

Our dashboard is reviewed quarterly by the Leadership Committee of the WIB Board and updates are then provided to the Board. (Please note that each strategy map above contains benchmarks and measures of success).

Our website is used to communicate progress to the public (**see communications strategy map above**)

2b. Please provide concrete examples of how the dashboard/scorecard demonstrates the value added to the region by the board, through its impact on employers, job seekers and youth.

As our employment and training goals are reached the dashboard on our website is updated to reflect the accomplishments. The formal dashboard is not the only tool used to communicate progress. The Cape and Islands WIB uses a mix of media outlets including press, radio, and social media, to highlight the attainment of our goals. For example we widely disseminated information regarding our first Workforce Competitive Trust Fund grant, which provided management training to over 150 individuals for 40 companies. We also feature an industry on

our website to reflect our growth and the outcomes of our activity. Our efforts to communicate progress are ongoing and multi-pronged.

Scorecard:

Mission:

The Cape and Islands Workforce Investment 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.

Goals	Area of Focus	2013-2017 Indicator of Success/Measure
<p>Ensure a skilled workforce in key sectors including:</p>		
<p>Health Care</p>	<p>Training CNAs, LPN's and RNs, especially for long term care facilities and jobs (WCTF Grant) (underemployed incumbent workers). Train ICD-10 coders (un/underemployed youth and adults)</p>	<p>50 new CNA placements at employer partners—5 CNA-LPN's graduate from new Part Time program + 5 RN's from fast track LPN to BSN, RN program, 10 new coders</p>

<p>Technology</p>	<p>Ensuring up-to-date skills among the areas technology workforce</p> <p>Establish 4 year college programs on Cape</p>	<p>3 new professional development offerings in high-tech (courses, certificates, conferences, other events) some AGILE training</p> <p>Graduate software engineers, web developers and other engineer level workers</p>
<p>Hospitality</p>	<p>Reducing shortages in season, and reducing layoffs off-season (unemployed youth and adults, and mature workers)</p>	<p>Reductions in unemployment claims in industry and employer reports on ease of hiring appropriately skilled workers</p>
<p>Construction</p>	<p>Supporting back-office capacity commensurate with size of company</p> <p>Train new entry level workers especially carpenters, (unemployed/incarcerated youth and adults)</p>	<p>Work with Homebuilders Assoc. to train in QuickBooks 10 trainees</p> <p>Work with Sheriff, Homebuilders, & others to train 15 entry level workers</p>
<p>Creative Economy</p>	<p>Partner with CC Chamber & Arts Foundation to grow sector (underemployed and mature workers)</p>	<p>Provide financial & other "business" training to 40+ creative economy workers</p>
<p>Marine Science & Technology</p>	<p>Work with existing business to access WTFP grants</p> <p>Work to establish 4 year college on Cape (underemployed adults)</p>	<p>4 Marine Tech\Science companies will secure WTFP grants</p> <p>Increase supply of engineers and skilled lab workers (10 new hires)</p>

2. Performance Tools

Please include the performance tools that are used in your region.

Please respond to the following:

3a. Please list and describe the performance tools that are used in your region to demonstrate service delivery oversight:

- OSCCs
- Youth services

The Performance and Evaluation Committee of the WIB is charged with monitoring the performance of our One Stop Career Center Including youth services. The Committee establishes performance goals through the annual planning process. The Committee then reviews progress on a quarterly basis to monitor progress and intervene if interim benchmarks are not attained. In addition to the measures listed below the committee closely monitors activities and goals of the Business Services Unit. We are very proud to have tripled the businesses using our career center services in the 2011-2012 time frame. We were able to maintain this productivity gain in FY '13 with only a slight drop off. The Committee monitors our career center performance using standardized reports provided by the Division of Career Services. The Committee reports the progress toward our annual goals to the full Board of Directors of the WIB.

Cape & Islands FY 2014 PERFORMANCE GOALS

CONTACT PERSON / EMAIL:			
WORKFORCE AREA:	Cape and Islands		
PERFORMANCE MEASURE	STATE	LOCAL AREA	
	FY 2014 STATE GOAL	ENTER FY 2013 LOCAL GOAL	FY 2014 PROPOSED LOCAL GOAL*
WIA ADULT MEASURES			
Entered Employment Rate	83%	77%	81%
Employment Retention Rate	90%	79%	88%
Six Month Average Earnings	\$12,700	\$10,284	\$11,800
WIA DISLOCATED WORKER MEASURES			

Entered Employment Rate	85%	82%	83%
Employment Retention Rate	95%	85%	92.00%
Six Month Average Earnings	\$21,000	\$16,611	\$16,750
WIA YOUTH MEASURES			
Placement in Employment/Education	81%	80%	81%
Attainment of Degree/Certificate	72%	70%	71%
Literacy/Numeracy Gain**	45%	26%	30%

3b. Please provide information that demonstrates how these performance tools are reflective of the Strategic Plan and the goals within that plan.

Our strategic plan anticipates training and workplace placement for a number of health care workers. We expect to place 40 CNA's during the grant cycle (two years) all of these trainees; and placements will take place through our OSCC. The vast majority of the trainees will be WIA eligible individuals and will be trained with WIA training funds. The grant results are tracked on a regular basis by both the WIB's Leadership Committee and the WIB's Planning and Evaluation Committee.

4.Revenue Plan

Please include the local Workforce Board's Revenue Plan. [\(See attached\)](#)

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The Revenue Plan will be reviewed for the following:

Identifies all existing funding that supports the strategies within the Strategic Plan.

Identifies the amount of revenue that will be needed to fully implement SP strategies.

Outlines the "gap analysis" (current funding vs. funds needed to implement strategies).

CIWIB Revenue Plan FY '14

Income		
EOLWD Revenue		
Depart of Workforce Development	-	75,000
DWD - Youth Council	-	20,000
EOLWD Revenue	-	<u>95,000</u>
Connecting Activities		100,000.

DESE - ABE	90,866
WCTF Health Care Grant	349,000 (3 yrs)
WIA Total Allocation	1,734,888
One Stop Allocation	150,000
Partner Contributions for Artworks	14,000
Grants for Artworks	3,000
Eastern Bank Grant	10,000
Total	\$2,446,754

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Gap Analysis:

While these funds are significant they will not support all elements of our strategic plan, especially those elements that are “big ticket” items requiring other organizations to perform certain functions, such as:

- funding for a part time LPN program
- funding for an LPN to RN program
- funding for more 4 year college programs
- funding training programs with WTFP grants

The WIB strategy in the top three areas mentioned above is to work with partners to reach the stated goals, goals that are shared by academic institutions and local business. For some of these programs we can leverage training resources to support a program, which we can do for the part time LPN program and an LPN to RN program. Our contribution to the establishment of more 4 year college programs is to provide data from LMI sources and local businesses that indicates the need for the programs. We may also be able to leverage some training funds (future grants like the WCTF or even some WTFP grants) to support the institution that provides 4 year programs.

4a. Please describe the new resources the Workforce Investment Board has raised for the region outside of traditional federal Workforce Investment Act resources.

The CIWIB continuously seeks funding beyond the WIA funds allocated to the region. Our organizational status as a non-profit 501 (C) 3 Corporation allows us to easily acquire funds from foundations and other sources. In the past 5 years the CIWIB has received funding from:

Funder	Amount	Program
Cape Cod Five Foundation	\$ 5,000	ArtWorks
Heritage Museums and Gardens	\$ 15,000	ArtWorks
Inspire Hair Salon	\$ 1,500	ArtWorks
Cape Cod Arts Foundation	\$ 6,500	ArtWorks
Workforce Competitive Trust Fund	\$550,000	2 Health Care Training Programs
Eastern Bank	\$ 10,000	Unrestricted Grant
Comm Corp	\$150,000	Health Care(SRS Transitional Grant)
DESE	\$100,000 (annual)	Connecting Activities

4b. Please explain how the Revenue Plan demonstrates that, at a minimum, the local infrastructure is sufficient to execute the delivery of workforce services in furtherance of the Board's strategies.

Our revenue plan has been able to ensure the provision of high quality service delivery through our OSCC system over the past 4 years as federal funds to the region have been cut significantly. To demonstrate the relationship between our revenue plan and our service delivery we would point to the elimination of two career centers three years ago when our budgets could not support the previous level of infrastructure in the region. We believe that the Cape and Islands was the first region in the Commonwealth to implement such a radical response to the dwindling resources within the region. Please note that the response was generated due to continuous and effective monitoring of the revenues to the region.

| We are delighted to note that in October of 2013 we ~~will~~reopened a career center in Falmouth. The center is a scaled back operation but will provide services to a significant population that is geographically challenged to seek services in our Hyannis center.

Our revenue plan promotes and supports a wide variety of services not provided within the OSCC structure. Our corporate status as a 501 C 3 non-profit provides us with the structure that is best suited to seek out and obtain corporate and foundation funding, as detailed in the section above showing outside resources acquired by the WIB.

