



**CAPE AND ISLANDS
WORKFORCE BOARD**



**2024
CAPE & ISLANDS
REGIONAL BLUEPRINT**

CAPE & ISLANDS REGIONAL BLUEPRINT

Introduction

The Regional Blueprint Team brings together an array of partner organizations from across the region. These core partners represent workforce development, education, and economic development, as well as critical business partners and community stakeholders. Cape Cod is comprised of the 15 towns of Barnstable County and extends 65 miles into the Atlantic Ocean. The Islands of Martha’s Vineyard and Nantucket are the Cape’s historic southern neighbors and operate under their own town and county governments. Together, the Cape and Islands are made up of 22 towns and more than 260,000 year-round residents, a number that swells to more than 750,000 residents in the summer months.

The Regional Blueprint Team was originally formed in 2017, to identify skills and training gaps, along with strategies and priority actions, to support employer needs and highlight regional opportunities. The strength of the CIWB’s strategic partnerships within the three Skills Cabinet sectors - Workforce Development, Education, and Economic Development – led to the creation of a well-rounded and relevant document that was accessible by a variety of stakeholders.

Changes in leadership at the MassHire Cape and Islands Workforce Board (CIWB) have promoted the importance of business engagement across the region, resulting in the continuation of the planning work and the formation of a robust and impactful team which includes the addition of several members who represent priority sectors as well as Housing, the Creative Economy, and the Chamber of Commerce.

It is the hope of the CIWB that the information contained here will provide a holistic view of regional workforce needs and serve as a useful resource for local employers, educators, and economic development and community partners in helping to reach our shared goals. We share this document with confidence, knowing that the commitment to growing our future workforce in this vibrant, historic, and treasured region continues to be important and impactful work.

Regional Planning Blueprint Team

| Individual Name | Individual Title | Organization Name |
|--------------------|----------------------------------|--|
| Dr. John Cox | President | Cape Cod Community College |
| Patricia DeBoer | Superintendent | Mashpee Public Schools |
| Kristina Dower | President/Career Center Director | JTEC/MassHire Cape & Islands Career Center |
| Roger Forget | Superintendent | Upper Cape Cod Regional Technical School |
| Michael Looney | CTE Director | Mashpee Middle-High School |
| Alisa Magnotta | CEO | Housing Assistance Corporation |
| Heidi Nelson | CEO | Duffy Health Center |
| Dr. Robert Sanborn | Superintendent | Cape Cod Regional Technical High School |

CAPE & ISLANDS REGIONAL BLUEPRINT

| | | |
|--------------------------|---|---|
| Tricia Murray | Manager of Business & Credit Programs | Community Development Partnership |
| Julie Wake | Executive Director | Arts Foundation of Cape Cod |
| David Quinn | Asst. Superintendent | Sandwich Public Schools |
| Samantha Aronne | Design Manager | Encore Construction |
| Paul Niedzwiecki | CEO | Cape Cod Chamber of Commerce |
| Christopher Cataldo | Vice President/Branch Manager/Small Business Specialist | Cooperative Bank of Cape Cod |
| Marnell Cash | WIOA Program Manager | Mashpee Wampanoag Tribe |
| Dr. Barbara-Jean Chauvin | Managing Director | Martha's Vineyard Boys & Girls Club |
| Jamie Regan | Certified Realtor | Berkshire Hathaway HomeServices/Robert Paul Properties/Regan Southworth Group |

Regional Planning Process

The CIWB began the planning process for the revision of the Regional Blueprint in the summer of 2023, which included meetings with regional stakeholders, priority sector employers and a comprehensive review and analysis of data. These activities laid the foundation for the regional convening which was held in November of 2023 and served as a kick-off for the Regional Blueprint revision. The convening brought together state partners, CIWB Board members, members of the CIWB Regional Blueprint Team and regional legislators who are invested in the strategies being developed for the unemployed, underemployed and incumbent job seekers as well as regional employers.

Business Engagement

The CIWB looked internally at the CIWB Board of Directors, as the CIWB Board reflects a few priority sectors and private sector members. Targeting employers from priority sectors not only strengthened the CIWB Regional Blueprint Team, but also the CIWB Board of Directors. The CIWB continued to leverage its vast network of existing employer partners within critical industries including both healthcare and construction.

In unison with the launch of the Healthcare Hubs extension grant, the CIWB spent much of the summer and fall of 2023, meeting with regional healthcare employers including, Duffy Health Center, Broad Reach Healthcare, Gosnold, Inc, Harbor Health Services, Relief Home Care, and Outer Cape Community Solutions to determine their critical hiring needs and skills gap.

A long-standing partnership with the Home Builders & Remodelers Association of Cape Cod and the over 325 employers they represent, continues to assist the CIWB in promoting quality work-based learning internships, apprenticeships and supporting statewide programming such as Career Technical Initiative, Mass Skills Capital Grant Programs, and Innovation Career Pathways grant opportunities.

CAPE & ISLANDS REGIONAL BLUEPRINT

Regional Context

Cape Cod is an arm-shaped peninsula extending into the Atlantic Ocean from the southeastern corner of Massachusetts. Cape Cod is known for its ample beaches, miles of magnificent coastline, recreation, accommodations, and tourism which ultimately make Cape Cod a desirable vacation destination.

Built in 1935, the Sagamore and Bourne Bridges span the Cape Cod Canal and provide necessary access for residents, visitors and businesses on the Cape and Islands to the mainland. Despite being only four miles apart, the bridges are vital assets to the Cape & Islands economy; serving as essential routes for general transportation, tourism and evacuations in case of emergencies. Waterways delineate the region with Cape Cod Bay to the North, Buzzards Bay to the Southwest, and Vineyard Sound and Nantucket Sound to the South. Ferries and regional airports connect travelers to Martha’s Vineyard and Nantucket, while buses and local rail service run seasonally to accommodate residents and visitors across the region.

The Cape & Islands have a history steeped in maritime character, which lends itself to the region’s strong Blue Economy. Rich in maritime science, marine technology, and wastewater remedies as well as Offshore Wind technology, all of which will contribute to the region’s economic identity.

The Creative Economy is an important sector within the region, and one that has a profound impact on tourism, attracting visitors to the region for performances, art exhibits, galleries and other artistic venues year-round.

Addressing the issue of affordable housing is crucial for attracting and retaining young families in the region. The challenges posed by the lack of affordable housing and high housing costs coupled with rising rents are significant obstacles for many in the region. Communities across Cape Cod and the Islands are also struggling with the lack of quality and affordable childcare and early education services.

Achieving digital equity throughout the region is an ongoing challenge as affordable and equitable access is a barrier for many in the region. It is critical that we become a region in which access to technology is no longer an obstacle for promoting educational and workforce opportunities. It is imperative that all residents and communities have access to digital resources such as internet access, devices and digital literacy.

Critical Trends¹

| | | |
|---|---|---|
| <p style="font-size: 24pt; font-weight: bold; margin: 0;">279,657</p> <p style="font-weight: bold; margin: 0;">Population (2023)</p> <p style="font-size: 10pt; margin: 0;">Population grew by 37,301 over the last 5 years and is projected to grow by 52,672 over the next 5 years.</p> | <p style="font-size: 24pt; font-weight: bold; margin: 0;">133,536</p> <p style="font-weight: bold; margin: 0;">Total Regional Employment</p> <p style="font-size: 10pt; margin: 0;">Jobs decreased by 889 over the last 5 years but are projected to grow by 9,140 over the next 5 years.</p> | <p style="font-size: 24pt; font-weight: bold; margin: 0;">\$73.0K</p> <p style="font-weight: bold; margin: 0;">Avg. Earnings Per Job (2023)</p> <p style="font-size: 10pt; margin: 0;">Regional average earnings per job are \$9.6K below the national average earnings of \$82.6K per job.</p> |
|---|---|---|

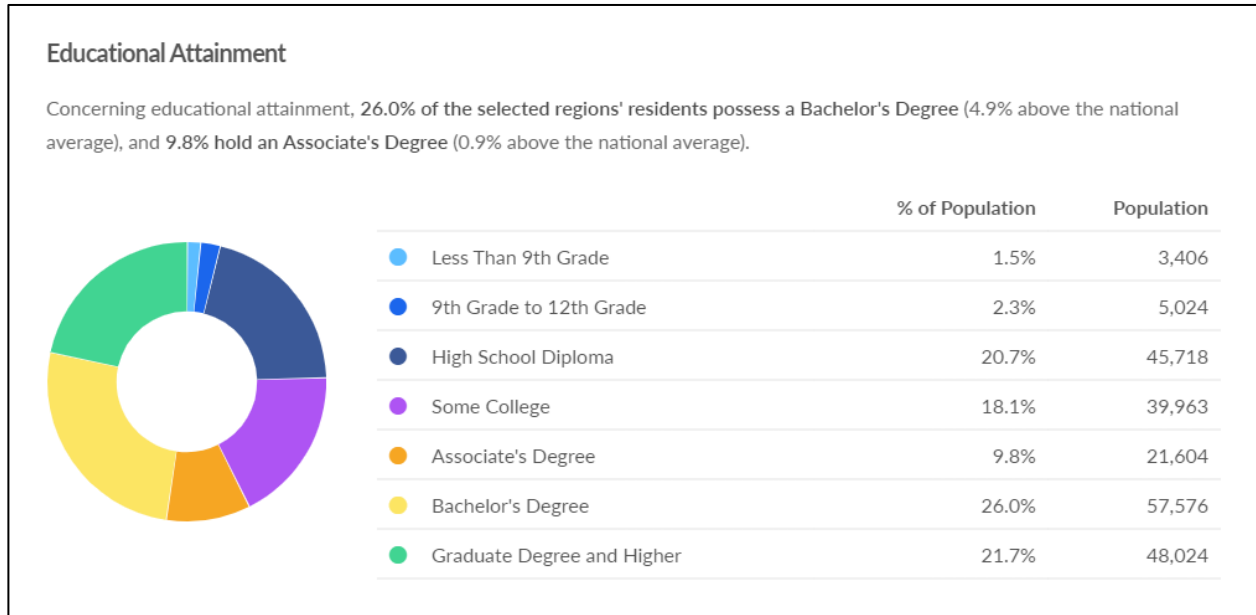
¹ Lightcast.(2024) [Economy Overview]. https://analyst.lightcast.io/analyst/?t=4d9P9#h=3qyFHfZ6qw84v~jTZLEhz4OtH.T&page=edo_economy_overview&vertical=edo&nation=us. Retrieved 05/01/2024.

CAPE & ISLANDS REGIONAL BLUEPRINT

According to Lightcast’s Economy Overview Report:

- As of 2023 the region's population increased by 15.4% since 2018, growing by 37,301. Population is expected to increase by 18.8% between 2023 and 2028, adding 52,672.
- From 2018 to 2023, jobs declined by 0.7% in 3 Massachusetts Counties from 134,424 to 133,536. This change fell short of the national growth rate of 3.9% by 4.6%. As the number of jobs declined, the labor force participation rate decreased from 59.8% to 51.8% between 2018 and 2023.
- Concerning educational attainment, 26.0% of the selected regions' residents possess a bachelor’s degree (4.9% above the national average), and 9.8% hold an associate degree (0.9% above the national average).

Educational Attainment²



According to Lightcast’s Economy Overview Report:

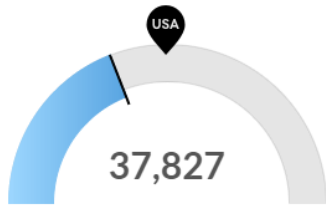
- 26% of the selected regions’ residents possess a bachelor’s degree (4.9% above the national average), and 9.8% hold an associate’s degree (0.9% above the national average).

² Lightcast.(2024) [Economy Overview].

https://analyst.lightcast.io/analyst/?t=4d9P9#h=3qyFHfZ6qw84v~jTZLEhz4OtH.T&page=edo_economy_overview&vertical=edo&nation=us. Retrieved 05/01/2024.

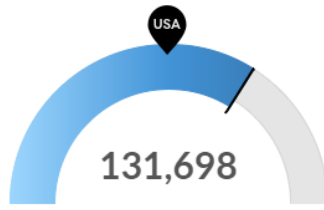
CAPE & ISLANDS REGIONAL BLUEPRINT

Population Characteristics³



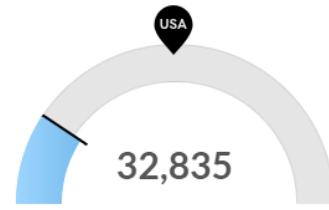
Millennials

Your area has 37,827 millennials (ages 25-39). The national average for an area this size is 54,442.



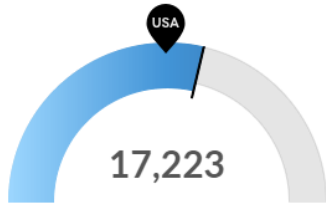
Retiring Soon

Retirement risk is high in your area. The national average for an area this size is 80,239 people 55 or older, while there are 131,698 here.



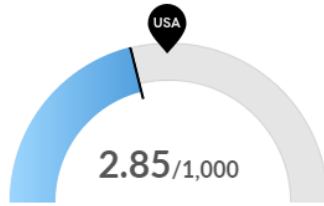
Racial Diversity

Racial diversity is low in your area. The national average for an area this size is 110,108 racially diverse people, while there are 32,835 here.



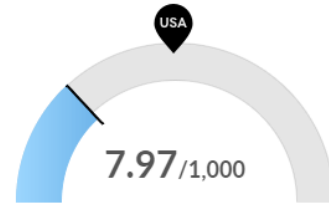
Veterans

Your area has 17,223 veterans. The national average for an area this size is 14,003.



Violent Crime

Your area has 2.85 violent crimes per 1,000 people. The national rate is 3.6 per 1,000 people.



Property Crime

Your area has 7.97 property crimes per 1,000 people. The national rate is 18.22 per 1,000 people.

Industry Demand Analysis

The Massachusetts Department of Economic Research (DER) Regional Occupation Explorer is a data tool designed to provide comprehensive insights into occupations in Massachusetts, specifically at the Workforce Development Area (WDA) and the Workforce Skills Cabinet Regions (WSC) levels. The tool has two versions, one at the WDA level and one aggregated to the WSC level. All values in the WDA version are calculated at the Standard Occupational Classification (SOC) and WDA level, while all values in the WSC version are specific to a SOC in a WSC.

The goal of the Regional Occupation Explorer is to help workforce development leaders who are developing regional workforce blueprints. The tool provides insights into the potential labor shortages of an occupation, identifies occupations that are high paying and in high demand and indicates which occupations are aligned with priority sectors: advanced manufacturing, health and human services, life sciences and clean energy.

³ Lightcast.(2024) [Economy Overview].

https://analyst.lightcast.io/analyst/?t=4d9P9#h=3qyFHfZ6qw84v~jTZLEhz4OtH.T&page=edo_economy_overview&vertical=edo&nation=us. Retrieved 05/01/2024.

CAPE & ISLANDS REGIONAL BLUEPRINT

| Occupation | Demand Stars | Annual Openings | Annual Completions | Supply Gap | Median Annual Salary |
|--|--------------|-----------------|--------------------|------------|----------------------|
| Accountants and Auditors | ★★★★☆ | 79 | 0 | -79 | \$81,349 |
| Administrative Services Managers | ★★★★☆ | 19 | 1 | -18 | \$95,485 |
| Automotive Body and Related Repairers | ★★★★★ | 13 | 0 | -13 | \$58,493 |
| Biological Technicians | ★★★☆☆ | | 0 | | \$59,950 |
| Bookkeeping, Accounting, and Auditing Clerks | ★★★★★ | 220 | 6 | -214 | \$49,964 |
| Bus and Truck Mechanics and Diesel Engine Specialists | ★★★★☆ | 21 | 0 | -21 | \$64,272 |
| Bus Drivers, School | ★★★★★ | 53 | 0 | -53 | \$54,118 |
| Bus Drivers, Transit and Intercity | ★★★★☆ | 15 | 0 | -15 | \$49,177 |
| Business Operations Specialists, All Other | ★★★☆☆ | 35 | 10 | -25 | \$78,416 |
| Cabinetmakers and Bench Carpenters | ★★★★★ | 18 | 0 | -18 | \$61,280 |
| Captains, Mates, and Pilots of Water Vessels | ★★★★☆ | 21 | 21 | 0 | \$61,848 |
| Carpenters | ★★★★★ | 264 | 0 | -264 | \$61,233 |
| Chefs and Head Cooks | ★★★★★ | 63 | 0 | -63 | \$74,601 |
| Child, Family, and School Social Workers | ★★★☆☆ | 23 | 0 | -23 | \$57,142 |
| Civil Engineers | ★★★★☆ | 10 | 0 | -10 | \$95,014 |
| Community Health Workers | ★★★☆☆ | 12 | 0 | -12 | \$51,969 |
| Computer and Information Systems Managers | ★★★★☆ | 18 | 6 | -12 | \$143,836 |
| Construction Laborers | ★★★★★ | 172 | 0 | -172 | \$54,831 |
| Construction Managers | ★★★★★ | 45 | 1 | -44 | \$107,263 |
| Cost Estimators | ★★★☆☆ | 22 | 0 | -22 | \$78,025 |
| Diagnostic Medical Sonographers | ★★★★☆ | 10 | 0 | -10 | \$92,917 |
| Education Administrators, Kindergarten through Secondary School | ★★★★☆ | 22 | 0 | -22 | \$119,015 |
| Educational, Guidance, School, and Vocational Counselors | ★★★☆☆ | 23 | 0 | -23 | \$74,204 |
| Electrical Engineers | ★★★★★ | 12 | 0 | -12 | \$123,512 |
| Electrical Power-Line Installers and Repairers | ★★★★☆ | | 0 | | \$100,719 |
| Electricians | ★★★★★ | 77 | 0 | -77 | \$73,967 |
| Elementary School Teachers, Except Special Education | ★★★★☆ | 99 | 0 | -99 | \$81,423 |
| Environmental Scientists and Specialists, Including Health | ★★★★☆ | 14 | 7 | -7 | \$79,156 |
| Executive Secretaries and Executive Administrative Assistants | ★★★★☆ | 54 | 0 | -54 | \$63,728 |
| Exercise Trainers and Group Fitness Instructors | ★★★★☆ | 61 | 0 | -61 | \$50,955 |
| Facilities Managers | ★★★★☆ | 10 | 4 | -6 | \$91,811 |
| Financial Managers | ★★★★★ | 63 | 0 | -63 | \$110,197 |
| Firefighters | ★★★★☆ | 55 | 4 | -51 | \$60,952 |
| First-Line Supervisors of Construction Trades and Extraction Workers | ★★★★★ | 89 | 0 | -89 | \$80,695 |
| First-Line Supervisors of Entertainment and Recreation Workers, Except Gambling Services | ★★★★★ | 14 | 0 | -14 | \$58,010 |

CAPE & ISLANDS REGIONAL BLUEPRINT

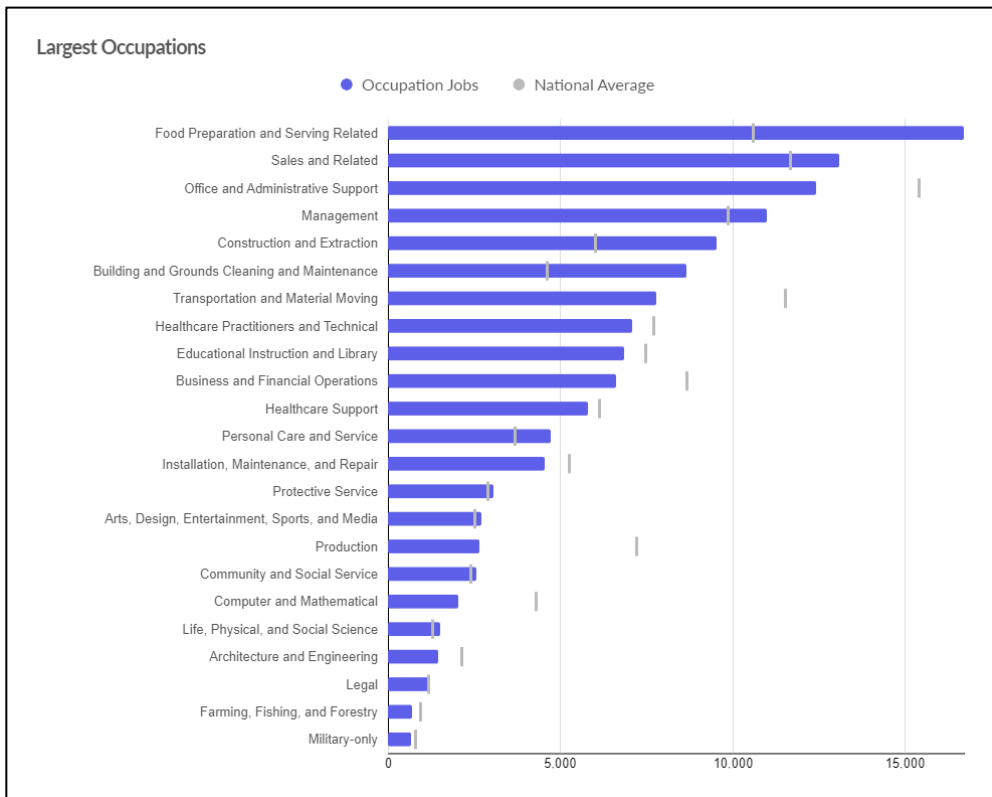
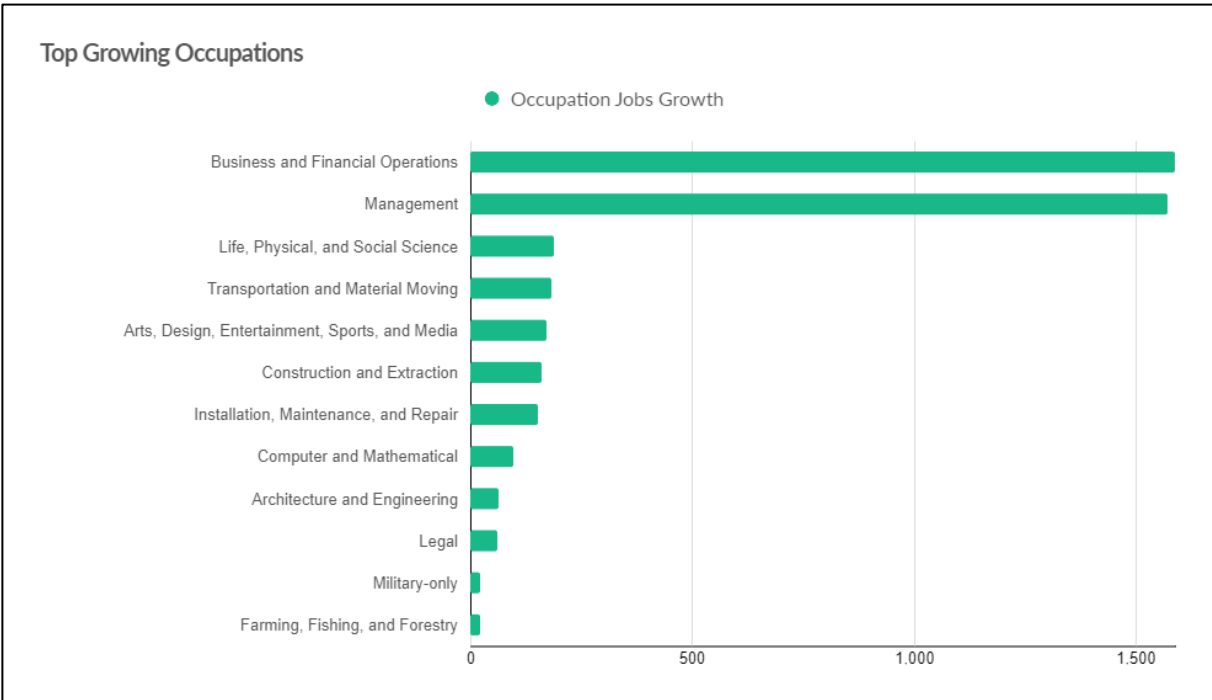
| | | | | | |
|--|-------|-----|----|------|-----------|
| First-Line Supervisors of Housekeeping and Janitorial Workers | ★★★★☆ | 49 | 0 | -49 | \$50,070 |
| First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers | ★★★★★ | 101 | 0 | -101 | \$62,880 |
| First-Line Supervisors of Mechanics, Installers, and Repairers | ★★★★★ | 65 | 0 | -65 | \$76,270 |
| First-Line Supervisors of Office and Administrative Support Workers | ★★★★★ | 142 | 3 | -139 | \$63,099 |
| First-Line Supervisors of Personal Service Workers | ★★★★★ | 11 | 0 | -11 | \$56,558 |
| First-Line Supervisors of Production and Operating Workers | ★★★★☆ | 21 | 0 | -21 | \$73,688 |
| First-Line Supervisors of Retail Sales Workers | ★★★★☆ | 188 | 0 | -188 | \$50,515 |
| First-Line Supervisors of Transportation and Material-Moving Workers, Except Aircraft Cargo Handling Supervisors | ★★★★☆ | 35 | 0 | -35 | \$60,432 |
| Food Service Managers | ★★★★★ | 46 | 2 | -44 | \$73,068 |
| Fundraisers | ★★★★☆ | 13 | 0 | -13 | \$63,078 |
| General and Operations Managers | ★★★★★ | 434 | 55 | -379 | \$96,036 |
| Healthcare Social Workers | ★★★☆☆ | 29 | 0 | -29 | \$75,514 |
| Heating, Air Conditioning, and Refrigeration Mechanics and Installers | ★★★★☆ | 58 | 0 | -58 | \$63,572 |
| Heavy and Tractor-Trailer Truck Drivers | ★★★★★ | 142 | 0 | -142 | \$53,562 |
| Human Resources Managers | ★★★★☆ | 10 | 0 | -10 | \$123,825 |
| Human Resources Specialists | ★★★☆☆ | 32 | 2 | -30 | \$70,008 |
| Industrial Engineers | ★★★★★ | 9 | 9 | 0 | \$101,902 |
| Industrial Machinery Mechanics | ★★★★★ | 8 | 0 | -8 | \$61,036 |
| Jewelers and Precious Stone and Metal Workers | ★★★★☆ | 12 | 0 | -12 | \$57,770 |
| Lawyers | ★★★☆☆ | 24 | 0 | -24 | \$126,974 |
| Licensed Practical and Licensed Vocational Nurses | ★★★★☆ | 40 | 53 | 13 | \$64,589 |
| Lodging Managers | ★★★★★ | 20 | 0 | -20 | \$73,593 |
| Machinists | ★★★★☆ | 11 | 0 | -11 | \$62,391 |
| Management Analysts | ★★★★☆ | 35 | 2 | -33 | \$104,081 |
| Marine Engineers and Naval Architects | ★★★★☆ | | 5 | | \$102,369 |
| Market Research Analysts and Marketing Specialists | ★★★★☆ | 38 | 0 | -38 | \$58,995 |
| Marketing Managers | ★★★★☆ | 16 | 0 | -16 | \$121,841 |
| Massage Therapists | ★★★★☆ | 21 | 0 | -21 | \$50,178 |
| Mechanical Engineers | ★★★☆☆ | 8 | 0 | -8 | \$85,780 |
| Medical and Health Services Managers | ★★★★★ | 51 | 0 | -51 | \$107,468 |
| Meeting, Convention, and Event Planners | ★★★★☆ | 14 | 0 | -14 | \$59,821 |
| Middle School Teachers, Except Special and Career/Technical Education | ★★★☆☆ | 27 | 0 | -27 | \$81,082 |
| Mobile Heavy Equipment Mechanics, Except Engines | ★★★★☆ | 8 | 0 | -8 | \$61,610 |
| Motorboat Mechanics and Service Technicians | ★★★★★ | 29 | 0 | -29 | \$64,736 |
| Nurse Practitioners | ★★★★★ | 32 | 0 | -32 | \$136,027 |

CAPE & ISLANDS REGIONAL BLUEPRINT

| | | | | | |
|--|--------|-----|----|------|-----------|
| Operating Engineers and Other Construction Equipment Operators | ★★★★☆ | 54 | 0 | -54 | \$73,748 |
| Painters, Construction and Maintenance | ★★★★★ | 50 | 0 | -50 | \$56,202 |
| Paralegals and Legal Assistants | ★★★★☆☆ | 40 | 0 | -40 | \$61,348 |
| Personal Financial Advisors | ★★★★☆ | 13 | 0 | -13 | \$121,386 |
| Pest Control Workers | ★★★★☆☆ | 12 | 0 | -12 | \$48,810 |
| Pesticide Handlers, Sprayers, and Applicators, Vegetation | ★★★★☆ | | 0 | | \$55,278 |
| Physical Therapist Assistants | ★★★★★ | 11 | 0 | -11 | \$72,536 |
| Physical Therapists | ★★★★☆☆ | 16 | 0 | -16 | \$102,506 |
| Physician Assistants | ★★★★★ | 9 | 0 | -9 | \$137,749 |
| Plumbers, Pipefitters, and Steamfitters | ★★★★★ | 94 | 0 | -94 | \$64,722 |
| Police and Sheriff's Patrol Officers | ★★★★★ | 77 | 17 | -60 | \$77,914 |
| Project Management Specialists | ★★★★☆☆ | 40 | 2 | -38 | \$83,992 |
| Property, Real Estate, and Community Association Managers | ★★★★☆ | 31 | 0 | -31 | \$76,976 |
| Public Relations Specialists | ★★★★☆☆ | 20 | 2 | -18 | \$65,515 |
| Refuse and Recyclable Material Collectors | ★★★★☆ | 10 | 0 | -10 | \$52,801 |
| Registered Nurses | ★★★★☆ | 151 | 65 | -86 | \$86,973 |
| Sales Managers | ★★★★☆ | 37 | 2 | -35 | \$98,904 |
| Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel | ★★★★★ | 66 | 0 | -66 | \$60,704 |
| Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | ★★★★★ | 68 | 0 | -68 | \$72,171 |
| Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products | ★★★★★ | 9 | 0 | -9 | \$149,989 |
| Secondary School Teachers, Except Special and Career/Technical Education | ★★★★☆ | 71 | 11 | -60 | \$81,513 |
| Securities, Commodities, and Financial Services Sales Agents | ★★★★☆☆ | 21 | 0 | -21 | \$62,885 |
| Septic Tank Servicers and Sewer Pipe Cleaners | ★★★★★ | | 0 | | \$58,143 |
| Shuttle Drivers and Chauffeurs | ★★★★☆☆ | 57 | 0 | -57 | \$36,553 |
| Social and Community Service Managers | ★★★★☆☆ | 21 | 6 | -15 | \$76,706 |
| Software Developers | ★★★★★ | 37 | 3 | -34 | \$126,614 |
| Speech-Language Pathologists | ★★★★☆ | 14 | 0 | -14 | \$97,577 |
| Stockers and Order Fillers | ★★★★☆☆ | 307 | 0 | -307 | \$36,486 |
| Substance Abuse, Behavioral Disorder, and Mental Health Counselors | ★★★★☆ | 57 | 0 | -57 | \$62,760 |
| Teachers and Instructors, All Other | ★★★★☆☆ | | 0 | | \$74,110 |
| Training and Development Specialists | ★★★★☆☆ | 21 | 0 | -21 | \$56,554 |
| Transportation, Storage, and Distribution Managers | ★★★★☆ | 10 | 0 | -10 | \$97,721 |
| Tutors | ★★★★☆☆ | | 0 | | \$51,202 |

CAPE & ISLANDS REGIONAL BLUEPRINT

Occupation Demand Analysis⁴



⁴ Lightcast.(2024) [Economy Overview].

https://analyst.lightcast.io/analyst/?t=4d9P9#h=3qyFHfZ6qw84v~jTZLEhz4OtH.T&page=edo_economy_overview&vertical=edo&nation=us. Retrieved 05/01/2024.

CAPE & ISLANDS REGIONAL BLUEPRINT

Designated Career Pathways

The CIWB recognizes the vast needs of regional healthcare employers. Based on critical feedback from employers, the CIWB has narrowed the focus of our Healthcare Hubs Extension grant to these critical positions: Certified Nursing Assistant (CNA) and Practical Nurse Programs. In a region where we have a large aging population, it is essential that we can provide strong patient care. Many of the region's healthcare employers indicate one of their major challenges to providing patient care, in all settings, is the lack of staff to provide skilled nursing. Exacerbating that need is the above-average retirement risk of the healthcare workforce in the region, a percentage that exceeds state and national averages. The CIWB's strategy to support CNA and Practical Nurse training is the beginning of a development of a career pathway in nursing, filling demand across the provider spectrum.

Offshore Wind and the Blue Economy will continue to remain vitally important career pathways within the region as they promote sustainable use of oceans and inland water resources for economic and environmental sustainability. Both sectors promote economic vitality across the region. A recently acquired Offshore Wind Works Grant from Massachusetts Clean Energy Center (MassCEC) will allow the CIWB to partner with both vocational schools to build upon existing curriculum in electrical, marine science and environmental science, to expand and align with career pathways within the industry. Working with not only our local technical high schools, but higher education institutions, we will establish an educational and training pipeline into skilled trades that are especially applicable to offshore wind, identifying occupations based on current labor market data.

Construction continues to be a priority sector within the region, along with its growing trends. This industry leads to full-time, year-round employment, while also providing self-sufficient wages.

Workforce Supply

The Cape and Islands region does not have as many educational institutions and training entities as other areas; however, Cape Cod Community College, Upper Cape Cod Regional Technical School and Cape Cod Regional Technical High School all offer a plethora of degree and certificate programs which are the pillar of our academic community.

Cape Cod Community College (4C's) has been delivering academic programming and community services to meet the diverse needs of Cape Cod, the Canal region, the islands of Nantucket and Martha's Vineyard, and the Greater Plymouth Area since 1961. Cape Cod Community College believes that the life-changing power of higher education should be available for everyone, and they strive to provide programs that lead to better lives for their students and families. They are the only comprehensive college on Cape Cod that offers Associate degrees in Arts, Sciences, and Applied Science. Cape Cod Community College is deeply committed to aligning their programming with the needs of the communities that they serve and to delivering courses in equitable, flexible, ways that allow access for students from all walks of life. With more than 80 degree and certificate options, students have countless ways to start their powerful futures at Cape Cod Community College.

According to the college, the following are their most popular programs:

CAPE & ISLANDS REGIONAL BLUEPRINT

Health Sciences:

- Nursing
- Dental Hygiene
- EMT/Paramedic
- Medical Assisting
- Medical Interpreter

Transfer Pathway/Career Programs:

- General Studies
- Business
- Criminal Justice
- Communication

Hands-On STEM Career Programs

- Engineering and Robotics
- Cybersecurity
- Avionics

Unique Destination Programs

- Aviation Maintenance Technology (AMT)
- Funeral Service
- Marine Technology
- Applied Economics of Coastal and Ocean Environments (“Blue Economy”)

The Adult Education Center on Cape Cod offers free educational courses and services to individuals who are interested in enhancing their reading, writing, listening, speaking, math, science and social studies skills. English for Speakers of Other Languages (ESOL) offers classes twice a week both during the day and in the evening. The classes are held September to June in the following levels: Beginner, High Beginner, Pre-Intermediate, Intermediate, and Advanced Level. Through the **Mass Reconnect Program**, 4C’s is committed to supporting adult learners without college credentials who enroll into degree programs.

Upper Cape Cod Regional Technical School (UCT) operates as a school of choice for students in the communities of Bourne, Falmouth, Marion, Sandwich and Wareham and is designed for students who are seeking to enhance their educational programs with a highly relevant career and technical experience that is connected directly to business and industry. Over 200 business and industry advisors review and update the school’s educational program annually. The UCT experience provides students with a blend of classroom theory, technical applications in state-of-the-art laboratories, and actual off campus work-based experiences. Students learn technical skills and earn nationally recognized industry certifications. They apply reading, writing, mathematics, science, communications, and technology in a way that has personal meaning and career relevance.

With a current enrollment of over 800 students, UCT offers the following technical programs: Automotive Collision Repair, Automotive Technology, Carpentry, Cosmetology, Culinary Arts, Electrical, Engineering Technology, Environmental Technology, Health Technology, Heating, Ventilation and Air Conditioning, Horticulture, Information Technology, Marine Technology, Plumbing and Heating and Veterinary Science.

CAPE & ISLANDS REGIONAL BLUEPRINT

UCT also offers a Practical Nurse Program for adults seeking to pursue a career in healthcare. In the UCT Practical Nurse Program, we prepare each graduate for safe, entry level nursing practice, caring holistically for individuals from diverse backgrounds, demonstrating technical competence, all while functioning as an integral member of the health care team with a commitment to educational advancement and life-long learning. The graduates from the Practical Nurse Program are personable and professional role models in the workplace, academia and their communities.

Cape Cod Regional Technical High School (CCT), serves students and families living across mid and lower Cape Cod. As a dedicated technical high school, CCT gives students the opportunity to choose career pathway programs of study and prepare for occupations aligned with the regional economy. Many of their graduates pursue postsecondary credentials, while other students find immediate employment opportunities. Cape Cod Tech also offers technical and certificate-based programs for adult learners through an after dark program managed by the Community School.

Programs of study at CCT fall within four major program academies, including: Construction, Health and Human Services, STEAM and Transportation. These programs speak directly to employer needs within high demand industries and priority occupations. Employers in the hospitality, healthcare, and construction sectors employ graduates of CCT as well as adult learners who acquire skills through state funded programs such as the HVAC Program which is funded by Commonwealth Corporation.

Many students at Cape Cod Tech take advantage of the Cooperative Placement Employment Program opportunities to find meaningful work experience while employed by local businesses and organizations. CCT knowing that often their graduates progress from coop employment to fulltime employment upon graduation.

Cape Cod Tech has an array of technical departments which include:

- **Construction Academy:** Carpentry, Electrical, Horticulture, HVAC, Plumbing
- **Health & Human Services Academy:** Culinary Arts, Cosmetology, Health Technology, Dental
- **STEAM Academy:** Design and Visual Communication, Engineering, Information Technology
- **Transportation Academy:** Auto Collision, Automotive Technology, Engineering, Marine Services

Innovation Career Pathways are designed to provide students with coursework and experiences in a specific high-demand industry, such as information technology, engineering, healthcare, life science and advanced manufacturing. Districts within the region that have successfully been awarded an Innovation Career Pathway designation: Barnstable, Bourne, Dennis-Yarmouth, Mashpee, and Nantucket. Students receive extensive career exploration opportunities which ultimately provides students with a competitive advantage upon graduation.

Connecting Activities: Within the Cape & Islands regions students are presented with numerous opportunities to engage in meaningful experiences and internships that align with the regions priority sectors and the Cape & Islands Regional Blueprint. The CIWB plays a critical role in promoting and coordinating the Connecting Activities initiative throughout the region. Currently all the public high schools within the region participate in the Connecting Activities program.

CAPE & ISLANDS REGIONAL BLUEPRINT

YouthWorks: MassHire Cape & Islands Workforce Board (CIWB) will be operating the YouthWorks program effective September 2024. This employment program will be a positive conduit to the already robust youth programming offered by the CIWB. The YouthWorks program will provide Cape Cod high school students with exposure to career pathway education, career exploration, mentorship as well as access to the Single for Success curriculum. Under the YouthWorks program the CIWB will be able to serve young adults aged 14-25.

Labor Supply Challenges

The Cape & Islands region has identified two demographic trends that will impact our workforce as we move forward. The first is our aging population. As previously stated, the region has a much lower number of millennial residents, (young adults aged 25-39) 37,827, compared to a national average of 54,442. The region has a much larger number of older adults compared to areas of similar size. An effect that is being seen of an aging workforce is that many older workers are not equipped with the skills needed to be successful in today's workforce and many older adults are working longer.

Additional regional challenges include barriers to employment such as access to affordable childcare and limited public transportation options. As with other parts of the Commonwealth and the country, another challenge is limited language proficiency. While the region has several higher education institutions providing very successful programs, such as Cape Cod Community College, their capacity is limited, resulting in long waiting lists. The CIWB is working with the college to create an industry specific English as a Second Language (ESOL) program through their healthcare grant, helping to address this need.

Priority Industries & Occupations

After reviewing relevant labor market data, we have identified the following industries.

- Health Care & Social Assistance (62)
- Construction (23)
- Professional, Scientific, and Technical Services (54)
- Accommodation and Food Services (72)
- Government (90)

Healthcare & Construction are industries within the region that promote a sustainable living wage and a career pathway. According to recent labor market data, healthcare is not at the top of the list for industries, the CIWB has included it as a targeted industry for several reasons, including the aging population of the region and the feedback we received from employers as to their critical hiring needs, especially in clinical roles.

We felt it was important to capitalize on the strong foundation of innovation and technology our young adults are receiving at the high school level so highlighted Technology as one of our industries. Employers throughout the region, including technology companies, have a continual need for well-trained individuals. While we are focused on industries in this section, it is obvious that technology focused occupations are needed in all industries.

The construction sector is essential for creating a well-constructed infrastructure within a community. The construction sector can have a big impact on the economy of a region, while also being well diversified. The Home

CAPE & ISLANDS REGIONAL BLUEPRINT

Builders & Remodelers Association of Cape Cod (HBRACC) has over 325 members, many of whom represent an array of businesses such as builders, property developers, general contractors, electricians, and designers.

The Cape & Islands are well-known for being a vacation destination, the region has a variety of resorts, hotels, cultural venues, and recreation destinations that are essential for driving traffic during the summer months and shoulder season. Which are essential for the economic vitality of the region. Promoting career pathways within the Accommodation & Food Services industry is critical.

Selecting occupations within priority sectors that promote and support self-sufficiency is critical within the Cape and Islands as housing prices continue to rise. Promoting career pathways is a strong tool for the advancement of equity within the region.

Healthcare (62)

- Registered Nurses 29-1141
- Medical Assistants 31-9092
- Nursing Assistants 31-1131
- Home Health Aides 31-1121
- Licensed Practical and Licensed Vocational Nurses 29-2061
- Community Health Workers 29-1094
- Dental Assistant 31-9091
- Dental Hygienist 29-1292
- Pharmacy Technicians 29-2052
- Veterinary Assistants and Laboratory Animal Caretakers 31-9096
- Social and Human Service Assistants 21-1093

Construction (23)

- Electricians 47-2111
- Carpenters 47-2031
- Heating, Air Conditioning, and Refrigeration Mechanics and Installers 49-9021
- Construction Managers 11-9021
- Wind Energy Development Managers 11-9199
- Plumbers, Pipefitters, and Steamfitters 47-2152
- Construction Laborers 47-2061
- Cost Estimators 13-1051
- Surveyors 17-1022

Professional, Scientific, and Technical Services (54)

- Bookkeeping, Accounting, and Auditing Clerks 43-3031
- Information Security Analysts 15-1212
- Computer Programmers 15-1251

Accommodation and Food Services (72)

- Food Services Manager 11-9051

CAPE & ISLANDS REGIONAL BLUEPRINT

- General and Operations Manager 11-1021
- Lodging Managers 11-9081

Government (90)

- Police and Sheriff's Patrol Officers 33-3051
- Emergency Medical Technicians 29-2042
- Paramedics 29-2043
- Secondary School Teachers 29-2031

With a large aging population within the region, 131,698 individuals over 55, the healthcare sector is critical for both year-round and seasonal residents. The demand for healthcare services will continue to increase due to our aging population and their need for medical services. Hospitals often discharge patients very quickly, which may result in more individuals being admitted to long-term care facilities or being treated at home, thus increasing the need for both Medical Assistants and Home Health Aides and Certified nursing assistants. Job Prospects within the healthcare sector remain strong. Registered Nurses within the region make between \$64,300 - \$85,200. Cape Cod Community College has a program with UMass Boston which offers the convenience and flexibility of working and completing the RN-BS program. Medical Assistants within the region make between \$37,600 - \$45,000, promoting self-sufficiency and a career pathway. Licensed Practical Nurses (LPNs) within the region make \$59,500 - \$64,600. Upper Cape Tech currently offers a program encouraging their high school graduates, who often have already received a Certified Nurse Certificate (CNA) to participate in their program, as part of a career pathway in nursing.

Construction has always been a vital sector within the region, with electricians earning between \$46,000 - \$79,000 within the region. Despite a limited career pathway, this occupation often offers year-round employment and self-sufficient wages, which is critical. Some other construction occupations include Carpenters making between \$42,000 - \$61,000, HVAC making between \$44,000 - \$63,000, Construction Managers making between \$81,000 - \$108,000, and Wind Energy Development Managers making between \$77,000 - \$132,000.

Credential Asset Mapping Tool *(For priority occupations that require credentials, use the Credential Asset Mapping Tool in Attachment 1 to demonstrate assets and gaps for each priority industry and occupation.)*

Please see attachment 1 for the Credential Asset Mapping Tool of priority occupations.

Vision, Mission, Goals, Strategies and Outcomes

Regional Vision

The Cape and the Islands Regional Blueprint team's vision is to develop innovative solutions that provide equitable access to training and education, leading to sustainable career pathways, a skilled workforce, and economic resiliency in the region. We are working to create a highly skilled, inclusive workforce that is prepared to meet the evolving employment needs on Cape Cod and the Islands, encouraging self-sufficiency and providing the skills needed to live prosperous, productive lives which support a strong regional economy.

CAPE & ISLANDS REGIONAL BLUEPRINT

Regional Mission

All our partners are working together to achieve the vision of the blueprint and ensure the document is a usable document, updated regularly with recent labor market information, updating in demand sectors. Our comprehensive and vocational schools, as well as local community college use the blueprint when applying for grants including Mass Skills Capital Grants, Innovation Pathways, CTI, Workforce Training Fund grants and other local, state, and federal funding opportunities.

Our education partners will work to expand educational programming in each of the identified priority and critical industries to support increased capacity for area job seekers including efforts to expand available stackable credentials. We will also investigate other education institutions, which provide relevant training for in demand occupations, to provide additional training opportunities.

The Career Center will utilize the blueprint and its data to customize training to ensure job seekers are entering training in an in-demand sector. Community partners such as Cape Cod Commission, as well as our legislative delegation will utilize the blueprint for data and information on not only industries but high paying occupations and how the labor market data impacts other aspects of our community such as housing, childcare, transportation, and environmental issues.

CAPE & ISLANDS REGIONAL BLUEPRINT

Workforce Strategy for Priority Occupations. Describe your *shared* goals, strategies and metrics for 2024 and 2025 for the prioritized occupations and career pathways in the region. Note that goals listed here should be ones that cannot be accomplished without participation of players from multiple entities and across two or three of the systems. **The Workforce Skills Cabinet will work with Team to support their work to achieve the goals for priority occupations below and review progress through quarterly reports on 2024 and 2025 targets.**

| Priority Occupation | Regional Pipeline Strategy | Partners | 2023 Annual Baseline Estimate # of New Entrants* to Occupation | TARGET: 2024 Goal for # of New Entrants to Occupation (Estimated) resulting from strategy | TARGET: 2025 Goal for # of New Entrants to Occupation (Estimated) resulting from strategy |
|-----------------------------------|--|--|--|---|---|
| <i>(EXAMPLE) Occupation 1</i> | <i>Increase the baseline number of new HVAC certified / licensed workers to reach 500 a year by 2025.</i> | XXXXX | 230 | 400 | 500 |
| CNA | Increase the number of CNAs to meet the hiring needs of local employers. | B. Sullivan Nursing Assistant Training School, Broad Reach Healthcare | 12 | 12 | 12 |
| LPN | Increase the number of LPNs to meet the hiring needs of local employers. | Upper Cape Tech, Broad Reach Healthcare, Duffy Health Center | 20 | 20 | 20 |
| ESOL | Provide ESOL courses to potential students of healthcare and other trainings. | Cape Cod Community College | 50 | 50 | 50 |
| Electrician | Through Mass CEC Grant develop academic and career pipeline for Electricians in the Offshore Wind/Clean Energy industry. | Upper Cape Tech, Cape Cod Tech, Cape Cod Community College, the Mashpee Wampanoag Tribe, Mass Maritime | n/a | n/a | n/a |

CAPE & ISLANDS REGIONAL BLUEPRINT

Shared Strategies

Continued Communication

Our regional team has developed a very strong and collaborative approach to moving ahead with the Regional Blueprint initiative. This includes meeting on a regular basis, scheduling both in-person and virtual meetings, in which we have found increased participation. We have also expanded our communication to include other community partners and local and state elected officials. The CIWB has also updated their social media platforms which also serve as an avenue for communication and updates on the initiatives within the region.

Shared Measurement Systems

We will utilize several sources and data and measurement systems to gauge our progress in this initiative. These sources include the Apricot system at the Commonwealth Corporation, MA Work-Based Learning Plans to track progress on Offshore Wind initiatives, and Career Center reports to determine who is entering training and to make sure they are aligned with our in-demand sectors.

Other Shared Strategies

Previously, the Executive Office of Labor and Workforce Development (EOLWD) recommended having core members of our community involved within the regional blueprint initiative, especially within the sectors of housing (as this is a critical problem within the region), economic and workforce development. Based on these recommendations the following has occurred: the Executive Director of the CIWB is now a member of the Barnstable County Economic Development Council which is an advisory board to the Barnstable County Commissioners. These meetings convene members of the academic, workforce, arts, economic, entrepreneur, and housing communities and have served as a platform for sharing information and updates. We plan to use Salesforce to organize work and share outcomes. New Board members are being added to the Board from in demand sectors, as well.

The regional team and the CIWB have developed strong collaborative partnerships with our academic colleagues, which stems from work that was previously done within the Connecting Activities Program. The development of strong working relationships with superintendents and principals has helped guide the regional work of several academic initiatives such as the STEM@Work Grant, Innovation Pathway Grants, and Mass Skills Capital Grants. The support from the superintendents has been evident as we continue to collaborate on many programs. Currently we have representation from: Barnstable Public Schools, Cape Cod Tech, Upper Cape Tech, and Mashpee Public Schools. Additionally, several of these districts also have representation on several of the CIWB's boards/committees. This is also true with our partnership with Cape Cod Community College.

CAPE & ISLANDS REGIONAL BLUEPRINT

Many of the initiatives that we are involved in such as the above referenced: STEM@Work Grant, Innovation Career Pathway Grant and MA Skills Capital Grants require an employer partner. Leveraging employer partners which have been previously established throughout the region have proven to be beneficial.

Mutually Reinforcing Activities

Education

- Incorporate Adult Basic Education/ESOL education into existing grant opportunities.
- Expand Adult Basic Education/ESOL education into the needs of priority sectors, including working with Cape Cod Community College to develop a healthcare ESOL program.
- Continue to promote career pathway education.
- Work with academic partners to review curriculum for specific grants

Workforce Development

- Maintain current knowledge of regional employer needs and skills gaps within priority sectors.
- Maintain and promote regional LMI data and analysis.
- Convene industry partners annually to strategize with state partners.
- Promote career pathway education programs – Connecting Activities, Innovation Pathways, Career Technical Initiative
- Continue to leverage partnership with the Career Center
- Quarterly meetings with Blueprint team

Economic Development

- Hold brainstorming sessions with MHCICC Business Service Team
- Continue to educate regional businesses on the services that MassHire can provide.
- Continue to align with regional economic development organizations

CAPE & ISLANDS REGIONAL BLUEPRINT

Conclusion

The Cape and Islands is a unique region, where strong partnerships and collaborations are a driving force behind much of our work and success. We take great pride in the strategic partnerships that have helped guide and promote innovative ideas, solutions and promote equitable access to training and education. These efforts have led to sustainable career pathways, a skilled workforce, and economic resiliency in the region.

The CIWB has continued to build and leverage strategic partnerships to identify and support the dynamic workforce needs across the region. As a result, the CIWB has become a catalyst for cultivating powerful connections resulting in additional resources that align with our priority sectors and our commitment to promoting career pathway education. Developing long-term strategies for workforce development has included investing in our future workforce.

The CIWB will continue to be a regional convener for local healthcare employers and training providers through the Healthcare Hubs grant. Working with our employer partners and Commonwealth Corporation, we will continue to address skills gaps and create career ladder training opportunities.

The CIWB will continue to focus on seeking and receiving new funding opportunities that align with our in-demand sectors, along with strengthening our healthcare consortium partnerships to create self-sustaining training opportunities. As we begin to implement the OffShore Wind grant the CIWB will continue to seek additional resources to further develop academic and career pathway education within the sector. Developing a thriving offshore energy sector will support and enhance the existing Blue Economy.

It is the hope of the MassHire Cape and Islands Workforce that the information contained within the Regional Blueprint will provide a holistic view of regional workforce needs and serve as a useful resource for local employers, educators, and economic and workforce development partners in helping to reach our shared goals. We share this document with confidence, knowing that the commitment to growing our future workforce in this vibrant, historic, and treasured region continues to be important and impactful work.

CAPE & ISLANDS REGIONAL BLUEPRINT

ATTACHMENT 1: Credential Asset Mapping Tool: Complete one credential asset map for each priority occupation that requires a credential.

| | | |
|---|--|--|
| Occupation | <i>List the occupation the credential is for, including the SOC code.</i> | CNA – 31-1100 |
| Type of Credential & Title of Credential | <i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i> | CNA Certificate |
| 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> | B. Sullivan Nursing Assistant Training Program, Cape Cod Community College, Cape Cod Tech, Bristol Community College |
| Integrated/ Accelerated | <i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how do basic learners matriculate?</i> | No |
| Online/ Classroom/ Work-based | <i>Describe education environment and instructional methods.</i> | In person classroom |
| Pell-eligible? | <i>Is the program Pell-eligible?</i> | Yes |
| Fee? | <i>What are the fees?</i> | \$1,000 - \$2,000 |
| Employer-validated? | <i>Is the credential validated by local employers? If so, describe.</i> | Yes |
| Stackable? | <i>Is the credential stackable with other certificates? If so, describe.</i> | Yes, often students will then attend a LPN or RN program to advance their career in nursing. |
| Portable? | <i>Are the credentials portable to other states/ industries? If so, describe.</i> | Yes |
| Credit/ Non-Credit? | <i>Are they credit or non-credit?</i> | Non-Credit |
| Gaps? | <i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i> | No |

CAPE & ISLANDS REGIONAL BLUEPRINT

ATTACHMENT 1: Credential Asset Mapping Tool: Complete one credential asset map for each priority occupation that requires a credential.

| | | |
|---|---|---|
| Occupation | <i>List the occupation the credential is for, including the SOC code.</i> | Licensed Practical Nurse – 29-2061 |
| Type of Credential & Title of Credential | <i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i> | Certificate |
| 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> | Upper Cape Tech |
| Integrated/ Accelerated | <i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how do basic learners matriculate?</i> | No |
| Online/ Classroom/ Work-based | <i>Describe education environment and instructional methods.</i> | In Classroom |
| Pell-eligible? | <i>Is the program Pell-eligible?</i> | Yes |
| Fee? | <i>What are the fees?</i> | \$15,000 |
| Employer-validated? | <i>Is the credential validated by local employers? If so, describe.</i> | Yes |
| Stackable? | <i>Is the credential stackable with other certificates? If so, describe.</i> | Yes, after receiving their LPN Certificate and working in healthcare, employees may take courses to become a Registered Nurse (RN). |
| Portable? | <i>Are the credentials portable to other states/ industries? If so, describe.</i> | Yes |
| Credit/ Non-Credit? | <i>Are they credit or non-credit?</i> | Non-Credit |
| Gaps? | <i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i> | No |

CAPE & ISLANDS REGIONAL BLUEPRINT

ATTACHMENT 1: Credential Asset Mapping Tool: Complete one credential asset map for each priority occupation that requires a credential.

| | | |
|---|---|---|
| Occupation | <i>List the occupation the credential is for, including the SOC code.</i> | Medical Assistant – 31-9092 |
| Type of Credential & Title of Credential | <i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i> | Certificate |
| 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, Community Health Center of Cape Cod |
| Integrated/ Accelerated | <i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how do basic learners matriculate?</i> | No |
| Online/ Classroom/ Work-based | <i>Describe education environment and instructional methods.</i> | In Classroom and then some clinical rotations at an employer. |
| Pell-eligible? | <i>Is the program Pell-eligible?</i> | Yes |
| Fee? | <i>What are the fees?</i> | \$2,000 - \$20,000 |
| Employer-validated? | <i>Is the credential validated by local employers? If so, describe.</i> | Yes |
| 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> | Yes |
| Credit/ Non-Credit? | <i>Are they credit or non-credit?</i> | Non-Credit |
| Gaps? | <i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i> | Yes |