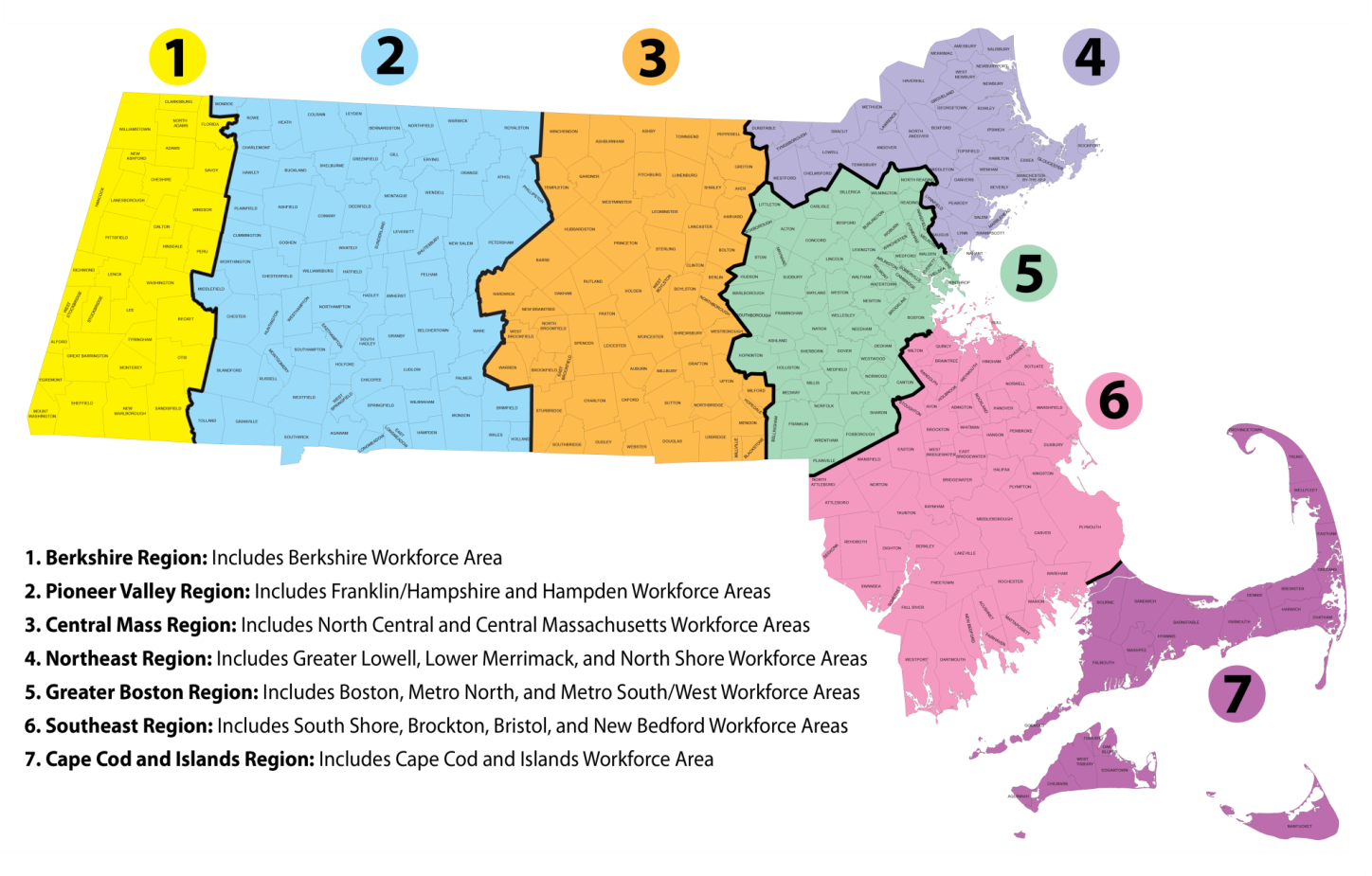
# Introduction

The Regional Workforce Skills Planning Initiative was launched in April 2017 with the aim of fostering strategic alignment between state and local programs, policies and resources to fuel job growth and address employer demand for talent across the Commonwealth.

The original Regional Labor Market Blueprints—developed through a comprehensive year-long planning process that involved local, regional, and state leadership from workforce development, education, and economic development, and input from business and community stakeholders—reflected a collective understanding of regional priorities and strategy for investments in seven regions across the Commonwealth: Berkshire, Pioneer Valley, Central, Southeast, Cape, Greater Boston, and Northeast.



In order to promote a better understanding of the current and projected needs of the workforce system, a second round of regional labor market data packages was released in 2019.

# Purpose

This document offers a ***guiding template*** for Regional Teams to provide an update to their Regional Labor Market Blueprint. Intended as a resource for external audiences, the update should illustrate how the Regional Team fosters strategic alignment and ensures that the workforce system is industry-relevant, responding to the changing economic conditions and workforce needs of the region.

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| 1. **Where are we now?**   Describe the current state of your region, including a summary of regional industry and occupational priorities, demographic shifts, and gaps between employer demand and employee supply. | |
| **Criteria for Priority Industries/Occupations**  The regional kick-off meetings with the WSC suggested a number of foundational criteria to prioritize industries and occupations, including existing job openings, jobs with low barriers to entry, jobs that lead to career pathways, and occupations with high demand (current openings, short/long term projections), and self-sustaining wages. | |
| **STATE CRITERIA**   * High employer demand * High demand and wages (4+ star ranking) * Talent gaps (supply-demand ratio) * Career pathways | **REGIONAL CRITERIA**  *What additional criteria did your Regional Planning Team elect to prioritize?*   * Strengthening Employer Engagement * Review of the industries and occupations within region to ensure there is a career pathway & self-sufficiency * Increase participation within the WorkSmart Team( in hopes of increasing attendance and awareness of project) as well as community and regional participation and awareness. * Identify long and short training goals within priority sectors * Apply for additional grant funding within a priority sector |
| **Priority Industries and Occupations**  Describe the collectively developed industry and occupational priorities for your region. | |
| **List your 2-3 priority industries by 2-digit NAICS.** Where you have prioritized an industry that does not fit neatlyinto a 2-digit NAICS code (i.e. creative economy), note where it would best fit (i.e. Arts and Recreation) and describe the portion of the 2-digit industry sector that you prioritized.  With the recent retirement of the former CIWB director it was determined by the WorkSmart Team that in order to move forward the team must address several issues including reexamining the industry trends within the region to ensure they align with the states criteria. The WorkSmart team had set a long term goal our of updating and revising the existing blueprint, however, in order to do so effectively there was much work to be done. Addressing the regional challenges such as: housing, wastewater treatment, the large aging population, and the limited broadband service were regional issues /concerns that although can’t be resolved by our work, but can be and should be aligned. The WorkSmart team along with UMDI reviewed the previously designated top growing occupations within the region, we were surprised that many did not support a career pathway (or limited) or self-sufficiency.   |  |  |  | | --- | --- | --- | | **Occupation**  *Identified in 2018* | **Salary**  \*EMSI 2019-2020 | **CareerPathway** | | Waiters & Waitresses | $29,614 | NO | | Construction Laborers | $44,455 | NO | | Janitors & Cleaners, Except Maids & Housekeeping | $31,210 | NO | | Combined Food Preparation & Serving Workers, Including Fast Food | $26,428 | No | | Landscaping & Groundskeeping Workers | $33,473 | NO | |  |  |  |   In a regional data presentation by UMDI in April it was noted that the population characteristics have not changed much. The region has 34,049 millennials (ages 25-39), which is far below the national average is 47,769. The Cape & Islands region also has 113,109 people who are 55 or older which is quite large compared to a similar area with the national average of 70,075. The fastest growing industry sectors from 2019-2029 (pre-COVID)   * Health Care & Social Assistance (62) * Accommodation & Food Service (72) * Construction (23) * Arts, Entertainment (71)   New projections reveal that by 2029, Educational Services and Retail Trade, will decline by 4% and 3% respectively.  The creative economy is essential to the Cape & Islands region, it is a vital strategic sector which boosts productivity as well as employment, while successfully promoting economic growth within other priority sectors such as hospitality. The creative economy continues to be the driving force behind entrepreneurship and innovation. Due to our location, there is an indirect link between the creative economy and the blue economy. With the demonstrated employment change within Arts, Entertainment & Recreation (71) sector, many within the Cape & Islands will benefit, this will include many small businesses which include artists and entrepreneurs.  **\*\*COVID-19 has devasted the arts and cultural sector within the region. Many shows have been cancelled for the season as have gallery showings. Artists are finding other ways to promote their creativity such as teaching via Zoom. In April 18% of the initial Unemployment claims were within the Arts, Entertainment & Recreation (source Mass DUA)\*\***  *Source: EMSI Industry Projections* | |
| **List 3 to 5 priority occupations or occupational groups by SOC code (4-8 digit, as necessary).**  As the WorkSmart Team continues to review and analyze the occupational data they have proposed several new occupations. Yet, the team is cognizant of the long term effects of the recession within region and would like to ensure that we are selecting occupations that will align with training opportunities within the region for both young adults and adult learns as well as meet the demands of employers. With the large numbers of job seekers expected to access training at the career center, it is essential to ensure that the occupations, training and employment needs all align with the performance outcomes.  The occupations the WorkSmart team has select:  **Healthcare (62):**  Registered Nurses - 29-1140  Emergency Medical Technicians & Paramedic - 29-2040  Home Health & Personnel Care Aides & Nursing Assistants - 31-1100  **Construction & Extraction Occupations (23)**  Electricians – 47-2110  **Tourism (71)**  Food Service Manager – 11-9051  Chefs and Head Cooks – 35-1011 | |

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| **Regional Context**  Use the information provided through state data sets (i.e. data packages and dynamic data tools) and additional local analysis to explore the following questions and develop consensus for each section. |
| **Are there any new demographic, labor pool or talent pipeline considerations that will have an impact on labor supply in your region?** *Age, education, worker mobility, etc.*  As previously stated the Cape & Islands region has a much lower number of millennial residents, as defined by young adults aged 25-39). Young adults and families within the region face many challenges, the cost of housing and the lack of inventory, as well broadband connectivity as this often makes working from home difficult. Attracting young families to the region, is a priority for many within the region. Through our collaboration with Cape Cod Young Professionals, we have begun to do podcasts to ensure ALL adults are aware of the services offered within the region. The Cape & Islands region does have a large aging population, individuals who are near or at retirement age. The CIWB has a very active Age Forward Committee, which is committed to addressing the needs of the mature worker. The region is also unique in the fact that we continue to have a large seasonal workforce. Prior to COVID-19, UI claimants were reflective to the seasonality of the work within the region. |
| **Have there been any developments related to business and industry that will have an impact on workforce demand in your region?** *New employers, policies/regulations, etc.*  Across the Commonwealth the effects of COVID are being felt, especially within the Hospitality sector, the Cape & Islands are no exception. The Cape & Islands rely heavily on the 15/16 weeks between Memorial Day and Labor Day, as well as the “shoulder season”(fall). Even with a later Labor Day, the impact is being felt across the region in many ways. Many of the businesses have had to modify the way in which they operate due to severe staffing shortages. Many of the resorts and hotels within the region are experiencing difficulty in hiring both seasonal and year-round positions (entry level -management level). Through collaborative efforts with MassHire Cape & Islands Workforce Board andMassHire Cape & Islands Career Center, the hiring needs are being addressed and recruitment efforts have been implemented. In speaking with employers, the overall impression is that the additional $600 dollars job seekers are receiving is impacting their recruiting efforts. Cape Cod businesses,()) primarily hospitality and restaurants) rely on the J-I and H-2B programs during the summer to assist with staffing levels.  During a summer tourism season, 1.2 billion is typically spent directly on Cape Cod, which in turn cycles through the economy during the fiscal year. Due to the fact that the region is a summer-driven economy, the pandemic has severely impacted seasonal businesses*.*  Hospitality is not the only industry within the region that has felt the impact. In early May Cape Cod Healthcare, furloughed 600 employees. The furloughs were prompted by the unprecedented pandemic. There are also retailers who will be closing as a result of the pandemic. |
| **New Priority Industries and Occupations (Optional)**  If the team would like to propose any changes to the articulated list of priority industry sectors and occupations or occupational groups, please use this space to provide an updated list. Include a justification of any changes based on your regional context and mutually agreed upon regional criteria. |
| **List your 2-3 priority industries by 2-digit NAICS.** For any proposed changes, write a brief justification of your choice.  The WorkSmart team, as well community members and member of the BOD’s spent considerable amount of time analyzing the data which UMDI presented (EMSI Industry Projections). Break-out sessions were held to gain perspective from those within the workforce skills sectors. The following are what is being proposed by the WorkSmart Team in regards to industries:   * Healthcare **(62)** * Construction **(23)** * Technology **(31-33)** * Tourism **(71)**   Healthcare & Construction are industries within the region that promote a sustainable living wage and a career pathway. The WorkSmart Team felt it was important to capitalize on the strong foundation of innovation and technology our young adults are receiving at the high school level. Employers like SenCorp White, Onset Corp & Hydroid have a continual need for well-trained individuals. Cape & Islands are well-known for being a vacation destination, the region has a high variety of resorts, hotels, cultural venues, and recreation destinations that are essential to driving traffic during the summer, which is why the WorkSmart Team felt Tourism should be included, however the, WorkSmart Team would like to ensure that as we move ahead in selecting occupations within this designated industry that the occupations represent a career pathway and self-sufficiency. In addition to data, the CIWB and UMDI have reviewing the current open positions across the region as we felt this provided a “real time” view of the needs of our employer partners. |
| **List 3 to 5 priority occupations or occupational groups by SOC code (4-8 digit, as necessary).** Include a short description justifying any proposed changes. In building the list regions should consider:   * only occupations linked to one or more priority or critical industries; * occupations ranked 4- or 5-stars; * occupations that are part of a career pathway; and * occupations with a restricted “supply” of qualified workers or skilled new graduates  |  |  |  |  | | --- | --- | --- | --- | | **Industry** | **Occupation** | **Career Pathway** | **Training** | | **Healthcare (62)** | Registered Nurses 29-1140 | yes | Cape Cod Community College (CCCC) | |  | Medial Assistants 31-9092 | yes | CCCC | |  | HHA/Nursing Assistants 31-1100 | yes | CCCC, Upper Cape Tech, Cape Cod, Tech, | |  |  |  |  | | **Construction (23)** | Electrician 47-2110 | Limited | UCT, CCCC, Cape Cod Tech |   With a large aging population within the region, 113,109 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 the necessary medical services. Hospitals often discharge patients very quickly this may result in more individuals being admitted to long-term care facilities or being treated at home, thus increasing the need of both Medical Assistants and Home Health Aides and Certified nursing assistants. Job Prospects within the healthcare sector remain strong. Registered Nurses, within the region tend to make on average $82,880 (ONET). 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 region make an average of $44,860 (ONET) promoting self-sufficiency and a career pathway. Despite a lower salary, HHA & CNA do have a demonstrated career pathway, within the region both of our vocational schools offer this training to high school students and adult learners. The career pathway is evident and often both experience and education will be beneficial to the individual.  Construction has always been a vital sector within the region, Electricians earn on average $ 42,000 – 62,000 (ONET) within the region. Despite a limited career pathway, this occupation often offers year-round employment and self-sufficient wages which is critical |
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| 1. **How are we doing?**   Evaluate the strategies you have jointly employed to align the work of multiple systems around your shared vision, mission and goals. |
| **Focusing Resources**  Summarize your efforts to align resources that support and meet training and employment needs of priority industry sectors and occupations in your region. (See Appendix D for additional detail.) |
| **Resource Acquisition.** Provide a summary of new resources secured to support priority industries and occupations (state, federal, private, etc.).  One of the goals the WorkSmart Team set was a training goal. The CIWB along with multiple partners applied for Commonwealth Corporations Healthcare grant, as it fits the needs of our region, the application was due on June 29. We are awaiting confirmation. We opted for the planning grant, as this will the team to further assess the needs of the region while working with our healthcare employers. The research and data analysis that the WorkSmart team has conducted (along with UMDI), was helpful in guiding this effort.  FY20 was most definitely viewed as a rebuilding year, not only within the WorkSmart team, but also within the CIWB organization. It is the intent of the CIWB and the WorkSmart team that we will continue to pursue additional funding opportunities as they align with the blueprint as well as the workforce needs of our region. |
| **Resource Allocation.** Provide a summary of existing resources re-allocated to support priority industries and occupations.. |
| **Expanding Pipelines**  Identify your efforts to meet training and employment needs of priority industry sectors and occupations in your region. (See Appendix E for additional detail.) |
| **Pipeline Expansion.** Provide a summary of new seats added in programs related to priority industries and occupations.  As we secure our occupations the WorkSmart Team/CIWB will continue to facilitate conversations with Cape Cod Community College, Upper Cape Tech HS & Cape Cod Tech HS to ensure the occupations align with the existing training programs that are being offered, but also explore the idea of new and innovative training. We will also engage in discussions with UMassOnline. The University of Massachusetts, is renowned for quality academic programs.  With a region that spans from Buzzards Bay to Provincetown as well as two islands having an array of approved vendors who provide quality online training is essential for our adult learners.  The WorkSmart Team will continue to identify programs and needs as we move into FY21. |
| **Pipeline Improvement.** Provide a summary of upgraded seats related to priority industries and occupations.  NA |
| **Shared Strategies**  While each system may make changes in individual programming to align with the region’s priorities, all systems must commit to shared changes in the following areas, stated below. Describe how your region has worked collaboratively in the following two areas. |
| **Continuous Communication.** How often and in what way do you meet to review progress towards shared goals and make course corrections?  The WorkSmart Team has developed a very strong and collaborative approach to moving ahead with the Regional Blueprint initiative. During FY20 we met during the following months:  September April  October May  December June  The WorkSmart Team also opened our meetings in April, May & June to BOD members and Community/Academic Partners and local legislators.(both Senator Cyr and Representative Crocker both attended and spoke at our meeting in April) This was done in an strategic attempt to ensure we strengthen our work within the community and with community partners such as Cape Cod Commission, Housing Assistance Corporation, Cape Cod Young Professionals and local legislators.  Prior to COVID the WorkSmart Team, was meeting at the CIWB office, since the pandemic all meetings have taken place via Zoom. UMDI has been diligent in sending out reminders of our meetings, follow-up notes, and all slide-decks that were utilized. Additionally, the CIWB is working diligently to update our website and launched a new newsletter format, which allows us to track the effectiveness of each tool. 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.** What data and measurement systems do you use to support shared understanding of how well you are meeting your goals and making progress towards a shared vision?  The WorkSmart Team as received a great deal of assistance from UMDI with the Regional Blueprint initiative. Dana Henry and Kim McLaughlin, along with members of the Economic & Public Policy Research team have ensured we are on-track and making progress with the ultimate goal of updating the regional blueprint (FY21). Dana Henry, has acted as the project manager, which has assisted in keeping both the WorkSmart team and the CIWB on task, as a small organization with limited capacity this assistance has been critical. Not only did we meet during the above referenced times, Dana Henry, Kim McLaughlin and the Executive Director of CIWB met consistently to review data, to brainstorm and to formulate agendas, goals and ideas for each meeting as well as the future of the initiative. EPPR members would join us for these strategy sessions as their expertise with data and labor market information has helped influence many of our sessions. |
| **Other Shared Strategies.** What other shared strategies do you employ to promote collaboration and strategic alignment among your region’s core partners?  When the WorkSmart Team convened in December with Secretary Acosta it was recommended to have 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 and with Cape Cod Young Professionals (CCYP), as our demographic indicates the number of millennials in the region is significantly lower than that for comparably sized areas. Based on these recommendations the following have 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 member of the academic, workforce, arts, economic, entrepreneur, and housing communities and have served as a platform for sharing information and updates. The CIWB has also leveraged our membership with CCYP and their Executive Director Lauren Barker, prior to the cancellation the CIWB Director was to be a panelist on the Shape the Cape Summit, which is a one-day annual event that brings people together to facilitate forward-thinking conversations by the Cape’s workforce community. Despite the cancellation of this event and the necessary move to technology based events and meetings, the CIWB & CCYP continue to partner on local initiatives such as a recent podcast series specific for families impacted by COVID.  If there was to be a silver lining produced by the pandemic, it is the strengthening of collaboration within the region amongst many of our sector partners. The CIWB has been able to serve our region with all of the important updates regarding COVID-19, including Unemployment information and data as it has been released. This information has proven beneficial and also served as the basis for several podcast/panel discussions within the region.  *Describe specific steps taken to coordinate workforce development, education, and economic development programs/initiatives.*  *The WorkSmart Team and the CIWB have developed strong collaborative partnerships with our academic colleagues, this stems from work that was previously done within the Connecting Activities Program. The development of strong working relationships with superintendents and principals have helped guide the regional work of several academic initiatives such as the STEM@Work Grant, Innovation Pathway Grant and Skills Capital Grants. The support from the superintendents has been evident as we continue to move the WorkSmart Team forward. Currently we have representation from: Barnstable Public Schools, Dennis-Yarmouth Public Schools, Cape Cod Tech, Upper Cape Tech, and Mashpee Public Schools on our WorkSmart Team. 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. Dr. John Cox is a committed member of our WorkSmart Team as well as a member of our board of directors. Dr. Cox’s support and influence has helped encourage other staff members at CCCC to participate in the blueprint initiative.*  *Many of the initiatives that the WorkSmart Team/CIWB is involved in such as the above referenced: STEM@Work Grant, Innovation Pathway Grant and Skills Capital Grants require an employer partner. Leveraging employer partners which have been previously established throughout the region has proven to beneficial. The MassHire Cape & Islands Career Center, Community Development Partnership, Cape Cod Commission are all organizations that have helped guide conversations to advance economic development across the region.* |
| 1. **Where do we want to go?**   Summarize your upcoming plans to address the priority industries and occupations identified in the Blueprint. |
| **Priorities.** Describe your priorities for 2020. Note that the priorities listed here should be those that need participation of players from multiple entities and across two or three of the systems for accomplishment.  *What new programs, initiatives, or policies would you like your team to enact or create related to your priority industries and occupations? What processes would you like to improve?*  *As we look ahead to FY21 the CIWB would like to pursue additional funding opportunities that will be beneficial within the region. We have already spoken with both Dennis-Yarmouth & Bourne schools districts regarding their potential interest in applying for a Innovation Pathway Grant.*  *We are also in the midst collaborating with several potential partners for a Learn to Earn grant. The upcoming application is due in September and we feel this initiative will benefit our region, as we have been impacted significantly by COVID19. Providing opportunities for unemployed and underemployed individuals with the region will promote career pathway education via sector-based training.* |
| **Partnerships.** Describe your plans for developing additional strategic partnerships.  Utilizing our established partnership with UMDI/UMassOnline the CIWB would like to continue to leverage this existing partnership to help address the regional workforce needs. The CIWB/WorkSmart team will benefit from the partnerships that can be brought to the table by UMassOnline and UMDI.  As the WorkSmart Team continues to move forward with our revision of the blueprint, which will include the new industries and occupations the team will continue access resources within the community to help gauge employer interest. This will include the review of the recent business survey the Cape Cod Commission and the Cape Cod Chamber released. This impact survey evaluated the impact of COVID-19 on the local business community. The results can be viewed at [www.datacapecod.com](http://www.datacapecod.com). |
| **Employer Engagement.** Describe your plans for maintaining or strengthening employer engagement.  Employer Engagement was an area in which the CIWB had previously struggled. Inconsistent meeting attendance, coupled were with lack of participation were several of the reasons why the initiative failed to gain momentum. The WorkSmart Team felt is was critical to convene a group of stalk holders that believed in both the initiative, but also supported the CIWB. In doing so, we have added several members to our WorkSmart Team, whose contributions and expertise have proven to be exceedingly valuable. During FY20 the WorkSmart Team added: Christopher Flanagan (Home Builders & Remodelers Association of Cape Cod), Patricia DeBoer (Superintendent, Mashpee Public Schools), Heidi Nelson (Duffey Health Center). It is also important to note, our meetings with UMass Donahue Institute also included our Board of Directors, the WorkSmart Team, and community and academic partners. Community partners such as Cape Cod Young Professionals, Cape Cod Commission, Housing Assistance Corp have become involved in the process of updating our regional blueprint. The CIWB feels very passionately that the Cape & Islands Regional Blueprint needs to be a document in which there is agreement amongst our partners to ensure moving ahead there is measurable value in the work being produced.  The participation in meeting during FY20 has been exceedingly strong. This was evident not only in December at our convening with Secretary Acosta, but throughout the duration of the year. Even as COVID took hold of the region, our partners were very interested in meeting and discussing the data in which UMDI presented. We held meetings with UMDI and our team members in December 2019, March (postponed due to COVID), April, May and June.  *How have you continued to engage employers in the implementation of your region’s blueprint strategies?*  FY20 has enabled the CIWB reevaluate the needs of our employers through the use of data management tools, such as EMSI and Tableau. These data management tools have provided the CIWB and the WorkSmart Team the ability to analyze the workforce needs across the region. To further meet the needs of employers and continue strengthening business engagement within the region, the CIWB has leveraged the use of new marketing tools. |
| 1. **Conclusion** |
| **Conclusion.** Provide any closing remarks, next steps, or considerations.  The WorkSmart team has made significant strides during FY20, however, admittedly, there is much work to be done. The progress we had made will allow us to continue to move forward on a positive and proactive trajectory in FY21. One of the important activities that occurred in FY20 with the WorkSmart Team and UMDI was a complete and thorough review of the existing regional blueprint including the goals and objectives. Through this comprehensive review the Worksmart Team was able to identify strengthens and challenges within the region. With UMDI providing data tools and research it is evident we are on the course to better assess the workforce needs of the Cape & Islands region.  The WorkSmart Team felt it was critical to raise awareness regarding the Regional Blueprint initiative. It was evident to the WorkSmart Team, that our academic partners across the region were not only familiar with the Regional Blueprint, but also utilizing it to promote their initiatives. This can be seen through the success that the Cape Cod High Schools and Cape Cod Community College, has had in accessing additional funding. Three of our high schools have secured Innovation Pathway Grants (Nantucket, Mashpee & Barnstable) both Dennis-Yarmouth HS & Bourne HS are exploring the possibility of an Innovation Pathway in FY21. Barnstable HS, Cape Cod Community College, Mashpee HS and Upper Cape Cod Tech all successfully received Skills Capital Grants. Cape Cod Tech was awarded a two year Workforce Training Fund Grant from Commonwealth Corporation for a HVAC training. Clearly there is a strong partnership amongst our academic community, however, we feel there is room to further develop and establish closer collaborative partnerships with both workforce and economic partners.  During FY20 it was important to strengthen our reputation and gain momentum within the WorkSmart team, developing relationships with each member was execeedingly important to help drive forward the initiative.  The CIWB recently applied for the Healthcare Grant through Commonwealth Corporation, this application, brought to the table many of our community partners including; the Cape Cod Community College, MassHire Cape & Islands Career Center, Duffy Community Health Center, Outer Cape Health Services and the MassHire New Bedford Workforce Board. The initial application is for a planning grant as this will allow us the additional time to bring together our partner team to ensure we are meeting and addressing their needs during and post COVID.  The work that has been completed has helped to secure a solid foundation for which the team would like to utilize as our roadmap for revising and updating the existing blueprint. The WorkSmart Team feels with a more comprehensive regional blueprint the greater the impact within the region, as we will benefit from leveraging additional funding sources which will be critical in the upcoming fiscal year. |

##### Appendix A. Regional Planning Team Organization

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| **Regional Planning Team** | | |
| **Regional Planning Team.** Describe the different **partner organizations** brought together to be a part of the **Regional Planning Team** (K-12 District, Vocational Technical School, Community College, State University, Workforce Development Board, Massachusetts Office of Business Development, Regional Economic Development Organization, and more) and provide contact information. | | |
| **Individual Name** | **Organization Name** | **Individual Email** |
| Christopher Richards | Cape Cod Five Cents Saving Bank | crichards@capecodfive.com |
| Dr. Robert Dutch | Upper Cape Cod Regional Technical HS, Superintendent | bdutch@uppercapetech.org |
| Dr. John Cox | Cape Cod Community College, President | jcox@capecod.edu |
| Robert Sanborn | Cape Cod Regional Technical High School, Superintendent | bsanborn@capetech.us |
| Patricia DeBoer \* | Mashpee Public Schools, Superintendent | pdeboer@mpspk12.org |
| Meg Mayo Brown | Barnstable Public Schools, Superintendent | meg@barnstable.12.ma.us |
| Tammi Jacobsen | Cape Cod Community College | tjacobsen@capecod.edu |
| Francis McDonald | Mass Maritime Academy | fmcdonald@maritime.edu |
| Wendy Northcross | Cape Cod Chamber of Commerce, Executive Director | wendy@capecodchamber.org |
| Christopher Flanagan\* | Home Builders & Remodelers Association of Cape Cod | chrisf@capecodbuilders.org |
| Heidi Nelson\* | Duffy Community Health Center | hnelson@duffyhealthcenter.com |
| Kristina Dower \* | MassHire – Cape & Islands Career Center | jtecked@aol.com |
| Lindsay Cole | Cape Associates | [lcole@capeassociates.com](mailto:lcole@capeassociates.com) |
| Christine Flynn | Martha’s Vineyard Commission | flynn@mvcommission.org |
| Peter Danzell | Department of Transitional Assistance | Peter.danzell@state.ma.us |
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##### Appendix B. Best Practice Documentation (1 of 2)

*Note that compiled best practices will be shared across Regional Planning Teams.*

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| **Best Practice (BP) Documentation Tool**  Using the following template, document two (2) proven processes or initiatives. | | |
| **Best Practice Identification**  Describe a best practice or achievement in support of your vision and strategic goals. | | |
| **Title** | *Provide a title and/or brief summary of the best practice.* | Sector & Regional Employer Engagement |
| **Strategic Alignment** | *List the associated industry or occupation and Blueprint goal.* | Employment Engagement –regional community engagement & specific new member engagement (healthcare, education & healthcare) |
| **Description** | *Describe the processes and steps involved.* | re-educate the entire WorkSmart Team on the why the initiative is important and beneficial to the region.  \* together as a team issue a RFP & look for a new vendor to assist with the process of updating and regional workforce needs  \* Update new ED on existing BP, identify deficiencies/strengthens and how to move forward addressing workforce needs |
| **Results** | *Report outcomes, including relevant next steps.* | Positive outcomes:   * UMass Donahue Institute was hired as the vendor to assist with the project. * Meeting attendance & participation has increased * Awareness of the BP initiative is known across the region * Successful grant outcomes within Academic arena as they link with the BP – STEM@Work, Innovation Pathway & Skills Capital Grant * Collaboration in identifying industries and occupations |
| **Knowledge Management**  Use the following fields as a guide to provide more information for other potential users. | | |
| **Resources** | *What resources and skills are needed to apply the BP?* | Communication was essential in making sure that our WorkSmart members were made aware of all relevant information and felt well informed and involved. It was not to be a project of just the CIWB, but the entire region. |
| **Barriers** | *Did you encounter any obstacles to applying the BP? How did you solve them?* | The only barrier that existed was eliminating any prior preconceived notions regarding the initiative & CIWB. This was done rather quickly by meeting with existing WorkSmart team members individually to gain acceptance of the new leadership. |
| **Timeline** | *How long did it take to introduce and implement the BP?* | FY20 was spent researching, reviewing and laying a foundation in which the WorkSmart team will be able to launch a new BP at the end of FY21 |
| **Measurement** | *Are there performance measures associated with this practice?* | Not at this time |
| **Commentary** | *Additional advice, lessons learned, etc.* | Business Engagement was an area in which was previously viewed as a weakness within this region. The WorkSmart team, made significant strides in this area; bringing new members to the team as well as welcoming our local legislators to our meetings were all ways in which will allow us to move forward in a productive manner. |

##### Appendix C. Best Practice Documentation (2 of 2)

*Note that compiled best practices will be shared across Regional Planning Teams.*

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| **Best Practice (BP) Documentation Tool**  Using the following template, document two (2) proven processes or initiatives. | | |
| **Best Practice Identification**  Describe a best practice or achievement in support of your vision and strategic goals. | | |
| **Title** | *Provide a title and/or brief summary of the best practice.* | NA |
| **Strategic Alignment** | *List the associated industry or occupation and Blueprint goal.* | NA |
| **Description** | *Describe the processes and steps involved.* | NA |
| **Results** | *Report outcomes, including relevant next steps.* | NA |
| **Knowledge Management**  Use the following fields as a guide to provide more information for other potential users. | | |
| **Resources** | *What resources and skills are needed to apply the BP?* | NA |
| **Barriers** | *Did you encounter any obstacles to applying the BP? How did you solve them?* | NA |
| **Timeline** | *How long did it take to introduce and implement the BP?* | NA |
| **Measurement** | *Are there performance measures associated with this practice?* | NA |
| **Commentary** | *Additional advice, lessons learned, etc.* | NA |

##### Appendix D. Resource Tracker

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| Resource | Applying Entity | Occupation | Industry | Application Status |
| ***Resource #1*** | *[Name of lead applicant.]* | *[Associated occupation(s).]* | *[Associated industry.]* | *[e.g., Applied/Awarded.]* |
|  | *CIWB* | *Medical Associate/Home Health Aid* | *Healthcare* | *Pending* |
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##### Appendix E. Pipeline Capacity Tracker

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| Program | Provider | Occupation | Industry | Capacity Change |
| ***Program #1*** | *[Name of primary provider.]* | *[Associated occupation(s).]* | *[Associated industry.]* | *[e.g., Number of seats added/upgraded.]* |
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##### Appendix F. 2020 Progress Report

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| Goal | Strategy | Progress |
| Employer Engagement | * + *Goal #1 -examine existing strong & collaborative partnerships within region*   + *Goal #1 – ensure new members align with current BP industries*   + *Goal #1 – educating members on what the regional blueprint initiative is and why the work is important for the region.* | *[Describe your achievements, as well as any noteworthy challenges or opportunities related to this goal.]* |
|  | *Examine existing strong & collaborative partnership within the region.* | *The CIWB has successfully added several new members to the WorkSmart Team, these members represent leading sectors within the region. Those selected were identified for their strong collaborative partnerships with the CIWB. We selected Patricia DeBoer, Superintendent of the Mashpee Pubic Schools not only for the strong collaborative relationship, but also MPS has been exceedingly successful in aligning the BP with their funding needs and grant applications. MMHS has successful acquired an Innovation Pathway Grant as well as two Skills Pathway Grants. Additionally, MMHS had one of our largest Connecting Activities Programs, which builds upon local career pathways.*  *Christopher Flanagan, Executive Director of the Home Builder’s & Remodelers Association of Cape Cod. HBRACC has been a long-standing partner of the CIWB, including with the creation of the annual Residential Construction Career Day event. This event promotes career pathways within the residential construction sector.*  *Heidi Nelson, Executive Director of Duffy Health Center, is an obvious choice for her connectivity to the healthcare sector. Heidi’s expertise within the sector has proven beneficial as is her* |
|  | *Educating Worksmart members on the regional blueprint initiative* | *It was not only important to educate the new WorkSmart Team members on the Regional Blueprint initiative, but also to re-educate our existing members on the importance of the work the Workforce Skills Cabinet is doing and why this initiative will continue to benefit the Cape & Islands region. Evaluating the regional needs, readdressing strengths and challenges within the region were all part of this work. This step although remedial for some, was essential in establishing the cohesiveness of the team, as well unifying and aligning how we move forward.* |
|  | *Examine Existing partnerships within the region* | *FY20 was a year in which the new ED at the CIWB spent a considerable amount of time reengaging organizations across the region and strengthening their position in the community. With the increase in participation at WorkSmart Meetings, Board Meetings and Committee meetings it is evident this was successful, however with an abundant amount of nonprofits organizations within the region continued networking and engaging is essential.* |
| ***Review of the Industries & occupations within the region*** | *Goal #2- Comprehensive & thorough review of the existing regional BP* | *The WorkSmart team in conjunction with UMDI completed a thorough review of the existing BP to ensure the industries and occupations supported both career pathways & self-sufficiency. Due to the cost of living within the region & specifically the housing issues, the team felt strongly about conducting this research. UMDI provided much needed comprehensive data. This deep-dive assisted in a total review of the industries/occupations and ultimate proposed selection of new industries/occupations* |
| ***Increased Participation within the WorkSmart Team Mtgs*** | *Goal #3 – Open meetings to Board of Director members, community members & academic members*  *Goal #3 – consistent meeting schedule & follow-up* | *It was critical to regain momentum and acceptance of the Regional Blueprint initiative. It was evident that although educators within the region utilized the BP effectively there was work to be done within the economic and workforce sectors. To date, meeting attendance has increased considerably and remained strong throughout the fiscal year. By opening the meeting to other populations they were able to hear about the positive impact the BP had within their organizations. The ED also participated in PD at Barnstable High School with the principal offering updates on occupations and industries in both Dec & Feb. The ED also facilitated a workshop at the MassTech Conference in Sept 2019 with the Director of Career Tech Ed from Mashpee High School, the focus was Innovation Pathway Grant Opportunities/Skills Capitals & Regional Blueprint* |
| ***Long & Short Term Training Goals*** | *Goal#4 – Identify training needs within the region*  *Goal #4 – Apply for additional grant funding* | *At the December 2019 Convening the WorkSmart Team had discussed training within construction (short term) and the blue economy (long term). COVID, changed the focus of the short term goal, as we opted to apply for the Commonwealth Corporations Healthcare Grant The application is pending (grant was due June 29)*  *A long term goal will be reassessed with as we have spent considerable time analyzing needs of the region, the impact of COVID will also be taken into consideration.* |
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##### Appendix G. 2022 Progress Report

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| Goal | Strategy | Progress |
| ***Goal #1*** | * + *Goal #1 – Strategy*   + *Goal #1 – Strategy*   + *Goal #1 – Strategy* | *[Describe your achievements, as well as any noteworthy challenges or opportunities related to this goal.]* |
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