CAPE COD AND ISLANDS WORKFORCE DEVELOPMENT AREA CAPE COD AND ISLANDS REGION WIOA LOCAL PLAN FISCAL YEAR 2018

Cape Cod and Islands Workforce Development Board
David Augustinho, Executive Director

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WIOA LOCAL PLAN OVERVIEW The Massachusetts Local Plan represents the unified efforts of several state and local partners to administer an effective and efficient workforce system for the Commonwealth. SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT **DATA PACKAGES DEMOGRAPHIC CONTEXT** EMPLOYER DEMAND SUMMARY CAREER PATHWAYS INVESTIGATING THE EMPLOYMENT SUPPLY GAP ADULT BASIC EDUCATION SURVEY RESULTS ANALYSIS SECTION II: WORKFORCE BOARD STRATEGIC PLAN 53 SECTION III: MEMORANDUM OF UNDERSTANDING 95 METHODS OF INTEGRATED SERVICE DELIVERY COMBINING EDUCATION & WORKFORCE SYSTESMS TO SUPPORT CAREER PATHWAYS SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS 106 CAREER CENTER PARTICIPANTS AND OUTCOME SUMMARIES PROFILE OF CAREER CENTER CUSTOMERS WIOA TITLE I ADULT PARTICIPANTS SUMMARY WIOA TITLE I DISLOCATED WORKERS PARTICIPANTS SUMMARY WIOA TITLE I YOUTH WORKERS PARTICIPANTS SUMMARY TRADE ADJUSTMENT ASSISTANCE PARTICIPANTS

WIOA PRIMARY INDICATORS OF PERFORMANCE

WIOA LOCAL PLAN OVERVIEW

FISCAL YEARS 2018-2021

Massachusetts' WIOA 4-Year Local Plan, as required at WIOA section 108, is the culmination of a deliberate strategy to align all of the WIOA required activities in a coherent manner that averts duplication. The MA WIOA Local Plan builds upward and outward from the documents listed in the Table of Contents, which coalesce into the first year of the Massachusetts 4-year local plan.

For FY18, the Commonwealth has focused on Local Memoranda of Understanding (MOU) that articulate integrated service strategies for priority WIOA populations and Regional Data Packages, comprised of critical data and analysis illustrating employer demand and worker supply in each of the seven new planning regions. In addition, the Local Plan includes the local Strategic Plan for the Workforce Board that describes local career pathway models, and current local data and information addressing the needs of the local Adult Basic Education population as well as performance indicators and participant summaries to support customer service planning.

SECTION I: REGIONAL DATA PACKAGE & ADULT BASIC EDUCATION ALLIGNMENT

DATA PACKAGE

DEMOGRAPHIC CONTEXT

Population growth: Projections through 2035 show the share of older residents in Massachusetts increasing, with working age population declining.

Trends in race, ethnicity, and national origin: Population growth is driven by immigration, and by the growth of non-white racial groups.

Regional commuter patterns: Illustrates percentage of residents employed in region but living outside it, residents living and employed in the region, and the percentage of residents living in region but employed outside it.

EMPLOYER DEMAND SUMMARY

General employment patterns: Comparison of state and regional unemployment rates between 2005 and January 2017, along with a comparison of median state wages and median regional wages.

Industry data: A comprehensive view of regional sector makeup, organized according to total wages and total employment. Prominent industry groups are highlighted and arranged according to average weekly wages. The largest fifteen employers of each top industry in the region are identified and ranked.

Occupational data: Jobs and professions defined by SOC codes are indexed according to share of employment, employer demand, and Demand Star Ranking.

CAREER PATHWAYS

Projected employment through 2024 and median annual earnings for key career pathways important to the region.

INVESTIGATING THE EMPLOYMENT SUPPLY GAP

Supply gap ratio: A proxy measure for understanding which occupations present labor supply deficiencies that are outstripped by employer demand. It shows which occupations have more job openings than qualified workers to fill those same job openings.

Labor supply/employer demand = supply gap ratio

ADULT BASIC EDUCATION SURVEY

SURVEY RESULTS ANALYSIS

The Massachusetts Department of Education's Adult and Community Learning Services (ACLS) Request for Proposal for Adult and Community Learning Service grants will provide adult education direct services in each of the 16 workforce development areas. The grants will support the development of innovative adult education programs to effectively serve shared customers. This section provides comprehensive information that will assist bidders in aligning Adult Education activities and services with the workforce system.



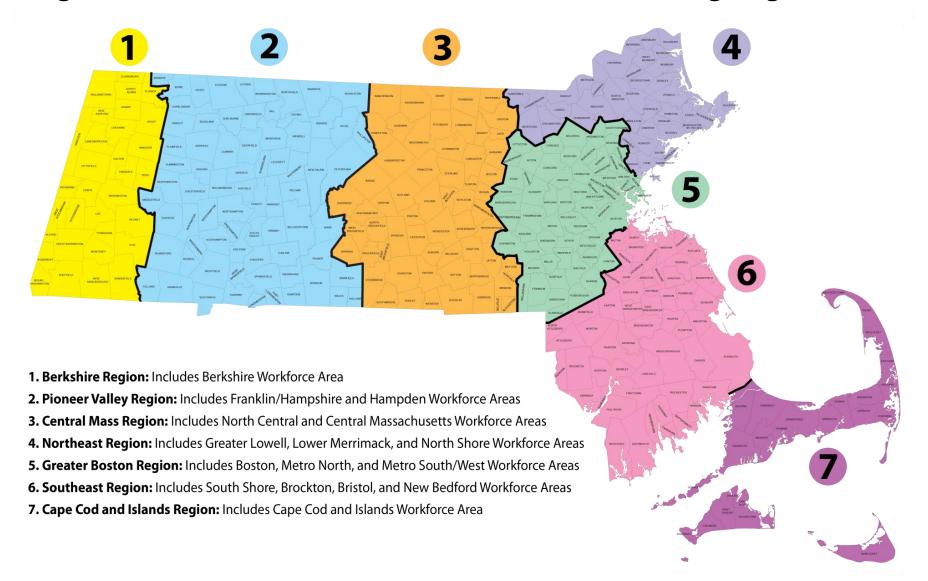


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This report contains critical data and analysis illustrating employer demand and worker supply in the region. Developed under the auspices of the Massachusetts Workforce Skills Cabinet to inform workplace service strategies.

- I. Regional Map
- II. Demographic Context and Overview
- III. Employer Demand Data
- IV. Supply Gap Data

Regional Structure – Workforce Skills Cabinet Planning Regions



II. Demographic Context and Overview

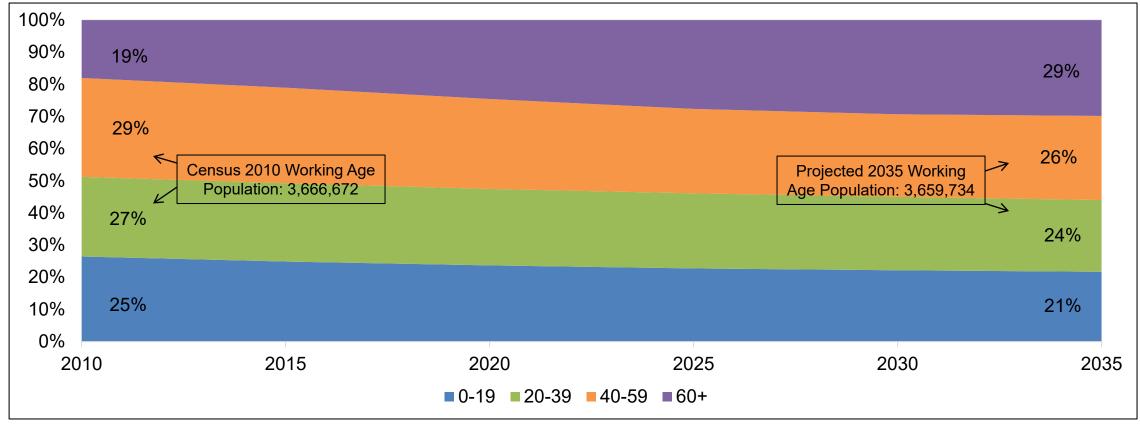
- Population trends in age, race, ethnicity, and immigration
- Commuter patterns in and out of the region
- Data summary

Projected State Population Growth by Age, 2010-2035

The share of older residents is increasing, while the share and number of the working age population is declining.

 Census 2010
 Projected 2035

 Population: 6,547,629
 Population: 7,319,469



State Trends, Race/Ethnicity and Place of Origin

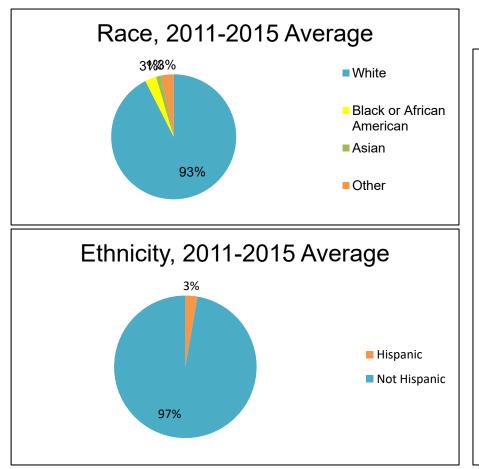
Massachusetts population growth is driven by immigration, and by growth in diverse populations.

Massachusetts	2000	2012-2014	Share of Total Population 2012-2014	Absolute Change	Percent Change	Average Annual Growth Rate
Total Population*	6,131,752	6,447,295	100%	315,543	5.1%	0.4%
Nativity						
Native Born	5,279,860	5,326,213	83%	46,353	0.9%	0.1%
Foreign Born**	851,892	1,121,082	17%	269,190	31.6%	2.1%
Race/Ethnicity						
White, non-Hispanic	5,026,398	4,817,401	75%	-208,997	-4.2%	-0.3%
Black, non-Hispanic	300,758	407,723	6%	106,965	35.6%	2.4%
Asian, non-Hispanic	224,242	375,130	6%	150,888	67.3%	4.0%
Hispanic	412,496	678,193	11%	265,697	64.4%	3.9%
Other race, non-Hispanic	167,858	168,848	3%	990	0.6%	0.0%
*Civilian non-institutional population						

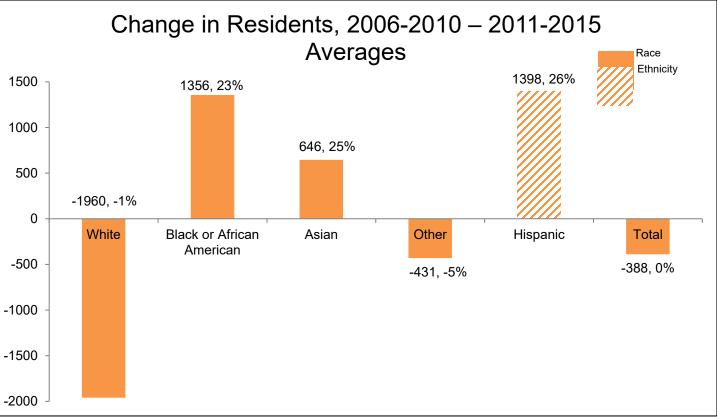
^{**}Foreign born is defined here as those born outside of the 50 states and the District of Columbia, who was not born to American parents abroad, and people born in Puerto Rico and other U.S. territories.

Regional Trends, Race/Ethnicity

Contrary to the State's population trends, the total population in the Cape has not increased over the past ten years. However, there has been a sizeable increase in the minority population that has offset the decrease in the white population.



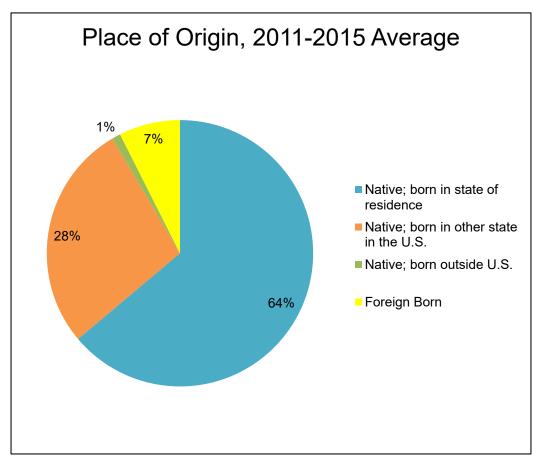
Total Population Estimate: 244,617 2011-2015 Average

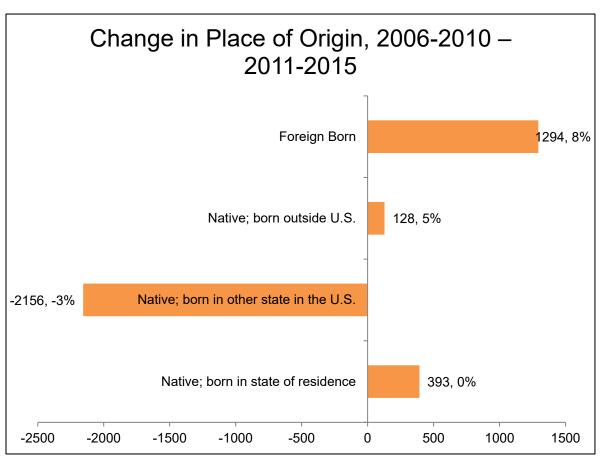


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Regional Trends, Place of Origin

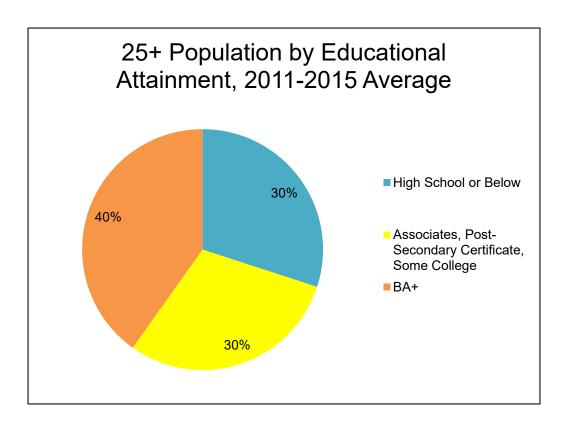
Just under 2/3 of the Cape was born locally. The share of foreign-born residents has increased by 8%, while the number of out of state migrants has decreased slightly.

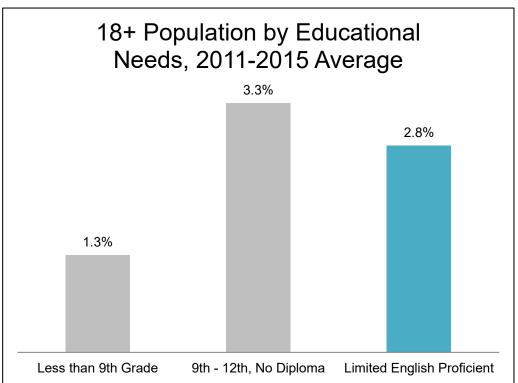




Regional Trends, Education

Although much of the Cape is highly educated, a small portion of residents require language or basic skill remediation.





Total Population Estimate, 25+: 184,849

Total Population Estimate, 18+: 202,131

Regional Commuter Patterns

Central MA employers face a net loss of approximately 12,000 employees who leave the region for work.

23,370
Employed in Region but Living Outside

69,994 Living and Employed in Cape

> 35,406 Living in Region but Employed Outside

Summary of Demographic Trends

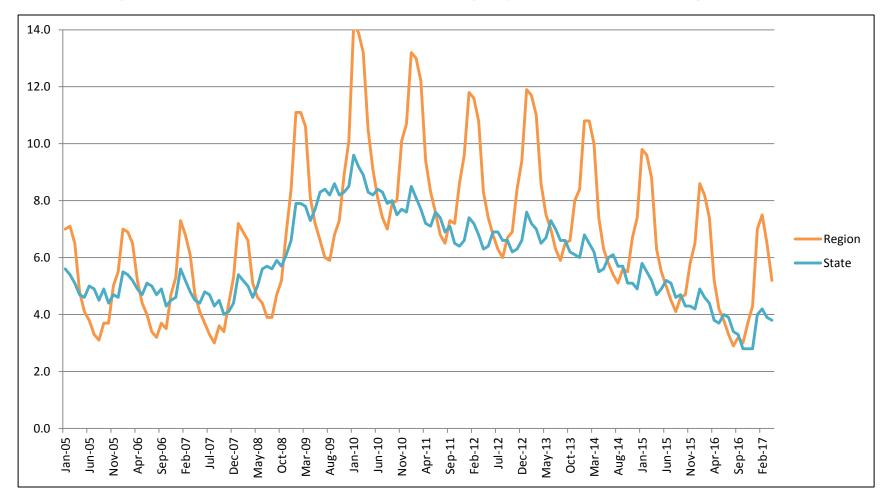
- As our State's population ages, the share of working-age and young people is declining.
- The total population in the Cape has decreased slightly over the past ten years, but decline in the white population has been accompanied by growth in minority and foreign-born populations.
- The Cape and Islands region loses slightly more workers to outside of the region than the amount of employees that it gains.

III. Employer Demand Data

- A. Context
- B. Industry Overview
- C. Occupation Overview
- D. Career Pathways

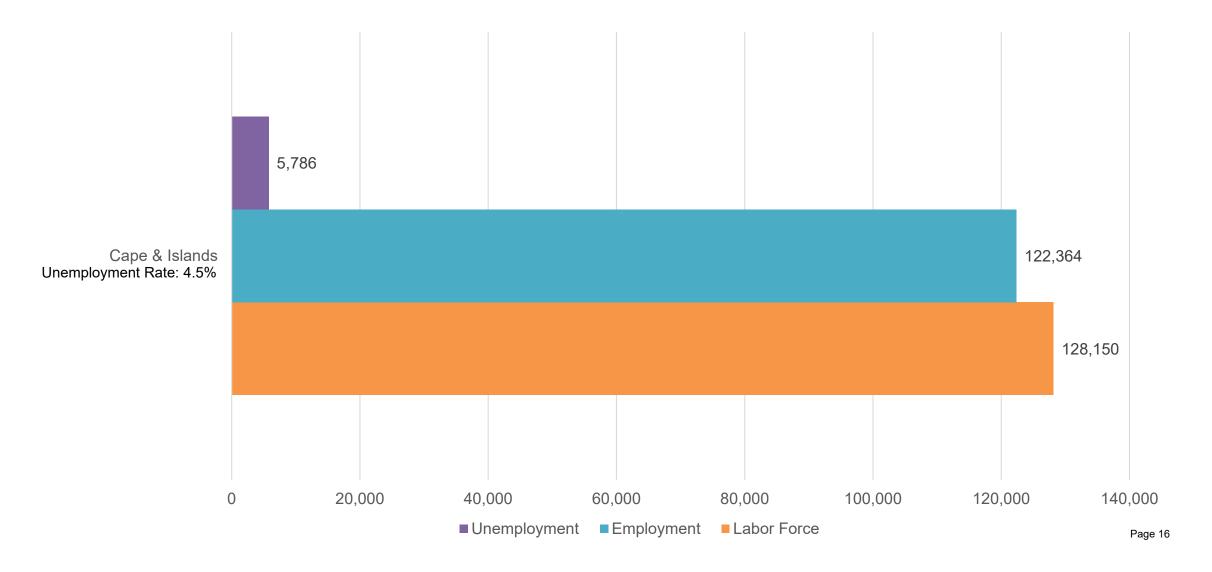
State and Regional Unemployment Rate

Regional unemployment in Cape Cod & the Islands dips below the state average by as much as 1.5% during the summer and exceeds the state average by as much as 6% during the winter.



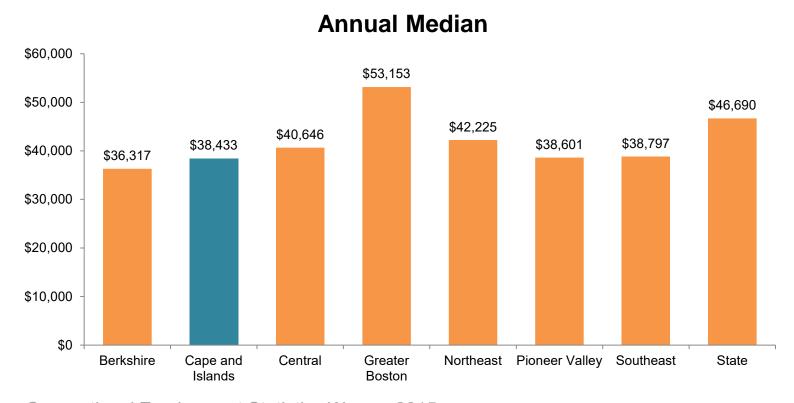
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Regional and Workforce Development Area Labor Force and Unemployment Rates between June 2016 and May 2017



Median Wage

The Cape and Islands ranks in the middle, in terms of wages, in the state. It rivals the Southeast, its closest neighbor.



Occupational Employment Statistics Wages, 2015

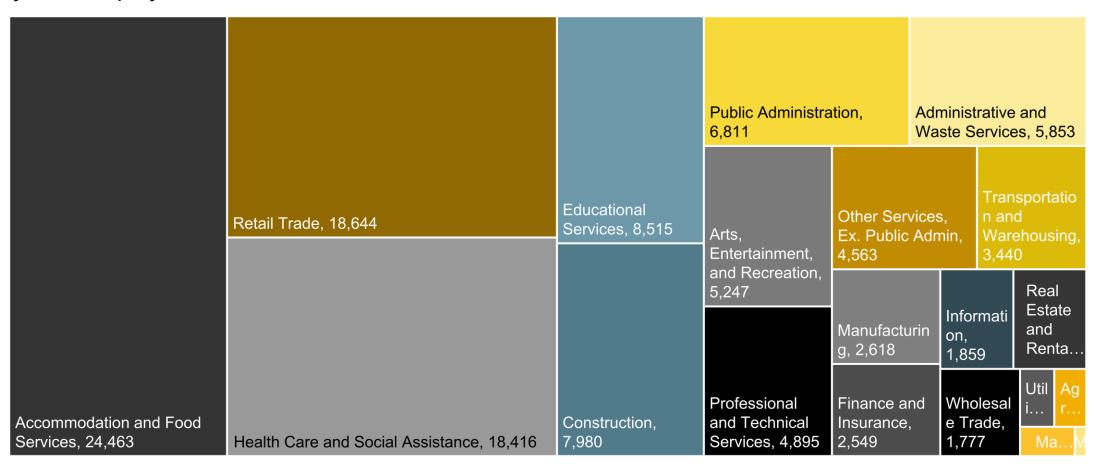
B. Industry Overview

Industry Terminology

Industry Sector	Sectors that represent general categories of economic activities, 2 digit NAICS
Industry Group	More detailed production-oriented combinations of establishments with similar customers and services, 4 digit NAICS
Total Employment	Total number of workers

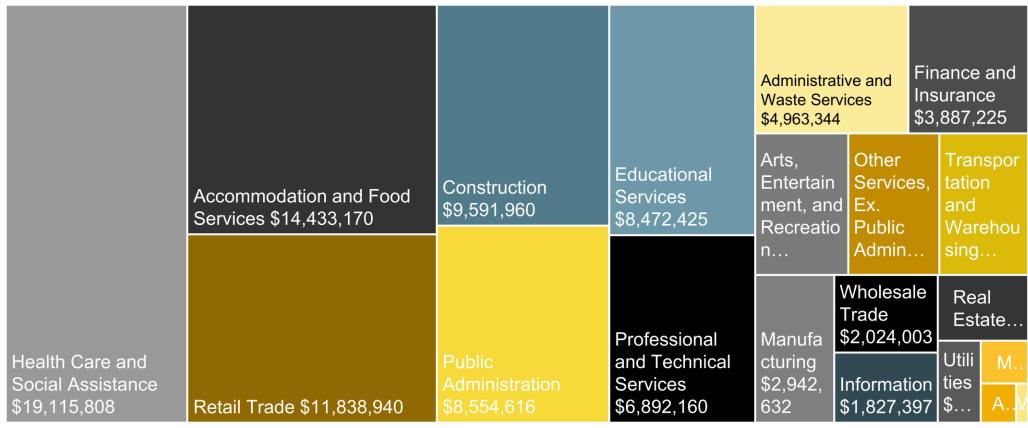
Cape Cod and Islands Region Sector Makeup

by total employment

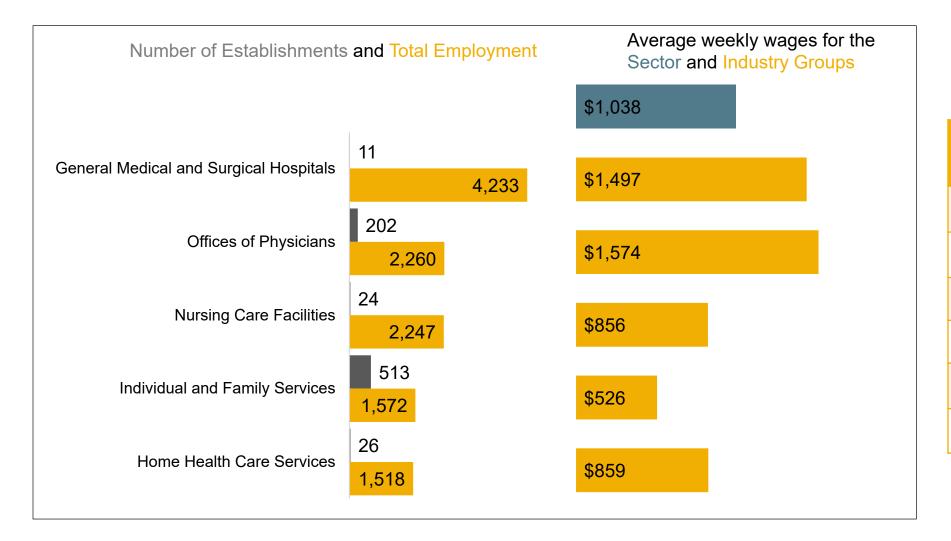


Cape Cod and Islands Region Sector Makeup

by total wages

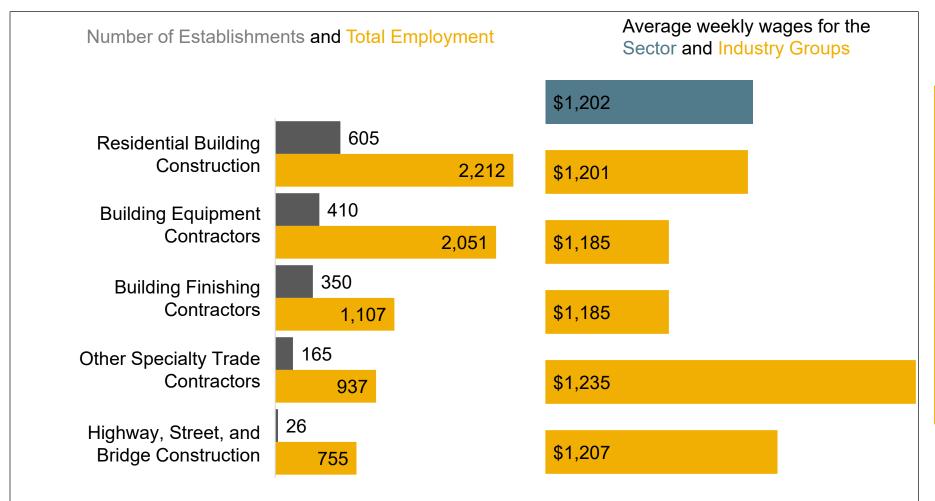


Healthcare Industry Groups



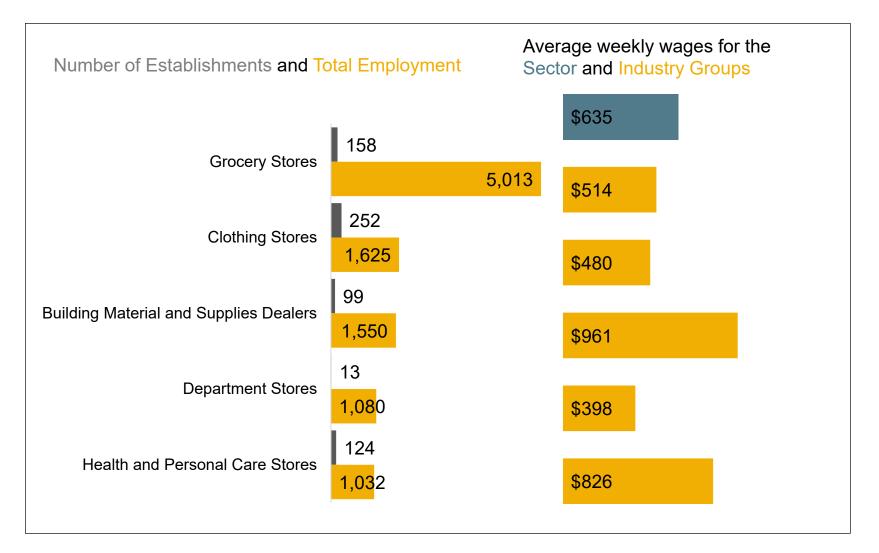
Employers by 12-month Job Postings		
Employer	Postings	
Martha's Vineyard Hospital	333	
Atria Senior Living	142	
Bayada	89	
Nantucket Cottage Hospital	80	
The May Institute	57	

Construction Industry Groups



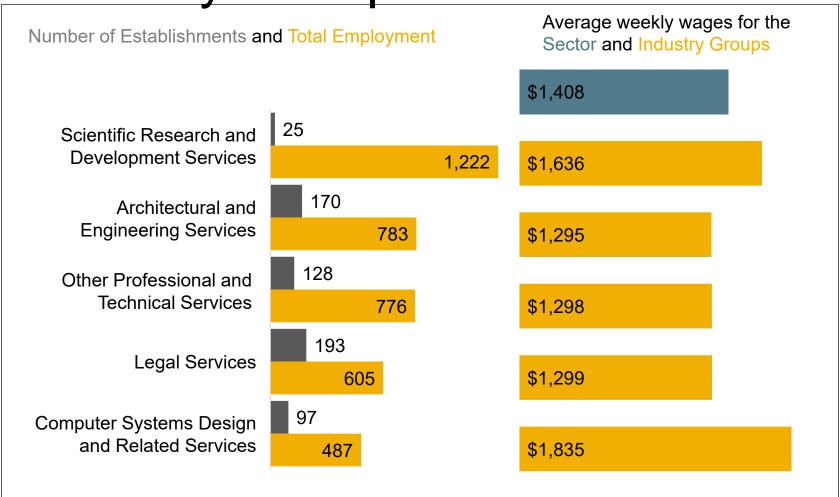
Employers by 12 Job Postin	
Employer	Postings
Ocean Edge Resort & Golf Club	22
Bluegreen Corp.	14
Lawrence Lynch Corp.	5
Shepley Wood Products, Inc	3
CAREGIVER Homes	3

Retail Trade Industry Groups



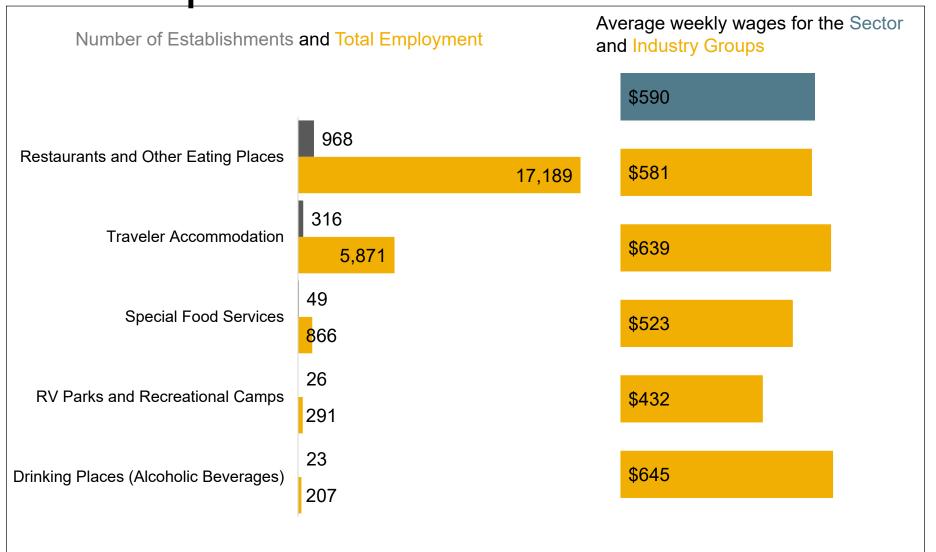
Employers by 1 Job Postir	
Employer	Postings
Roche Brothers Supermarkets	41
Staples	38
Macy's	31
United States Postal Service	24
Rite Aid	18

Professional and Technical Services Industry Groups



Employers by 12-month Job Postings		
Employer	Postings	
Cape Cod Healthcare	53	
Celadon	17	
ACRT, Inc	10	
Wilkinson Ecological Design	10	
SUPER SERVICE, LLC	8	

Accommodation and Food Service Industry Groups



Employers by 12-month Job Postings		
Employer	Postings	
Wequassett Resort and Golf Club	59	
CBI Operations LLC	45	
Chatham Bars Inn	13	
99 RESTAURANT & PUB	13	
Holiday Inn	8	

C. Occupation Overview

C1: Occupations Indexed by Share of Employment

C2: Occupations Indexed by Employer Demand

C3. Occupations Indexed by Demand Star Ranking

What jobs are people doing, and what types of work do employers need people to do.

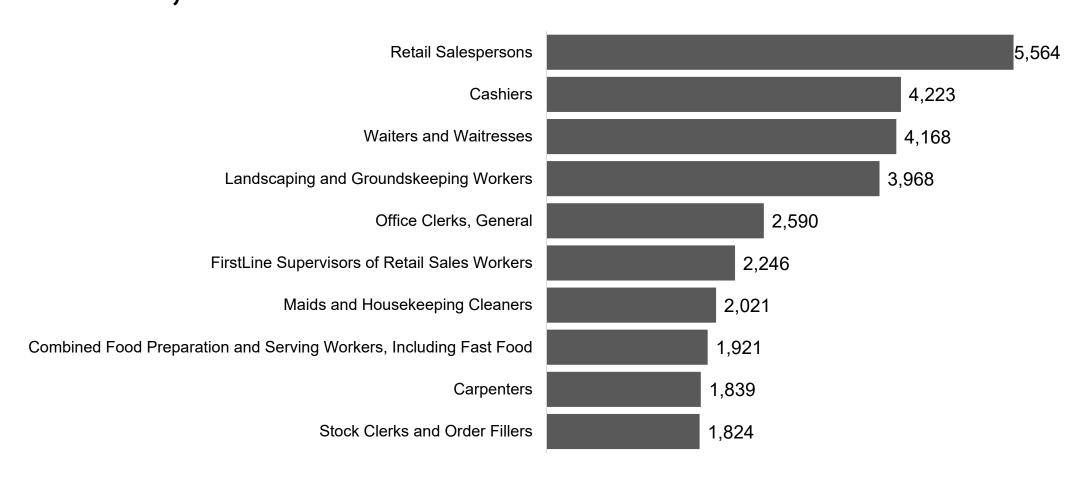
Occupation Terminology

Employment Share	Number of employees currently working in a specific industry or sector across all employers
Occupation	A job or profession, not specific to an industry, defined by SOC code

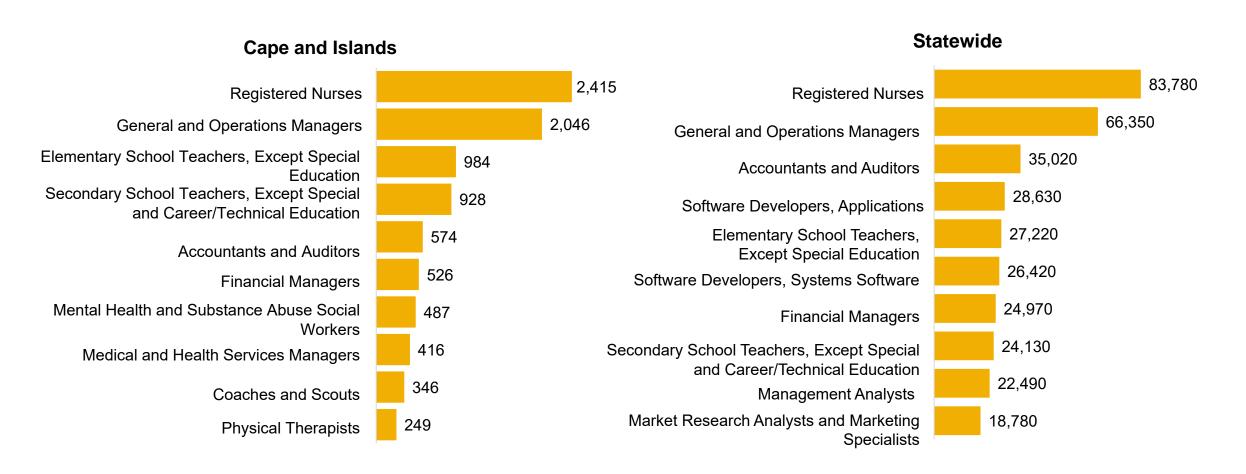
Top 15 Occupations by Share of Employment, 2015



Top 10 Occupations by Employment Share, 2015 Sub-BA



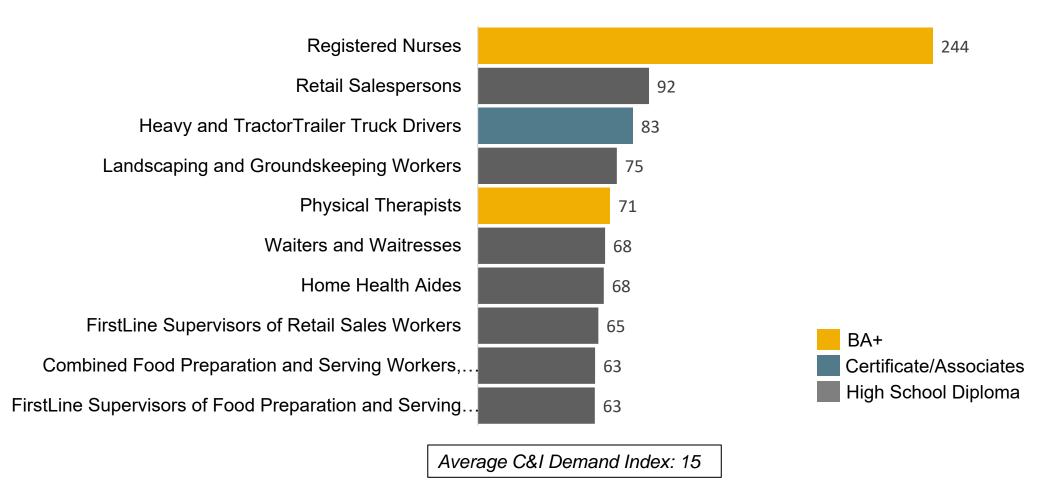
Top 10 Occupation by Employment Share, 2015, BA+



Employer Demand Terminology

• •	r a particular occupation, based on surveyed employers
te ac No de ar	nort term openings from replacement and growth (2017), long rm openings from replacement and growth (2024), and divertised online postings, averaged ote: there are many different ways to measure "employer emand." The WSC team acknowledges that none are perfect, and thus an average of three different measures seeks to find iddle ground.

Top 15 Occupations by Indexed Employer Demand, All Education Levels

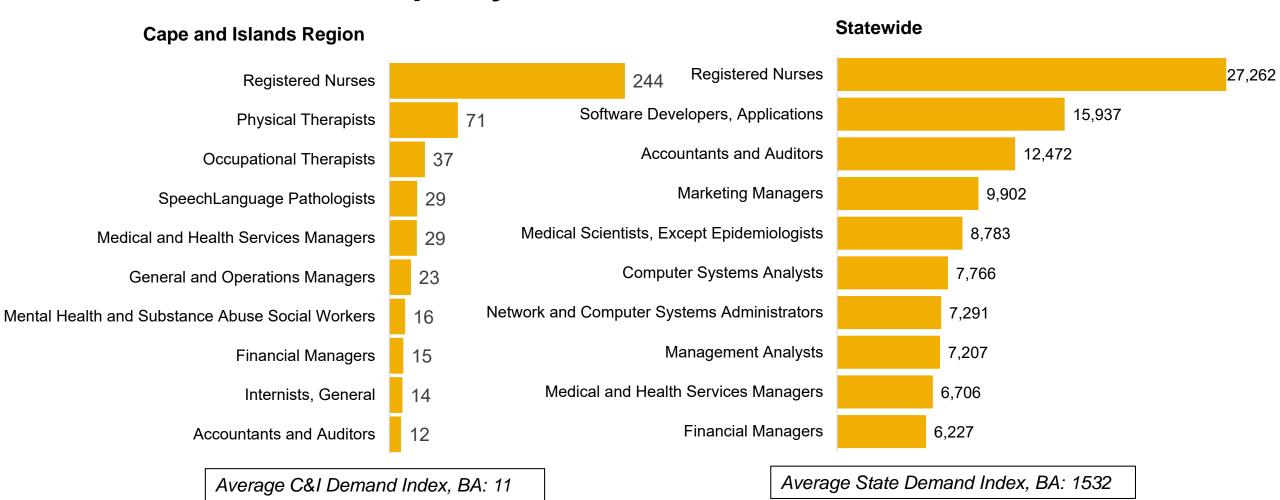


Top 15 Occupations by Indexed Employer Demand, Sub-BA



Average C&I Demand Index:
High School Diploma & Below Occupations: 17
Certificates, Associate's, Some College: 14

Top 15 Occupations Requiring a BA by Indexed Employer Demand



Terminology

Demand Star Ranking

Ranking of highest-demand, highest-wage jobs in Massachusetts, based on short-term employment projections (2017), long-term employment projections (2024), current available openings from Help Wanted Online, and median regional wage.

Ranking developed by State of Louisiana's workforce system and implemented with support of Boston Federal Reserve.

Selected 4- and 5- Star Occupations Requiring a High School Diploma or Below

Occupation	Demand STAR	Associated Industry	Indexed Demand	Wages
FirstLine Supervisors of Construction Trades and Extraction Workers	5	Construction	27	\$67,863
FirstLine Supervisors of Mechanics, Installers, and Repairers	4	Retail Trade	14	\$65,543
Electricians	4	Construction	20	\$56,895
Light Truck and Service Delivery Drivers	4	Transportation and Warehousing	36	\$69,871
Food Service Managers	4	Accommodation Services	12	\$57,217
FirstLine Supervisors of Office and Administrative Support Workers	4	Healthcare and Social Assistance	32	\$54,883
Plumbers, Pipefitters, and Steamfitters	4	Construction	16	\$53,289
Carpenters	4	Construction	54	\$51,205

Selected 4- and 5-Star Occupations Requiring an Associates/Certificate

Occupation	Demand STAR	Associated Industry	Indexed Demand	Wages
Heavy and Tractor Trailer Drivers	5	Transportation and Warehousing	83	\$ 91,200
Licensed Practical and Licensed Vocational Nurses	4	Health Care and Social Assistance	43	\$ 55,031
Physical Therapist Assistants	4	Health Care and Social Assistance	16	\$ 64,325
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4	Construction	11	\$ 52,641
Telecommunications Equipment Installers and Repairers, Except Line Installers	4	Information	6	\$ 61,943
Surgical Technologists	4	Health Care and Social Assistance	7	\$ 56,460
Firefighters	4	Public Administration	6	\$ 58,849
Dental Assistants	4	Health Care and Social Assistance	5	\$ 44,532

5-Star Occupations, BA

Occupation	Demand STAR	Associated Industry	Indexed Demand	Wages
Elementary School Teachers, Except Special Education	5	Education Services	11	\$ 72,711
Educational Guidance, and Vocational Counselors	4	Education Services	11	\$ 62,769
Accountants and Auditors	5	Finance and Insurance	12	\$ 69,400
Financial Managers	5	Finance and Insurance	15	\$ 77,464
Mental Health and Substance Abuse Social Workers	4	Health Care and Social Assistance	16	\$ 41,990
Medical and Health Services Managers	5	Health Care and Social Assistance	29	\$ 103,019
Middle School Teachers, Except Special and Career/Technical Education	4	Education Services	8	\$ 71,206
General and Operations Managers	5	Professional and Technical Services	23	\$ 81,045
Registered Nurses	5	Health Care and Social Assistance	224	\$ 75,714

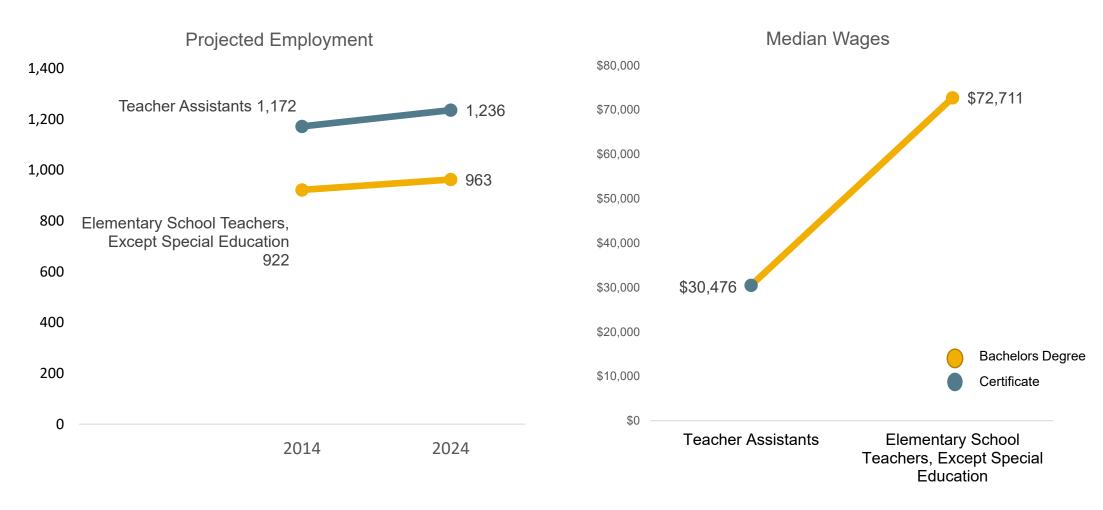
D. Career Pathways

Projected employment and median earnings for key career pathways important to the region

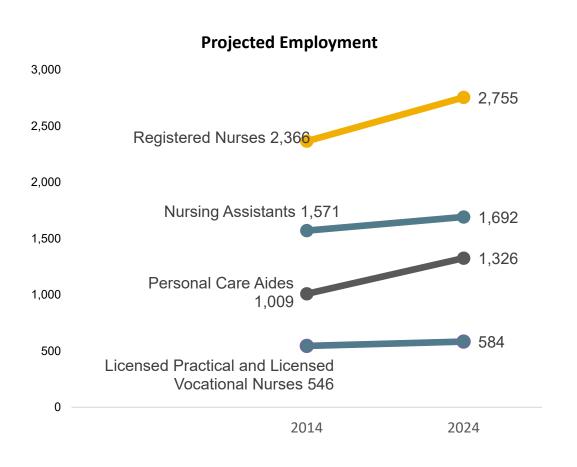
Retail Career Pathway

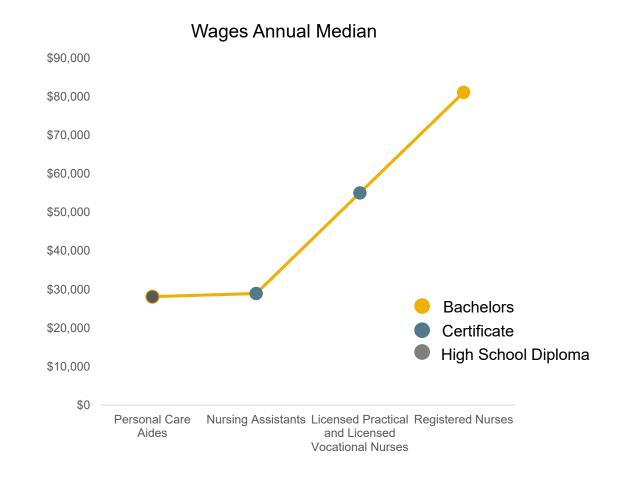


Teaching Career Pathway

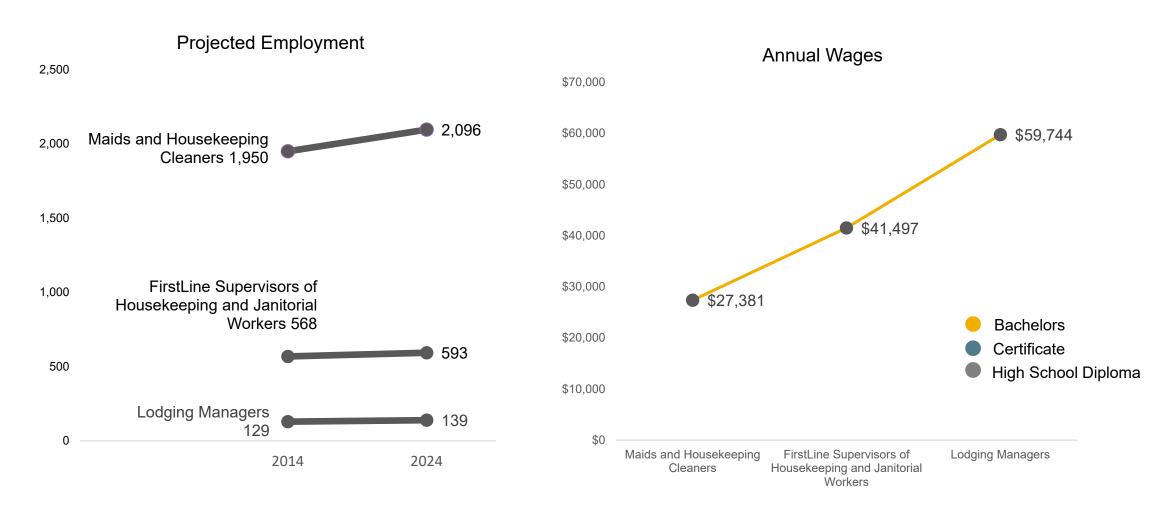


Nursing Career Pathway





II.E.4: Hotel Career Ladder



Construction Career Ladder



IV. Supply Gaps

- A. Calculating Supply Gap Ratio
- B. Calculating Labor Demand & Labor Supply
- C. Supply Gap Analysis

Calculating the Supply Gap Ratio

Supply Gap Ratio = Projected Qualified Individuals Per Opening

- Supply Gap Ratio is a proxy measure for understanding which occupations are likely to NOT have enough talent to meet employer demand.
- Supply / Demand = Supply Gap Ratio
 - 100 qualified individuals / 50 potential openings = supply gap ratio of 2
 - 2 qualified individuals per opening (More supply than demand)
 - 6 qualified individuals / 12 potential openings = supply gap ratio of 0.5
 - 0.5 qualified individuals per opening (Less supply than demand)

Calculating Labor Demand & Labor Supply

Demand

How many potential job openings do are expected for a given occupation?

Average of total number of jobs for each occupation across three data sets...

- 2017 projections from openings and replacement (OES)
- 2024 projections from openings and replacement (OES)
- Help Wanted Online annualized 2016 job postings

Supply

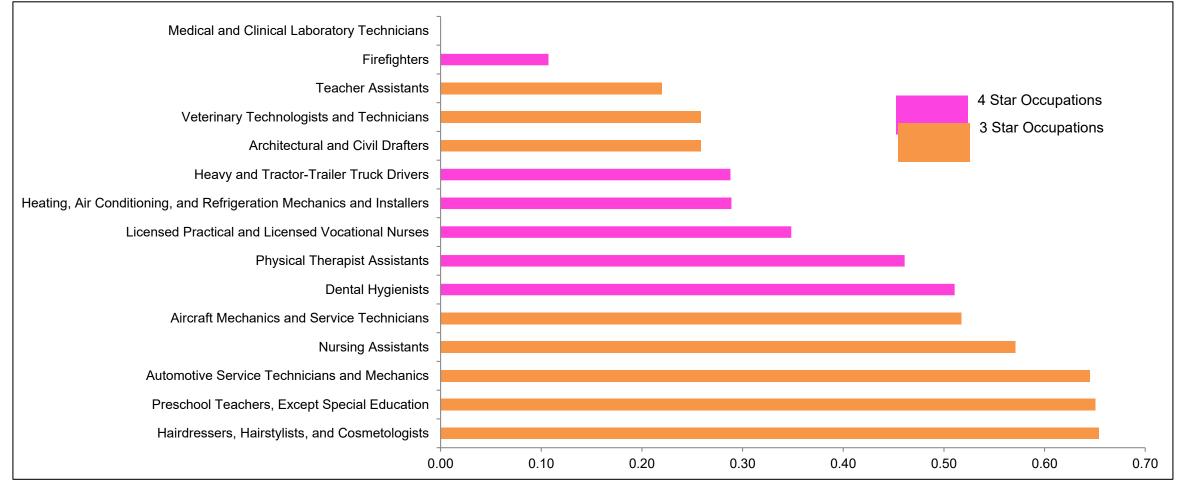
How many qualified individuals are potentially available to fill a relevant job opening?

Sum of available workers or graduates related to an occupation from multiple data sets...

- Unique UI claims, 2016 (DUA)
- Relevant completer data
 - Voc-Tech completers, 2013-2015 average (DESE), 50% available*
 - Community College completers, 2013-2015 average (DHE), 90% available
 - State University completers, 2013-2015 average (DHE), 71% available
 - Private University completers, 2013-2015 average (iPEDS), 55% available
 - *All retention figures are statewide, studies cited in Data Tool
 - **Occupations requiring post-secondary education only

More Openings than Qualified: Regional Sub-BA Occupations

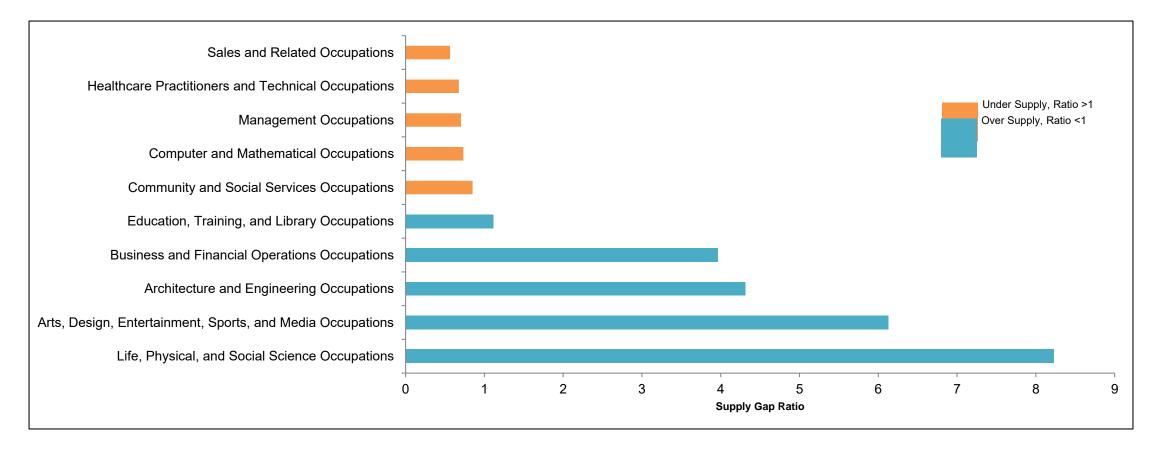
Among all occupations requiring an Associates or Certificate, healthcare support, installation, transportation, and a number of education professions face supply gaps.



Occupations requiring a postsecondary non-degree award, some college, or an Associate's Degree, 20+ only

State Supply Gap Overview: BA Clusters

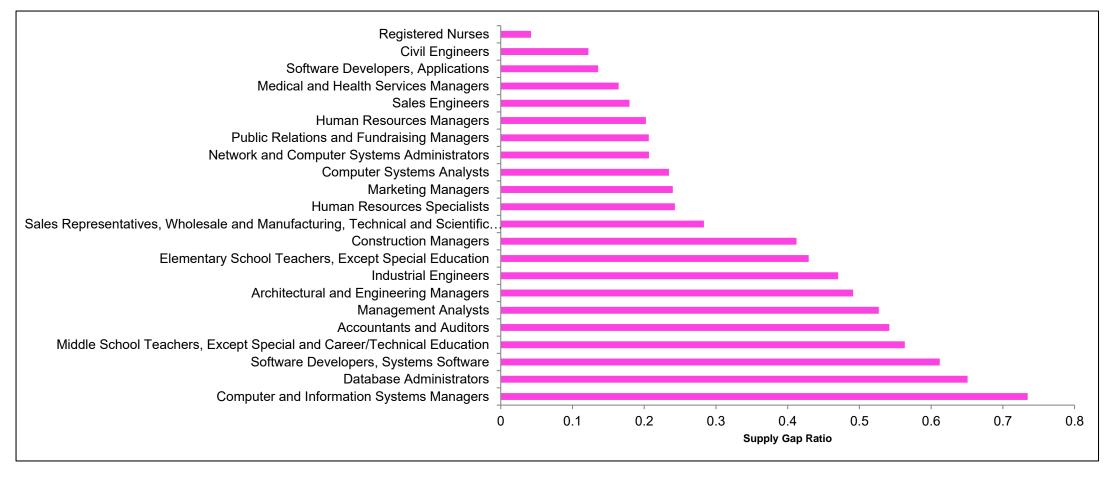
Sales, Healthcare, Management, and Computer and Mathematical Occupations average the lowest ratios of qualified individuals per opening at the BA level.



Occupations requiring a Bachelor's Degree, Demand Index 100+ Only

More Openings than Qualified: State BA Occupations

A number of 4 and 5 star occupations, largely in STEM fields, are in short supply.



Occupations requiring a Bachelor's Degree, 4 and 5 stars, Demand Index 100+ only

Labor Supply Gap Summary

Associate's, Some college, Post-secondary Certificate

 In the Cape, a specific set of 3 and 4 star occupations face supply gaps – most notably in healthcare support, installation, transportation, and education.

Bachelor's Degree

 Across the State, we expect supply gaps in 4 and 5 star occupations primarily in STEM fields, with an emphasis on Healthcare and Computer and Mathematical occupations.

Cape and Islands Workforce Development Board

Local Area Information Related to Adult Education and Literacy

1. ALIGNMENT WITH ADULT EDUCATION AND LITERACY ACTIVITIES

The Director of our local ABE provider is on the Workforce Development Board, as well as the President of the host agency Cape Cod Community College. They will provide input regarding the interface of our entities. We also are entering into a Partner MOU which spells out the relationship.

2. EDUCATIONAL AND SERVICE NEEDS OF PRORITY POPULATIONS

The Cape and Islands region has a significant Brazilian Portuguese population in need of English language education. There are also some Eastern Europeans who are seeking language skills. There is also a sizeable group of individuals who have not completed high school who are in need of HISET training.

3. PROJECTED NEED FOR ADULT EDUCATION AND ESOL PROGRAMS

We anticipate that the populations requiring services will remain fairly stable over the next 2-3 years.

4. CAREER PATHWAYS FOR ABE AND ESOL POPULATIONS

Relevant career pathways for our ABE and ESOL students include a large number of Health Care careers. CNA's, Medical Assistants, coders and other entry level health care occupations are available in the region. Hospitality and retail are other pathways available to the ABE and ESOL students.

SECTION II: WORKFORCE BOARD STRATEGIC PLAN

STRATEGIC VISION

The Strategic Plan demonstrates utilization of "business intelligence" to develop data driven strategies based on analysis of Labor Market Information. The Strategic Plan includes strategies for the Board to convene, broker and leverage partnerships with key stakeholders, e.g., WIOA Core Partners, career and technical education, community colleges and other higher education entities, organized labor, and others.

The Strategic Plan develops and/or replicates successful career pathway models and industry sector interventions that involve significant employer engagement activity and includes use of job driven strategies & innovative use of work-based models of training interventions – OJT, apprenticeship, internship, etc. It describes the role of the board in the development of the region's comprehensive economic development strategies as well as the coordination of the workforce activities with economic development strategies.

Cape and Islands Workforce Investment Board Strategic Plan 2013-2017

Strategic Plan

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

Process

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

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

Planning and Analysis

Youth Engagement

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

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

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

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

Cross sector goals:

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

How we meet these cross sector goals:

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

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

Two other activities support our work in providing and receiving real time data. The WIB Executive Director is a member of the Chamber's Entrepreneurs' Resource System

- which provides capital and technical assistance to budding entrepreneurs. The WIB Executive Director also serves on the Board of the regional SBA lender Coastal Community Capital, which provides an opportunity to learn about current start-up or growing businesses.
- ✓ **Regular Communication:** Four hundred opt-in business and training partners receive our weekly e-newsletter, and often respond to online surveys through embedded links in those newsletters.
- ✓ **Planning Partnerships:** Planning partnerships in retail, health care, hospitality (including the Creative Economy), construction, and technology are formed. They engage employers and training partners in dialogue about changes and trends in business which will affect workforce development needs. These partnerships have assisted in the design pf activities in this strategic plan and meet semiannually to provide and respond to real time data. Not all of these partnerships are housed within the WIB.
- ✓ **Development of strategy maps:** Strategy maps have been developed as the chief means to guide and benchmark our work. The strategy maps detail our sectoral activities, the sectors were selected based on LMI information in the Federal Reserve data set and the EMSI database.

✓ Sector-specific collaborative goals:

- ✓ **Health Care:** Provide training in partnership with Cape Cod Community College (CCCC), local Vocational Technical schools, and other public and private health care providers in areas with critical vacancies; place graduates of programs into jobs at employer partners' facilities, and others. Stimulate the emergence of new training opportunities i.e. part time LPN training and/or new LPN to BSN RN programs.
- ✓ **Construction:** Work with construction companies to support expansion and growth through provision of training and placement in office/administrative support positions. Also develop entry level construction training programs in partnership with the Cape Cod Homebuilders and Remodelers Association using national models developed by their National Association.
- ✓ **Technology and Professional Services:** The majority of our local employers in this sector work in high-tech. They articulated a need to build the area's workforce skills in computer related technologies, and jointly set goals to a) work with CCCC to update offerings in technical areas, b) work with employer partnerships to create and support professional development opportunities for workers at many levels to keep the workforce up-to-date in emerging skill areas (especially AGILE methods) and c) continue to convene the professional services employer group as an advisory council to the WIB, the Career Center and CCCC. D) Technology employers also expressed interest in seeing more 4 year college curricula offered in the region.

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

Measuring Success

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

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

Develops indicators

Tracks outcomes

Reviews progress

Makes course corrections

Replicates successes

benchmarks for each strategy map to track progress over the short and long terms.

The WIB staff and its Marketing/Community Relations Committee has developed a new website to support the cross-sector communication goals of ensuring that Cape and Islands employers have mechanisms for sharing real time data on emerging workforce needs and have input into regional strategies to meet those needs. At the same time, this effort will directly and positively impact job seekers: the website connects job seekers and employers to training opportunities, thereby significantly increasing the pipeline of skilled residents prepared to work in growing industries and ensuring that disadvantaged populations, including at risk youth, un/under employed adults, and older workers, have access to employment opportunities.

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

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

DEMOGRAPHIC AND LABOR MARKET DATA

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

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

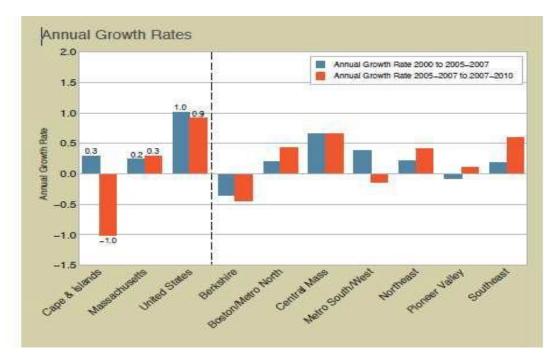
of the region's employers. The higher education institutions in the region can play a key role in influencing the future supply of workers with post-secondary degrees. This supply will

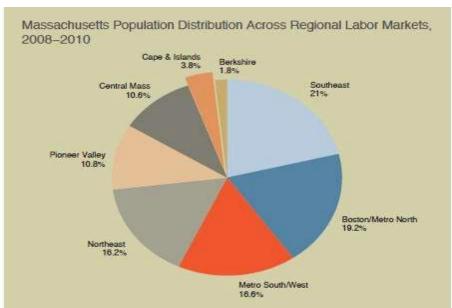
be critical to help meet the demographic challenges posed by the aging workforce and the demand for educated workers. However, the post-secondary education sector in the Cape & Islands is relatively small: In 2010, the region had only five post-secondary educational institutions. Nearly 60 percent of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



POPULATION GROWTH TRENDS

The Cape & Islands is the second smallest region by residential population; it accounted for 3.8 percent of the state's population at the end of the decade. After experiencing the state's third fastest population growth (an annual rate of 0.3 percent) early in the decade, the Cape & Islands experienced the largest decline in population (an annual rate of 1.0 percent) of all regional labor markets between 2005-2007 and 2008-2010. As such, the region was one of only two labor markets to decline in residential population in the past decade. Berkshire was the only other region to register a decline, while Pioneer Valley's population was virtually unchanged and the other five regional labor markets experienced increases in their residential populations.





DEMOGRAPHIC CHARACTERISTICS OF THE RESIDENT POPULATION OF CAPE & ISLANDS

While the total number of people living in the Cape & Islands declined slightly over the past decade, certain demographic groups grew during this period. The small immigrant population in the region grew at an annual rate of 2.3 percent. The region also became more diverse over the past decade, with strong growth among minority populations; most notably, strong annual growth in Hispanic populations (4.8 percent). However, immigrants and racial minorities account for such small shares of the population in the Cape & Islands that their growth was more than offset by declines in native-born and White, non-Hispanic populations. The oldest regional labor market in the state in 2000, the Cape & Islands has remained older than all other regions as baby boomers (born between 1946 and 1964) approached traditional retirement ages by the end of the decade. In particular, the fastest growing age cohort over the past decade was 55-64-year-olds, with an annual rate of growth of 3.9 percent. Residents aged 65 or older grew at a more modest annual rate of 0.6 percent over the past decade but remained the largest of all age groups in the region. The region experienced modest annual growth (1.1 percent) in 16-24-yearolds but large declines in people under 16 and those between the ages of 25 and 44.

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

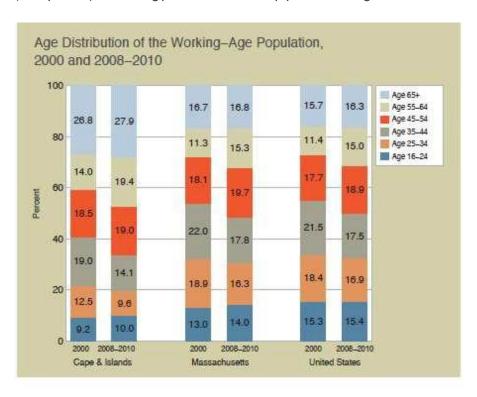
DEMOGRAPHIC CHARACTERISTICS OF THE POPULATION EMPLOYED IN THE CAPE & ISLANDS

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

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

THE AGE PROFILE OF THE WORKING-AGE POPULATION

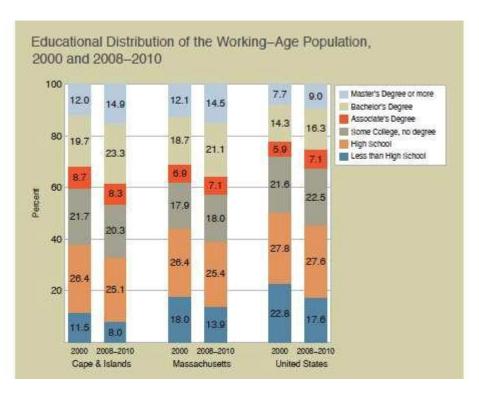
Massachusetts is one of the older states in the country, and the Cape & Islands is the oldest regional labor market in the state. In 2008-2010, 66.3 percent of the region's working-age population was 45 years of age or older, up from 59.3 percent at the beginning of the decade. The largest share of the working-age population in the Cape & Islands was 65 years of age or older (27.9 percent). In Massachusetts and the United States, the largest age group was 45-54-year-olds. The 2008-2010 share of the working-age population between the ages of 16 and 34 was also particularly small in the Cape & Islands; at 19.6 percent, it was much smaller than it was statewide (30.3 percent) or nationally (32.3 percent), indicating potential workforce pipeline challenges.



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

EDUCATIONAL ATTAINMENT OF THE WORKING-AGE POPULATION

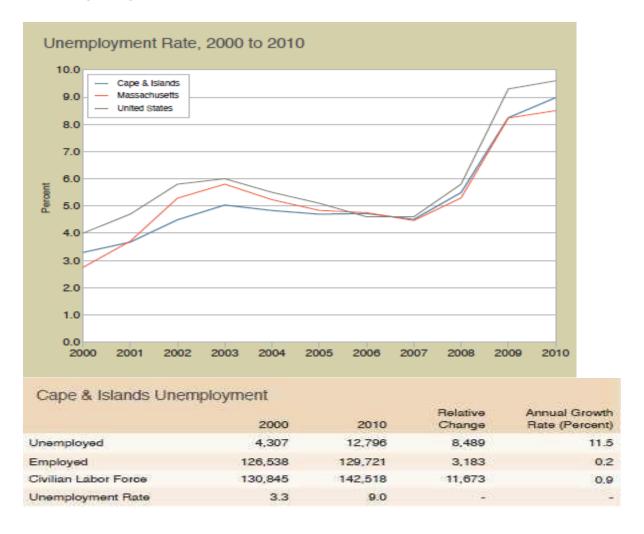
Of the eight regional labor markets in Massachusetts, the Cape & Islands has the third highest share of working-age residents with a college degree. By 2008-2010, 38.2 percent of the working-age population had a Bachelor's Degree or higher. The region's educational attainment even exceeded the average for Massachusetts, which has one of the highest rates of residents with a college degree in the country. However, nearly a third of the region's population with a Bachelor's Degree or higher was 65 years of age or older, a large share of whom were retired. Over the past decade, the share and number of working-age individuals in the Cape & Islands with a Bachelor's Degree or higher increased, while those with a High School Degree residence. In fact, since the region's largest population decline occurred among those with less than a High School Degree, the share of the region's working-age population with such an education (8.0 percent) fell far below that of the state (13.9 percent) and the nation (17.6 percent), and was the lowest among all regional labor markets by the end of the decade.



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

UNEMPLOYMENT RATE TRENDS

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



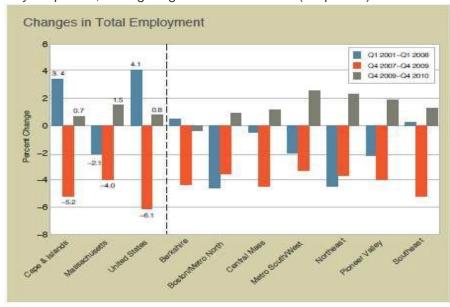
COMMUTING PATTERNS OF RESIDENTS AND WORKERS IN CAPE & ISLANDS (2008-2010)

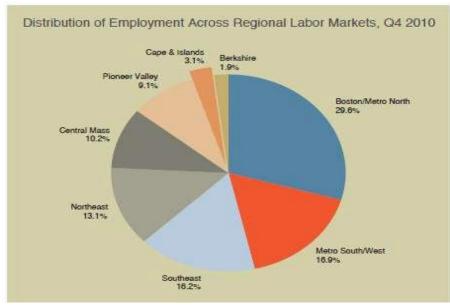
An overwhelming majority (86.8 percent) of the employed residents of the Cape & Islands work in the region, making it one of the least commuter-oriented labor markets in the state. Among the small number of residents commuting to other regions and states, the Southeast region is the most common destination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

	Number	Percent of Total
Total number of employed persons living in Cape & Islands	112,526	100.0
who work in:		
Cape & Islands	97,705	86.8
Southeast	6,770	6.0
Boston/Metro North	3,063	2.7
Metro South/West	1,922	1.7
Other parts of Massachusetts	837	0.7
Rhode Island	507	0.5
Other places outside Massachusetts	1,722	1.5
Total number of persons working in Cape & Islands	108,074	100.0
who live in:		
Cape & Islands	97,705	90.4
Southeast	7,195	6.7
Boston/Metro North	357	0.3
Metro South/West	605	0.6
Other parts of Massachusetts	501	0.5
Rhode Island	357	0.3
Other places outside Massachusetts	1,354	1.3
Net in-commuting (Number of Persons Employed in Region minus Number of Persons Living in Region)	-4,452	12

EMPLOYMENT TRENDS

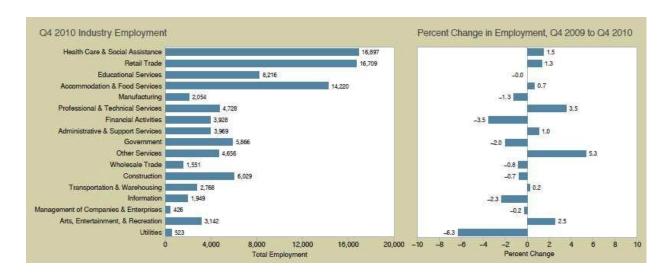
Along with being the second smallest regional labor market by share of the state's residential population (3.8 percent), the Cape & Islands also accounts for second smallest share of the state's employment: 3.1 percent, or roughly 98,000 jobs. Over the past decade, the region's employment situation has been markedly different from that of Massachusetts. At the start of the decade, employment declined statewide, with the bursting of the 'technology bubble' in the early 2000s resulting in large job losses in the Information sector. The Cape & Islands was nearly immune to such losses and actually added jobs in the 2001-2002 recession. As a result employment in the region grew by 3.4 percent between the first quarters of 2001 and 2008 (compared with a loss of 2.1 percent statewide), the fastest among all labor markets. During the Great Recession, the region's employment losses were greater than the state's (5.2 percent versus 4.0 percent), but more modest than those of the United States. In the first year of recovery (Q4 2009 to Q4 2010), the Cape & Islands saw employment increase by only 0.7 percent, trailing the gains in Massachusetts (1.5 percent) and United States (0.8 percent).



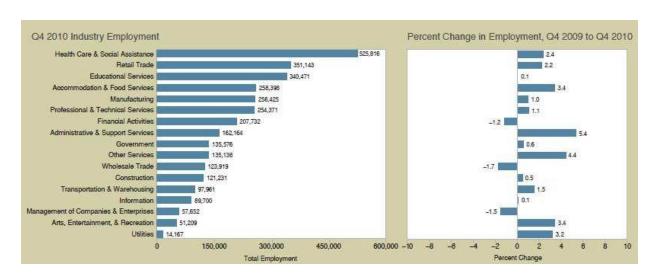


INDUSTRIES DRIVING THE RECOVERY: THE CAPE & ISLANDS

Since the trough of the downturn, the Cape & Islands has experienced mixed employment growth across industries. Nine industries lost jobs between the fourth quarters of 2009 and 2010, with the largest declines coming from Government (120 jobs, or 2.0 percent) and Financial Activities (143 jobs, or 3.5 percent), with the other industries each shedding fewer than 100 jobs. Another eight industries gained jobs over this time period, with the largest increase in Health Care & Social Assistance (248 jobs) and the largest percent gain in employment in Other Services (5.3 percent), which includes sub-industries such as Laundry, Maintenance, and Membership Organizations. Services Even industries hit hardest by the recession showed signs of recovery, with Retail Trade adding 218 jobs and growing 1.3 percent. Although the region experienced a mix of job gains and losses across industries between the fourth quarters of 2009 and 2010, the gains were enough to outweigh the losses, with employment growing by 0.7 percent, or 669 jobs.



State of Massachusetts



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

NAICS Code	Description	2010 Jobs	2011 Jobs	2012 Jobs	2013 Jobs	Change
72	Accommodation and Food Services	16,973	17,128	17,841	18,291	1,318
44	Retail Trade	16,838	16,920	17,436	17,574	736
62	Health Care and Social Assistance	16,500	16,602	16,898	17,242	742
90	Government	16,153	15,700	15,941	16,021	(132)
23	Construction	5,503	5,607	5,825	6,041	538
81	Other Services (except Public Administration)	4,671	4,692	4,704	4,822	151
54	Professional, Scientific, and Technical Services	4,477	4,496	4,455	4,589	112
56	Administrative and Support and Waste Management and Remediation Services	3,923	4,015	4,330	4,546	623
71	Arts, Entertainment, and Recreation	3,113	3,006	3,053	2,779	(334)
52	Finance and Insurance	2,421	2,370	2,401	2,392	(29)
48	Transportation and Warehousing	2,156	2,271	2,296	2,348	192
31	Manufacturing	2,074	2,109	2,160	2,236	162
51	Information	1,812	1,809	1,748	1,780	(32)
42	Wholesale Trade	1,586	1,658	1,613	1,646	60
53	Real Estate and Rental and Leasing	1,649	1,598	1,583	1,554	(95)
61	Educational Services (Private)	919	977	1,053	1,129	210
11	Agriculture, Forestry, Fishing and Hunting	338	384	378	389	51
55	Management of Companies and Enterprises	426	429	422	384	(42)
22	Utilities	379	338	309	290	(89)
21	Mining, Quarrying, and Oil and Gas Extraction	57	65	65	68	11
99	Unclassified Industry	0	0	0	0	0
	Total	101,968	102,175	104,509	106,120	4,152

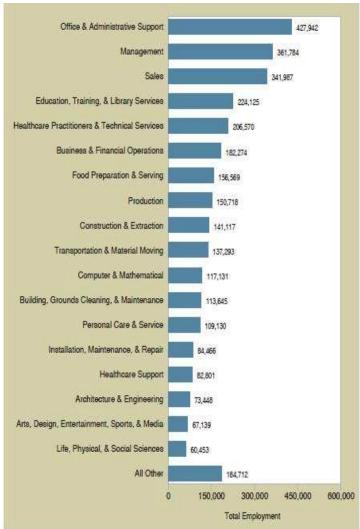
EMPLOYMENT BY MAJOR OCCUPATION: THE CAPE & ISLANDS (2008-2010)

Industries are where people work, and occupations are what people do. Looking at the occupational composition of the Cape & Islands helps to reveal what types of workers are in demand by businesses. In the Cape & Islands, Office & Administrative Support is the largest occupational group, accounting for 13.0 percent of the region's jobs in 2008-2010. However, the number of jobs in this occupation was actually fewer than in 2000. The number of jobs in Sales, the second largest occupational group in the region, also decressed over the course of the decade. But Management, the third largest occupation, was one of the faster growing occupations in the Cape & Islands during the same period. Occupations that are closely associated with growing industries have increased; one example is Healthcare Practitioners & Technical Services, which has high employment concentrations in the Health Care & Social Assistance sector. Similarly, some occupations that are strongly concentrated in declining industries have contracted, such as Construction & Extraction occupations in the Construction sector.

CAPE

Office & Administrative Support 14.091 Management 13.016 Education, Training, & Library Services 5,656 Healthcare Practitioners & Technical Services Business & Financial Operations Food Preparation & Serving Production 3,221 Construction & Extraction Transportation & Material Moving Computer & Mathematical Building, Grounds Cleaning, & Maintenance Personal Care & Service Installation, Maintenance, & Repair Healthcare Support Architecture & Engineering Arts, Design, Entertainment, Sports, & Media Life, Physical, & Social Sciences All Other 6,138 6.000 12.000 18,000 Total Employment

MASSACHUSETTS



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

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

Summary of Regional Strategy in Following Strategy Maps Mission:

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

	Area of Focus	2013-2017 Indicator of
Goals	Area of Focus	Success
Ensure a skilled workforce in key sectors including:		
Health Care	Training CNAs, LPN's and RNs, especially for long-term care facilities and jobs. Train ICD 10 coders	50 new CNA placements at employer partners – 5 CNA-LPN's graduate from new Part Time program + 5 RN's from fast track LPN to BSN, RN program
Technology	Ensuring up-to-date skills among the areas technology workforce	3 new professional development offerings in high-tech (courses, certificates, conferences, other events) some AGILE
	Establish 4 year college programs on Cape	training Graduate software engineers, web developers and other engineer level workers
Hospitality	Reducing shortages in-season, and reducing layoffs offseason	Reductions in unemployment claims and employer reports on ease of hiring appropriately skilled workers
Construction	Supporting back-office capacity commensurate with size of company Train new entry level workers especially carpenters	Work with Homebuilders Assoc. to train in QuickBooks 10 trainees Work with Sheriff, Homebuilders, & others to train 15 entry level workers
Creative Economy	Partner with CC Chamber & Arts Foundation to grow sector	Provide financial & other "business" training to 40 + creative economy workers
Marine Science & Technology	Work with existing business to access WTFP grants	4 Marine Tech\Science companies will secure WTFP grants
	Work to establish 4 year	Increase supply of engineers

Health Care Strategy Map

Health Care

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

Key Strategy: To strengthen and expand training programs for certified nursing assistants (CNAs), licensed practical nurses (LPNs), and home health aides, and ICD 10 coders, providing increased career ladder opportunities within the region

Skills Gaps:

- Trained nurses and nursing assistants
- Providers for elderly
- ICD 10 Coders
- Medical Assistants
- COTA & CPTA

WIB Point Person:
Denise Dever

Objectives: To increase the available pool of qualified health care workers to meet the current and anticipated needs of the region

WIB Members:

- Denise Dever, Home Instead Senior Care
- David Ryan, Cape Cod Health Care
- •Betty Pease, Elder Services of Cape Cod

Current Activities:

CNA training
Programs in gerontology
Medical Ass't training
ICD 10 Training
Linking MRC to employers

Anticipated Results:

40 trained CNAs within 24 months (beginning July 1 2013) 10 LPNs to RNs within 24 months 5 Medical Ass't trained

ICD training for incumbents and new workers

3 MRC graduates placed

Additional Employer Partners: Cape Cod Hospital

Planned Activities:

- Transitional employment program for youth ages 17 to
- Home health aide training program
- Health Care partnership will meet quarterly to review goals and progress

Anticipated Results:
Health careers pathways for youth
Increase in highly qualified health care workers
Increased responsiveness to employer needs

Additional Training
Partners:
Cape Cod Community
College
Upper Cape Tech
Cape Cod Tech

ncrease annual LPN capacity (+ 20 over 2 years) ncrease area RN's capacity +10 over two years)	Upper Cape Tech
Potential Resources	Total Resources
Currently seeking federal or	\$177,000
a part time LPN program to	\$ 10,000
opportunities for CNA's & meet	\$ 25,000
Seeking resources to establish fast track LPN-BSN, RN program	\$400,000
	o over 2 years) ncrease area RN's capacity 10 over two years) otential Resources urrently seeking federal or oundation funding to establish part time LPN program to ncrease career ladder pportunities for CNA's & meet mployer needs \$400,000 eeking resources to establish

Hospitality Strategy Map

Hospitality

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

Key Strategies:

- •Increase the pool of trained workers to meet the demand
- •Provide opportunities to expand the seasonal nature of much of the sector and assist employers to manage the fluctuations of a seasonal economy
- •Development of full year employment opportunities to retain hospitality students and mid-level managers

Skills Gaps: • Customer service • Communication and language skil	ls	WIB Point Person: Sally Bowles, Catania Hospitality
Objectives: To increase the available pool of <u>quarter</u> meet the current and anticipated n		WIB Members: •Tim Melia , UFCW •William Zammer, Cape Cod Restaurants, Inc. Brenna Sullivan, Hampton Inn
 Current Activities: Collaborate with the Chamber's newly convened retail partnership to design and offer training in cross-sector skills. ESOL Offer Youth Employment Skills training (YES) for area youth 	Anticipated Results: Employers report easier time hiring qualified workers Employer partners report greater satisfaction with new hires	Additional Employer Partners: •Ocean Edge Resort •Wequassett Resort and Golf Club •Catania Hospitality •UFCW •Cape Cod Restaurants Inc.
Planned Activities: • Work with the Barnstable County Sheriff's office on Culinary arts program • Create certificate programs • Offer apprenticeships and other opportunities for youth Consider adopting and/or creating programming to	Anticipated Results: Reductions in unemployment claims among region's hospitality workers More placements for Voc School Graduates	Additional Training Partners: • Cape Cod Community College • Cape Cod Regional Technical High School • Upper Cape Technical High

support local youth in obtaining a National Hospitality Credential Offering an employer workshop on how to obtain MRC subsidy for hiring MRC graduates	More MRC placements at employers whose staff have attended subsidy information session.	School
Current Resources Partner resorts offering apprenticeships Pell Grants @ Zammer Institute (Cape Cod Community College) And WIA ITA funds \$25,000	Potential Resources MRC subsidies for new hires among their graduates \$5,000	Total Resources \$5,000 \$25,000
Target Population: Older Youth Unemployed adults Mass. Rehab Clients		

CREATIVE ECONOMY

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

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

Skills Gaps: • Business skills for creative economy workers • Marketing skills for creative economy workers • Assist towns to grow creative economy businesses		WIB Point Person: Ellen Spear, Heritage Museums and Gardens
Objectives:		WIB Members:
To increase the number of creative businesses	e economy workers and	Wendy Northcross, CC Chamber
Current Activities: ArtWorks mentoring program	Anticipated Results: Provide career exploration and hands on experience to 40 students per year	Additional Partners: Cape Cod Foundation for the Arts Heritage Museums and Gardens
Planned Activities: Form, with Chamber and Arts Foundation Creative Economy Network	Anticipated Results: Develop programmatic activity (training and business development) within the sector Establish data base of the sector Receive state funding for programmatic activity	Additional Training Partners: • Cape Cod Community College Heritage Museums and Gardens

Current Resources	Potential Resources	Total Resources
Computer and QuickBooks training through Career Opportunities Workshops		\$10,000
		\$20,000
Target Population		
Youth, incumbent underemployed or unemployed workers, older workers		

Technology Strategy Map [including Marine Science]

Technology

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

Key Strategy:

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

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

Skills Gaps:

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

WIB Point Person: Paula Hersey , Penguin Digital Design

Objectives:

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

WIB Members: Peter Karlson Bey Horan

Current Activities:

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

Support Geek Girls activities in professional development

Anticipated Results:

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

Employees and unemployed will have multiple professional development opportunities in emerging and new technologies Additional Employer Partners:

Technology partnership members

Planned Activities: Programs and professional development opportunities that train potential employees on relevant technology platforms and emerging skills Open Cape Partner with CC Chamber to Establish Entrepreneurs Resource System (ERS)	Anticipated Results: Less downtime, better results for employers; resulting in more hiring among local tech employers Increase Broadband Capacity & stimulate company formation Stimulate New Company formation & job demand	Additional Training Partners: • Cape Cod Regional Technical High School • Upper Cape Technical High School • Cape Cod Community College
Explore training opportunities in Agile methodology	More productive teams	Outside vendor
Current Resources County EDC grant for ERS \$30,000	Potential Resources	Total Resources \$30,000
Open Cape initiative is bringing new resources to the area (\$30 Mil infrastructure Investment)	Cape Wind Project will provide training site for apprenticeships	
Target Population		
Older youth Unemployed/underemployed Adults		

Construction Strategy Map

Construction

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

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

Skills Gaps: •Administrative support •Project management •Carpentry, and other traditional occupational areas •Energy efficiency Landscaping		WIB Point Person: Paul Rumul, The Davenport Companies
Objectives: To increase the available pool of queet the current and anticipated responses to the current and anticipated response to the current and anticipated responses to the current and anticipated response to the		WIB Members: Sid Snow, Snow Home and Garden David Sampson
Current Activities:	Anticipated Results:	Additional Employer Partners: Shepley Wood Products Mid Cape Home Centers
*Project Management skills training program, to be offered in partnership with technical high schools and college *Train Office workers in-house @ Career Opportunities *Seek WTFP support for landscaper training	Anticipated Results: Program graduates find placements at the area's construction companies Certification obtained by 25 new landscapers	Additional Training Partners: • Cape Cod Regional Technical High School • Upper Cape Technical High School • Cape Cod Community College

Current Resources	Potential Resources	Total Resources
WIA ITA (training for office positions) \$10,000 Computer and QuickBooks		\$10,000
training through Career Opportunities Workshops	WTFP consortium grant to train landscapers	\$100,000
Target Population	Federal Corrections system grants for entry level training	\$200,000
Mature workers	with County sheriff &	
Older Youth MRC clients	Homebuilders Assoc.	
WINC CHETTS		

Youth Employment Services Strategy Map

Youth

Goal: Develop strategies to encourage youth to stay in school Create supportive pathways for youth to enter employment Support efforts to resolve youth transportation issues in our region Promote the CIWIB Youth Council as a regionally recognized and valued resource and information clearinghouse.

Leverage resources for programming that improves youth career and college readiness

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

Skills Gaps:	WIB Point Person:	
Youth lack employability skills / sof	Joan McDonald	
Objectives:		WIB Members:
To ensure that youth are well-posit that employers see the value in hir	All Youth Council	
Current Activities:	Anticipated Results:	Additional Employer Partners:
Use YES Curriculum across all sector activities, schools and grades.	An 10% increase in youth apprenticeships/internships Youth more likely to plan their	MRC Heritage Museums and Gardens
Connect YES users to each other	career pathways	ana Garachis
STC/Connecting Activities Keep Them Coming: Truancy Reduction program Career for a Day MRC family outreach	Parents more engaged in helping youth achieve their career goals Families more connected to services that can help support youth.	Increase High School graduation rates (long term strategy) by 15- 20%

Planned Activities:	Anticipated Results:	Additional Training Partners:
Adapt the YES curriculum for	Increased graduation,	
middle and elementary schools	employment and retention rates	STC schools
Offer more career exploration	Decreased employer complaints	
for middle and high schools	about youth hires	
students as well as 18+		
Encourage employers to mentor		
youth		
Dravida middla cabaal		
Provide middle school afterschool career oriented		
activities		
donvices		
Create internships for local	Increase Connecting Activities	15 more placements
youth	placements	per year
Start a school/student business		
networking event		
Support interagency sharing of	Through youth Council	Use portion of YC
best practices in youth training,	7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	agenda
placement and post-placement		
support		
Provide Health Care	Through Career Center	5-10 Placements per
employment for at risk youth		year
Conduct Regional Resource	Youth Council Activity	Web based data set
Mapping		
Current Resources	Potential Resources	Total Resources
EOLWD Youth funding \$20,000	Foundation support for Youth	\$20,000
School To Careers \$95,000	Employability Skills Curriculum	\$95,000
Partner Contribution to Artworks	\$5,000 in Foundation/Private	\$ 15,000
\$15,000	sector support	\$ 5,000

Target Population	
At Risk Older youth At Risk Younger Youth	

Communications Strategy

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

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

• This activity is an iterative process overseen by the Marketing/ Community Relations Committee of the WIB		WIB Point Person: Paula Hersey, Penguin digital Design Peter Karlson, Nueon, Inc.
Objectives: continue to refine our WordPress based website so that it is more user friendly for general public, board members, and staff.		WIB Members: Marketing/Community Relations Committee
Current Activities: Maintaining new website	Planned Activities: Continue to refine the Interactive website Provide more statistical reporting on WIB and Career Opportunities Activities (dashboard) Extensive use of social media Continue to update member Section for Board use	Results: More traffic Higher visibility in Community More contact with Board members between meetings
Timeline: New site currently operational		Completed - reviewed and improved by Marketing committee
Current Resources Potential Resources		Total Resources
\$ 0	\$2,500 from marketing budget line item	\$2,500

Questions from Section B page 19:

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

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

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

Greater demographic diversity

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

Less dependence on the seasonal tourism economy

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

Provide a structure to foster and develop local entrepreneurs

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

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

1b. Please describe any activities that your WIB has participated in that demonstrate cross regional planning and collaboration in response to business and industry workforce needs. The CIWIB currently participates in the Entrepreneurs Resource System, in partnership with the Cape Cod Chamber of Commerce aand the Cape Cod Commission. This program was formed in response to the Economic Development strategy relating to entrepreneurship identified through the CEDS process. The group has developed a comprehensive program to identify and assist the start-up of new businesses in the region. The CIWIB is a founding member of the group and continues to assist the group, especially in the development and application of LMI and other data.

1. Dashboard or Scorecard

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

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

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

(see dashboard below)

Please respond to the following:

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

- to the board
- to the public

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

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

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

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

Scorecard:

Mission:

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

Goals	Area of Focus	2013-2017 Indicator of Success/Measure
Ensure a skilled workforce in key sectors including:		
Health Care	Training CNAs, LPN's and RNs, especially for long-term care facilities and jobs (WCTF Grant) (underemployed incumbent workers). Train ICD 10 coders (un/underemployed youth and adults)	50 new CNA placements at employer partners – 5 CNA- LPN's graduate from new Part Time program + 5 RN's from fast track LPN to BSN, RN program, 10 new coders
Technology	Ensuring up-to-date skills among the areas technology workforce Establish 4 year college programs on Cape	3 new professional development offerings in high-tech (courses, certificates, conferences, other events) some AGILE training Graduate software engineers, web developers and other engineer level workers
Hospitality	Reducing shortages in-season, and reducing layoffs offseason (unemployed youth and adults, and mature workers)	Reductions in unemployment claims in industry and employer reports on ease of hiring appropriately skilled workers
Construction	Supporting back-office capacity commensurate with size of company Train new entry level workers especially carpenters, (unemployed/incarcerated youth and adults)	Work with Homebuilders Assoc. to train in QuickBooks 10 trainees Work with Sheriff, Homebuilders, & others to train 15 entry level workers

Creative Economy	Partner with CC Chamber & Arts Foundation to grow sector (underemployed and mature workers)	Provide financial & other "business" training to 40 + creative economy workers
Marine Science & Technology	Work with existing business to access WTFP grants	4 Marine Tech\Science companies will secure WTFP grants
	Work to establish 4 year college programs on Cape (underemployed adults)	Increase supply of engineers and skilled lab workers (10 new hires)

2. Performance Tools

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

Please respond to the following:

- 3a. Please <u>list</u> and <u>describe</u> the performance tools that are used in your region to demonstrate service delivery oversight:
 - OSCCs
 - Youth services

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

Cape & Islands FY 2014 PERFORMANCE GOALS

CONTACT PERSON / EMAIL:			
WORKFORCE AREA:	Cape and Islands	3	
	STATE	LOCAL	. AREA
PERFORMANCE MEASURE	FY 2014 STATE GOAL	ENTER FY 2013 LOCAL GOAL	FY 2014 PROPOSED LOCAL GOAL*
WIA ADULT MEASURES			
Entered Employment Rate	83%	77%	81%
Employment Retention Rate	90%	79%	88%
Six Month Average Earnings	\$12,700	\$10,284	\$11,800
WIA DISLOCATED WORKER MEASURES			
Entered Employment Rate	85%	82%	83%
Employment Retention Rate	95%	85%	92.00%
Six Month Average Earnings	\$21,000	\$16,611	\$16,750
WIA YOUTH MEASURES			
Placement in Employment/Education	81%	80%	81%
Attainment of Degree/Certificate	72%	70%	71%
Literacy/Numeracy Gain**	45%	26%	30%

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

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

4. Revenue Plan

Please include the local Workforce Board's Revenue Plan.

The Revenue Plan will be reviewed for the following:

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

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

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

CIWIB Revenue Plan FY '14 Income **EOLWD** Revenue **Depart of Workforce Development** 75,000 **DWD - Youth Council** 20,000 **EOLWD Revenue** 95,000 **Connecting Activities** 100,000. **DESE - ABE** 90,866 349,000 (3 yrs) **WCTF Health Care Grant** 1,734,888 **WIA Total Allocation One Stop Allocation** 150,000 Partner Contributions for Artworks 14,000

Gap Analysis:

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

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

Grants for Artworks

Eastern Bank Grant

Total

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

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

3,000

10,000

\$2,446,754

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

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

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

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

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

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

SECTION III: MEMORANDUM OF UNDERSTANDING

METHODS OF INTEGRATED SERVICE DELIVERY

The Local Board convened the OSCC Partners and other stakeholders into "MOU Teams" (defined locally) to strategize integrated, coordinated, person-centric service design and delivery within the One-Stop Career Center for youth, job seekers, and businesses. The OSCC service design is articulated in the Local WIOA Joint Partner Umbrella MOUs, effective July 1, 2017.

The Local Boards engage with businesses to understand their needs and develop an integrated education and workforce system that supports career pathways to prepare residents with foundation, technical, professional skills and information and connections to postsecondary education and training.

WIOA partners are working to construct career pathways aligned with business demand across federal, state and community-based partnerships that will improve foundation skills and facilitate the transition to postsecondary education and training for individuals with barriers to employment, including adults who are undereducated and with limited English proficiency.

Workforce Innovation and Opportunity Act

Cape & Islands Workforce Development Board, WIOA Required and non-Required

Partners Umbrella Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the Cape & Islands Workforce Development Board, with agreement of County Commissioner Mary Pat Flynn (the Chief Elected Official), the OSCC Required Partners (the Partners), other non-required Career Center Partners, and the local OSCC (Career Opportunities) relating to the operation of the one-stop delivery of service in the local workforce area.

The Cape & Islands Workforce Development Board will act as the convener of MOU negotiations and together with the OSCC Required Partners will shape how local One-Stop Career Center Services are delivered.

This MOU defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared customers – youth, job seekers and businesses.

II. OSCC REQUIRED PARTNERS

In accordance with WIOA Section 121(c), this Local Memorandum of Understanding has been developed and executed with agreement of the Chief Elected Official of the Cape & Islands WDA, the Cape & Islands Workforce Development Board and the Workforce Innovation and Opportunity Act (WIOA) OSCC Required Partners as defined by WIOA in WIOA Regulations 20 CFR Part 678.400 as mandatory Partners in the One-Stop Career Centers and include:

- 1. The Adult Program (Title I), as part of the Department of Career Services (DCS), Executive Office of Labor and Workforce Development (EOLWD);
- 2. The Dislocated Worker Program (Title I), as part of DCS/EOLWD;
- 3. The Youth Program (Title I), as part of DCS/EOLWD;
- 4. The Adult Education and Family Literacy Act Program (Title II), as part of Adult and Community Learning Services (ACLS), Department of Elementary and Secondary Education (DESE) Executive Office of Education (EOE);
- 5. The Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III), as part of DCS, EOLWD;
- 6. The Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV), as part of the Massachusetts Rehabilitation Commission (MRC) and Massachusetts Commission for the Blind (MCB), Executive Office of Health and Human Services (EOHHS);
- 7. Federal-state unemployment compensation program, as part of the Department of Unemployment Assistance (DUA), EOLWD;

- **8.** Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)), as part of DCS, EOLWD;
- 9. Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et. seq.) as part of DCS, EOLWD;
- **10. Temporary Assistance for Needy Families Program** (42 U.S.C. 601 et seq.) as part of Department of Transitional Assistance (DTA), EOHHS;
- 11. Employment and Training Programs under the Supplemental Nutrition Assistance Program, (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C.2015(d)(4)), as part of DTA, EOHHS;
- **12. Senior Community Service Employment Program** (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

Additional non-required Partners:

- 1. The Mashpee Wampanoag Indian Tribe
- 2. The Lower Cape Outreach Council

WIOA MANDATED PROGRAMS	REGIONAL ORGANIZATION/MOU PARTNER
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Career Opportunities
WIOA Title III Wagner-Peyser Veterans' WIOA Program UI Trade Adjustment Assistance	Career Opportunities/DUA Staff at Career Opportunities
WIOA Title II Adult Education and Literacy	Cape Cod Community College - Adult Education Center
WIOA Title IV Vocational Rehabilitation	MRC, MCB
SCSEP	Cape Cod and Islands Elder Services, Inc.
TANF & SNAP	Local DTA Office
NON-REQUIRED PARTNERS	
Native American Programs	Wampanoag Tribe of Mashpee
СВО	Lower Cape Outreach Council (Hope Works)
CBO	WE CAN

III. DURATION OF THE MOU

WIOA Section 121(c) (g) requires that the MOU shall be reviewed not less than once every 3-year period to ensure appropriate funding and delivery of services, also including effectiveness of the programs, and physical and programmatic accessibility. WIOA Regulations Subpart C 20 CFR Part 678.500 further requires MOU renewal following the 3-year review if substantial changes have occurred.

This agreement shall commence on July 1, 2017 and shall terminate on June 30, 2020, unless otherwise terminated by agreement of all parties or superseded.

IV. ASSURANCES

The Cape and Islands WDB and the OSCC Required Partners and non-required Partners agree to conduct the following activities at a local level:

- 1. Enter into a local MOU with the Cape & Islands Workforce Development Board relating to operation of the one-stop delivery system.
- 2. Participate in the operation of the one-stop delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal laws authorizing the partner programs and activities.
- 3. Define "shared" customers between Partners to create a clear understanding of how multiple providers, services and resources should support youth, job seekers, and businesses.
- 4. Redesign the One-Stop Career Center customer flow and service practices across partner agencies, including ensuring the accessibility and availability of services to "shared" customers.
- 5. Utilize robust technology tools to scale-up practices and provide more significant supports for individuals with barriers to employment, including basic skills assessment, remediation, and career development tools.
- 6. Track and evaluate the outcomes for individuals who face barriers to employment.
- 7. Use a portion of the funds available for programs and activities to maintain the one-stop delivery system, including infrastructure and shared costs of One-Stop Career Centers, through methods agreed upon by the Local Board, Chief Elected Official, and Partners. If no consensus on methods is reached, the Governor, after consultation with the Chief Elected Official, Local Board, and State Board shall determine the portion of funds to be provided (WIOA sec. 121(a) (h) (1) (C)).
- 8. Provide representation on the local workforce boards to the extent possible and/or participate in Local Board ad hoc activities/events or on standing committees.
- 9. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. The MOU must be updated to reflect any change in the One-Stop Partner infrastructure cost contributions.

V. MEMORANDUM OF UNDERSTANDING CONTENT

Please include a description of the following:

1. A description of the process to develop an MOU, career pathway models for populations, and shared customer definitions.

The Cape and Islands WDB convened a meeting of all of the required and non-required partners enumerated above, to discuss the needs of each agency related to shared customer activity through Career Opportunities. The WDB and Career Opportunities then met individually with each required and non-required partner enumerated above. The Cape & Islands WDB then drafted and presented to the partners a draft MOU for final comments and signature.

Career pathways have been established at Career Opportunities based on our regional blueprint (2013-2017). The following sectors are priority career path choices in the regional economy; health care, construction, technology and professional services, hospitality, and marine sciences.

Each Partner will make available to customers their core services and meet their responsibilities as outlined in 20 CFR § 662.230. Each Partner will maintain its own decision-making on their respective programs and service. Each Partner remains an autonomous agency and maintains its own identity, budget, and responsibility for its actions. Each Partner's role is to refer customers to the appropriate entity for service determination and delivery, to share data and information across the regional partner network, and to maintain a high level of commitment to serving shared customers.

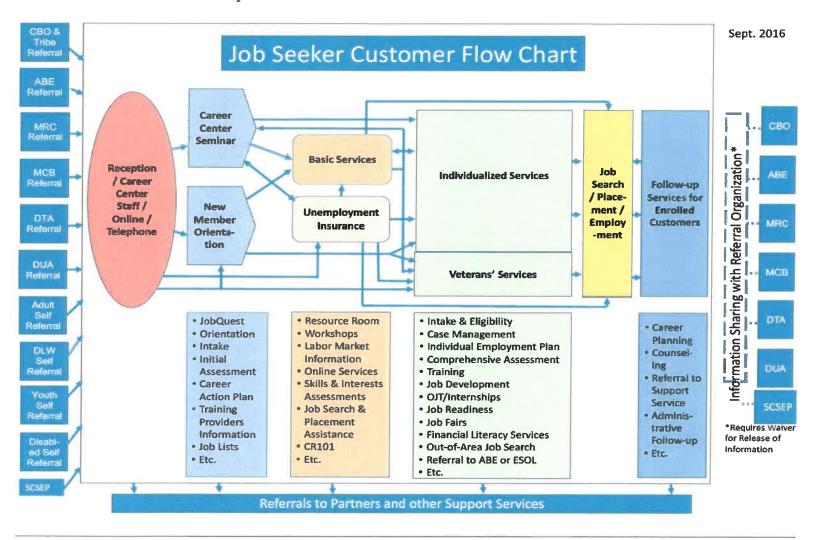
Shared customers to be referred to Career Opportunities will be identified by each partner based on articulated criteria developed between the WDB, Career Opportunities and each partner agency. Enrollment and assessment at Career Opportunities will proceed as demonstrated in the accompanying Job Seeker Customer Flow Chart.

Some partners may choose to out station employees at Career Opportunities, for example the Adult and Community Learning Center will have an employee at Career Opportunities for 3 hours per week. While this is not a required activity, partners are encouraged participate directly at Career Opportunities to facilitate the identification and tracking of shared customers.

2. A description of the priority populations identified by the MOU Partners:

Unemployment insurance claimants; low-income adults including TANF and SNAP recipients; homeless; Adult Education participants (Title II); individuals with disabilities (Vocational Rehabilitation Title IV); Veterans; older workers; re-entry populations; and, youth, including youth with barriers to employment; members of the Wampanoag Tribe who have barriers to employment are all priority populations in the region. Other priority populations may be identified as the partners work together in the region.

- 3. A description of the continuum of services available for each priority population in the local workforce area based on a customer-centered design or career pathway model. Include a map for customer flow across MOU partners for each priority population.
 - a. Referring Partners will identify shared customers based on agreed upon profiles to be developed. There is no universal definition of shared customers, each partner will work with the WDB and Career Opportunities to develop the profiles. The chart below details the services for all shared customers referred to Career Opportunities.
 - b. A referral form will be developed by the partners. It is anticipated that in the future the Commonwealth will develop an online tool to provide for sharing of enrollment data between partners, this region will implement the use of online tools as they are developed.

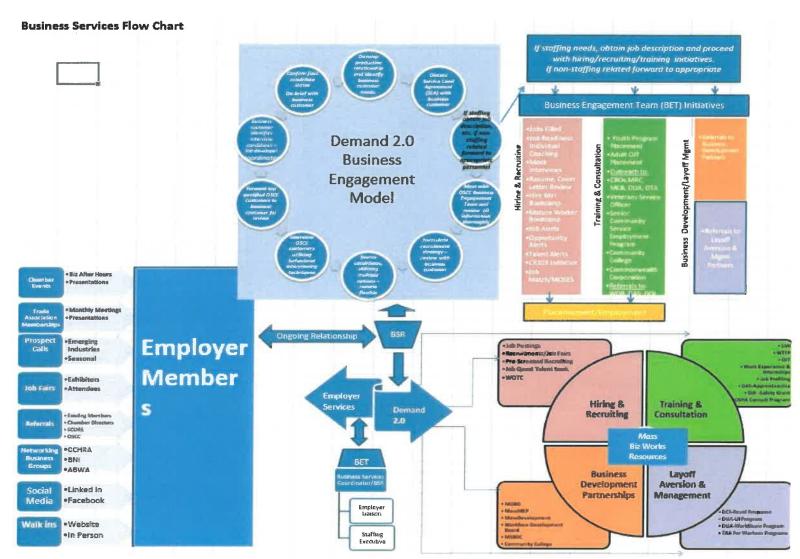


Shared services include but are not limited to:

- a. Intake & Orientation:
- b. Career Assessment:
- c. Career Planning:

- d. Career Readiness /Training/Education:
- e. Job Search Assistance:
- f. Case-management:
- g. Data/Performance Tracking:
- 4. A description of the continuum of services available for businesses in the workforce area based on a customer-centered design or career pathway model. Include a map for the business customer flow across MOU partners in the local area.

Career Opportunities provides a full range of services to businesses in the region, as detailed in the following work flow map. The shared customers identified by MOU partners will be part of the inventory available to meet business customer staffing needs.



5. A description of the access to technology and materials available through One-Stop Career Center delivery system.

Shared customers referred to Career Opportunities will have access to all technology vehicles available at the Center including but not limited to:

Various forms of assistive technology
Computers
Telephones
Fax Machines
Copy Machines
On-line tools
Virtual tools (job fairs for example)

6. Data Sharing for Integrated Service Delivery for Shared Customers:

Subject to applicable legal constraints, including but not necessarily limited to those contained in G. L. 151A and 20 C.F.R. Pt. 603, the parties of this MOU agree to seek increased sharing of data with a view to improving the quality of service-delivery to both job-seekers and business-customers. The Party whose data is requested to be shared shall be the judge, in its sole discretion, of the legal constraints governing whether and how its data may be shared. The parties of this MOU understand that a shared data system is being designed at the state level and will fully support the development and implementation of a state-level data system, subject to the foregoing limitations.

7. Staff development will be individualized with each partner and will provide at a minimum:

Working knowledge of the enrollment process and the services available at Career Opportunities

Working knowledge of the enrollment process and services at each partner agency

Working knowledge of the profile of agency customers to facilitate the identification of shared customer characteristics

Familiarity with referral forms developed to facilitate the movement of shared customers

Partners will have the opportunity to present to Career Opportunities staff information unique to their customer population so that Career Opportunities staff can effectively serve the partner's customers. For example, MCB staff is currently working with Career Opportunities staff to demonstrate effective methods to interface with MCB clients

Staff training and development to integrate the various MOU partners into a regional service delivery system

8. Assurances of participation of the OSCC Required Partners in the competitive selection process for the One-Stop Career Center lead operator in the local workforce area.

Required partners in the Cape and Islands Workforce Development Board region serve as members on the Board of Directors. Through their attendance at meetings, all required partners participate in the Career Center Operator selection. Several of the required partners also served on the selection committee for the operator.

9. Funding for Shared and Infrastructure Costs of the OSCC:

The Parties of this MOU agree that all required partners have a joint funding responsibility to support and maintain an effective local integrated service delivery system. In addition all parties to the MOU recognize that shared and infrastructure costs are applicable to the all required Partners. To ensure that the Local Board and all the required local Partners can focus on the provision of quality services to our shared customers, the State Level Partners will issue allocations for shared and infrastructure cost to the Local Workforce Area. State Partners will establish a methodology that will ensure costs are allowable, reasonable, necessary and allocable. As appropriate, State Partners will enter into Inter-agency Service Agreements (ISAs) with the Department of Career Services (DCS), the designated State Workforce Agency (SWA) to issue the local allocations. Local Boards will ensure all allocations are incorporated into the local integrated budget during the annual planning process.

10. PERFORMANCE MEASURES

The Cape & Islands Workforce Development Board in agreement with the MOU Partners agrees to jointly review the WIOA mandated performance metrics for the workforce areas or metrics as negotiated as part of any shared and infrastructure contract costs between a Local Board and the mandated One-Stop Career Center partner, including incentives and penalties.

VIII. SIGNATORIES

By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to One-Stop Career Center customers.

By signing the MOU, all Parties agree to reviewing and modifying the local MOU on an as needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA.

By signatures affixed below, the parties specify their agreement: Local Chief Elected Official Christopher Richards Mary Pat Flynn Local Board Chair David Augustinho Kristina Dower Local Board Executive Director ·Local Career Center Lead Operator Michael Swaney Richard Jeffe DUA Representative **DCS Operations Manager** James Moriarty MA Rehabilitation Commission Abult and Community Learning Services Peter Danzell mulssion for the Blind MA Department of Transitional Assistance

Leslie Scheer Senior Commu

Senior Community Service Employment Program

WIOA Director, Mashpee Wampanoag Tribe

Diane Casey Lee

MOU Signature Page:

By signing the MOU, all Parties agree to reviewing and modifying the local MOU on an a-needed basis to ensure further development and alignment with local area priorities and strategies to serve shared customers as well as to update the MOU to satisfy all requirements as identified by WIOA.

SECTION IV: PARTICIPANT SUMMARIES AND PERFORMANCE INDICATORS

CAREER CENTER PARTICIPANT AND OUTCOME SUMMARIES

PROFILE OF CAREER CENTER CUSTOMERS

A profile of customers served at the One-Stop Career Centers in the workforce area during Fiscal Year 2017 (July 1, 2016 – June 30, 2017). Profiles and outcomes data are provided for customers who received services at the One-Stop Career Centers under the WIOA Title I Adult, Dislocated Worker and Youth Programs and the Trade Adjustment and Assistance Program.

WIOA TITLE I ADULT PARTICIPANTS SUMMARY

The Adult program provides job search assistance and training opportunities to unemployed and other job seekers, with priority to public assistance recipients, low-income individuals, and those that are basic skills deficient and others who face barriers to employment.

WIOA TITLE I DISLOCATED WORKER PARTICIPANTS SUMMARY

The Dislocated Worker program provides job search assistance and training opportunities to individuals experiencing job dislocation resulting from a layoff or business closing or who have exhausted Unemployment Insurance, to help them return quickly to the labor force.

WIOA TITLE I YOUTH PARTICIPANTS SUMMARY

The Youth program provided employment and training activities to provide youth assistance in achieving careers and academic and employment success and provides opportunity for training and supportive services.

WIOA TRADE ADJUSTMENT ASSISTANCE

The Trade Adjustment Assistance (TAA) program assists workers impacted by foreign Trade providing training, employment and case management services, job search and relocation allowances, wage supplements for those 50 or older, and Trade Readjustment Allowances (TRA).

WIOA PRIMARY INDICATORS OF PERFORMANCE

The Primary Indicators of Performance for the WIOA Title I Programs, WIOA Title III, Wagner Peyser and WIOA Title II, Adult Education will be used to measure and evaluate performance for the local area. These are federal performance indicators negotiated with the U.S. Department of Labor and the U.S. Department of Education.

ADDITIONAL PERFORMANCE DATA

Career Center Performance Reports are located at: http://www.mass.gov/massworkforce/ccpr/

PROFILE OF CAREER CENTER CUSTOMERS CAPE COD, VINEYARD, NANTUCKET WORKFORCE DEVELOPMENT AREA FISCAL YEAR 2017

Total Individuals Served	3,301	
Gender		
Male	1,599	48%
Female	1,701	52%
Ethnicity		
White	2,720	82%
Black or African American	256	8%
Hispanic or Latino	211	6%
American Indian or Alaskan Native	109	3%
Asian	32	1%
Hawaiian Native or Other Pacific Islander	9	0%
Other	318	10%
Age		
18 or under	95	3%
19-21	110	3%
22-45	1,132	34%
46-54	685	21%
55+	1,279	39%
Education		
Less than High School	245	7%
High School Diploma or Equivalent	813	25%
Some College/Vocational Degree	639	19%
Associate Degree	352	11%
Bachelors Degree	739	22%
Advanced Degree	333	10%
Self-Identified Persons With Disabilities	299	9%
Unemployment Insurance Claimants	2,155	65%
Veterans	236	7%
Employers Served	995	
Employers Listing Job Orders	684	69%
Employers Receiving Referrals	137	14%
Employers Who Hired a Job Seeker Referral	27	3%
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APE COD & ISLANDS WORKFORCE DEVELOPMENT AREA - FY 2017 - 3RD QUARTER ENDING MARCH 20
TITLE I ADULT AND DISLOCATED WORKER, AND TRADE PARTICIPANT SUMMARIES

	Title I Adult	Title I Dislocated Worker	Trade Adjustment Assistance
Participant Characteristics (%)			
Total Participants YTD	52	94	38
Female	75%	72%	0%
Age 55 or Over	12%	46%	0%
Less than High School	10%	0%	0%
Limited English	0%	0%	0%
Math or Reading Level < 9.0	4%	3%	0%
Disabled	33%	3%	0%
Cash Welfare	33%	na	na
UI Claimant	na	87%	0%
Offender	0%	0%	0%
Veteran	0%	3%	0%
Single Parent	48%	12%	0%
Low Income	69%	na	0%
Eı	nrollments By Activity	у	
Total Program Participants YTD	52	94	0
New Program Enrollments	26	35	0
New Training Enrollments	12	12	0
New & Carry-in Training Enrollments	29	33	0
ABE/GED or Equivalent	11	0	0
ESL	0	0	0
Occupational Skills Training	21	33	0
OJT	11	0	0
Other.	11	0	0
Exit	and Outcome Summ	ary	
Total Exits YTD	17	38	0
Entered Employments YTD	15	37	0
Entered Employment Rate at Exit	88%	100%	0%
Average Pre-Wage	na	na	\$0.00
Average (Post) Wage	\$16.07	\$23.15	\$0.00
Wage Retention Rate (post/pre-wage)	na	na	0%
Degree/Certification	13	16	na

Note: Data on entered employments and wages obtained from the participants. Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

E COD & ISLANDS WORKFORCE DEVELO TITLE I YOU	TH PARTICIPANT S		
	In-School	Out-of-School	Total Youth
Particip	oant Characteristics	s (%)	
Total	0	62	62
Age 14-18	0%	34%	34%
Age 19-21	0%	37%	37%
Age 22-21	0%	29%	29%
Female	0%	65%	65%
Disabled	0%	19%	56%
HS Student	0%	0%	0%
HS Dropout	0%	56%	56%
Limited English	0%	5%	5%
Math or Reading Level < 9.0	0%	3%	3%
Offender	0%	6%	6%
Welfare	0%	16%	16%
Foster Child	0%	2%	2%
Homeless/Runaway	0%	2%	2%
Pregnant/Parenting	0%	26%	26%
Requires Additional Assistance	0%	0%	0%
Enr	ollments By Activity	У	
Educ., Trng, & Tutoring	0	60	60
ABE/GED or Alternative	0	61	61
Financial Literacy	0	60	60
Summer Employment Opportunity	0	60	60
Work Experience/OJT	0	60	60
Occupational Skills Trng	0	61	61
Leadership Dev/Community Services	0	60	60
Mentoring	0	60	60
Guidance/Comprehensive Counseling	0	61	61
Other (non program)	0	60	60
Exit a	nd Outcome Summ	ary	
Total Exits YTD	0	20	20
Entered Employments YTD	0	7	70
Entered Post-HS Training YTD	0	1	1
Placed in Employment/Education Rate	0%	10%	10%
Average Wage	\$0.00	\$13.32	\$13.32
Degree/Certification	0	3	3

Note: Data on entered employments and wages obtained from the participants. Source: DCS, CCPR http://www.mass.gov/massworkforce/ccpr/fy-2017/

CAPE COD WORKFORCE DEVELOPMENT AREA			
PRIMARY INDICATORS OF PERFORMANCE	FISCAL YEAR 2017 7/1/16 -6/30/17	FISCAL YEAR 2018 7/1/17 - 6/30/18	
WIOA TITLE I ADULT			
Employed 2 nd Quarter After Exit	83%	86%	
Employed 4th Quarter After Exit	75%	77%	
Median Earnings at 2 nd Quarter After Exit	\$4900	\$5200	
Credential Attainment Rate	Baseline	Indicator	
Measureable Skill Gains	Baseline	Indicator	
Effectiveness in Serving Employers	Baseline	Indicator	
<u> </u>			
WIOA TITLE 1 DISLOCATED WORKER			
Employed 2 nd Quarter After Exit	84%	86%	
Employed 4th Quarter After Exit	83%	85%	
Median Earnings at 2 nd Quarter After Exit	\$7500	\$7600	
Credential Attainment Rate	Baseline Indicator		
Measureable Skill Gains	Baseline Indicator		
Effectiveness in Serving Employers	Baseline Indicator		
WIOA TITLE 1 YOUTH			
Employed 2 nd Quarter After Exit	80%	80.5%	
Employed 4th Quarter After Exit	72%	73%	
Median Earnings at 2 nd Quarter After Exit			
Credential Attainment Rate	Baseline Indicator		
Measureable Skill Gains	Baseline Indicator		
Effectiveness in Serving Employers	Baseline Indicator		
WIOA TITLE III WAGNER-PEYSER			
Employed 2 nd Quarter After Exit	60.0%	64.0%	
Employed 4th Quarter After Exit	60.0%	62.0%	
Median Earnings at 2 nd Quarter After Exit	\$5,100.00	\$5,500.00	
WIOA TITLE II ADULT EDUCATION			
Measureable Skill Gains	41.0%	42.0%	

Goal Setting:

- State level performance goals for Title I and Wagner-Peyser programs were negotiated by the Department of Career Services, Executive Office of Labor and Workforce Development (DCS/EOLWD) with the U.S. Department of Labor, Employment and Training Administration. (DOL/ETA).
- DCS/EOLWD negotiated performance goals for Title I with each local Workforce Development Board. Local Boards adopt the State Wagner-Peyser goals.
- Adult and Community Learning Services, Massachusetts Department of Elementary and Secondary Education
 (ACLS/DESE) negotiated for Measureable Skill Gains only with the U.S. Department of Education, Office of Career,
 Technical, and Adult Education (ED/OCTAE). Each provider's final performance will be assessed against the State
 goals based on individual local factors.
- A Baseline Indicator is one for which States did not propose goals. Data will be collected during FY17 and FY18 that will be used for goal setting beginning in FY19.