

REGIONAL PLANNING BLUEPRINT TEMPLATE

Introduction: Across Massachusetts, economic growth is constrained by a labor shortage while jobseekers are looking for work. Bridging the gap between the skills and experience of individuals and the needs of employers seeking to hire is the work of the Regional Planning Core Team. Regional teams will create a shared understanding of regional priorities and strategy for investments related to industries and occupations in each individual region.

The purpose of this document is to offer a **guiding template** to support the economic, workforce and education organizations within a region working to create a Regional Labor Market Blueprint. This document confirms Team decisions about priority areas for investment, and shared priorities reflecting the application of the criteria to analyze local data.

Process: In 2015, Governor Baker created the Workforce Skills Cabinet (WSC) in order to align the Executive Offices of Education, Labor and Workforce Development, and Housing and Economic Development toward a comprehensive economic growth agenda. The task of the WSC is to create and implement a strategy that ensures individuals can develop and continuously improve their skills and knowledge to meet the hiring needs of employers in the Commonwealth. The WSC kicked off the regional planning process across 7 regions in Spring 2017.

Through the development of the WSC Regional Blueprint, key stakeholders will work to:

- Describe the **Core Regional Planning Team**
- **Understand Economic, Education and Workforce context** for the Region
- Develop **criteria** for identifying priority industries and occupations
- Identify **Priority Industries and Occupations** that align to shared criteria
- **Asset map existing resources and resources** for growth in the pipelines prioritized by the Team
- Develop **shared strategies** to expand talent pipelines prioritized by the Team
- Measure and build **shared accountability** for results across Team members

Blueprint Template: This template provides a guide for Regional Teams to utilize in building a Blueprint. The goal of the template is to create consistency in the type of information contained in the final products while maintaining the opportunity to reflect regional differences.

Timeline: Regional Teams will convene individually to discuss labor market information, regional context, assets and gaps, and shared strategies during Summer/Fall of 2017. The Workforce Skills Cabinet will convene Regional Teams in November and December 2017 to support progress. The due date for submitting regional blueprints to the WSC, and for posting for public comment, is January 31, 2018. For the full timeline, see Regional Planning Policy.

Impact: The Regional Labor Market Blueprints will guide the work of regional partners to address talent gaps and needs in the region. The process and Blueprint can help to:

- **Coordinate and leverage a variety of localized efforts** across three systems that may focus on the same businesses, occupations or industry pathways (e.g. *WIOA local programming and MOU activities, WCTF programming, small business development, Manufacturing sector initiatives, Urban Agenda strategies, Working Cities etc.*).
- **Improve connectedness between employers** (generally who are not sure where to turn) and education/workforce systems.
- **Develop new state level strategies and/or align existing state-level resources** to respond to regional priorities or common priorities that emerge across all seven regions.

I. Introduction

Describe the process of creating a regional plan.

Regional Planning Team. Describe the different **partner organizations** brought together to be a part of the **Regional Planning Team** (K-12 District, Vocational Technical School, Community College, State University, Workforce Development Board, Massachusetts Office of Business Development, Regional Economic Development Organization, Regional Planning Authority, and more).

Individual Name	Individual Title	Organization Name

Regional Planning Process. Describe your region's process to develop a Labor Market Blueprint.

Business Engagement. Describe how the Team engaged business to develop the blueprint, including the number of businesses engaged, the industries businesses associate with, and the format of engagement the team employed.

II. Where are we now?

Describe the current state of your region, including an analysis of industries, occupations, demographic shifts, and gaps between employer demand and employee supply.

Regional Context

Utilize the information provided through state data sets and additional local analysis to highlight the region's unique geography, communities, population growth/change, education demographics, workforce history, high-level industry trends, etc.

Describe critical trends in population change in the next decade that will have an impact on the workforce.

REGIONAL PLANNING BLUEPRINT TEMPLATE

Describe critical trends in regional demographics that will have an impact the workforce. <i>Age, education, etc.</i>
Describe past and current high-level industry trends affecting workforce needs (i.e. growing, declining, emerging industries).
Describe critical trends in occupational employment history in the region (i.e. growing, declining, emerging occupations).
What are the top three challenges facing the region's business and industry over the next five years?
What are the top three opportunities related to business and industry in your region over the next five years?
Industry Demand Analysis (NAICS) Utilize your region's criteria and labor market data (i.e. data packages and excel tool) developed for the regional planning teams to explore the following questions in discussion and develop consensus for each section.
What top three industries are most important to the region's economic success and why?
What three industries currently face the most significant workforce development challenges?

REGIONAL PLANNING BLUEPRINT TEMPLATE**Occupational Demand Analysis (SOC)**

Utilize your region's criteria and labor market data (i.e. data packages and excel tool) developed for the regional planning teams to explore the following questions in discussion and develop consensus for each section.

What are the top occupations or occupational groups in which the region is facing the most significant employee shortages? Utilize the regional occupational list that ranks of 3, 4 and 5 star occupations for the region and determine those with significant shortages based upon the "supply" data for the region, input from business, organizations and other input.

Which occupations offer a "career pathway" for workers to move to higher skills and wages, especially workers starting at entry-level? (Add 1 or 2 star occupations not included above that are entry-level yet important because of a career pathway or cluster.)

Workforce Supply

Using the regional planning data tool and packages, review information on existing unemployed workers, graduates coming from educational pipelines and other data on workforce supply.

What are the top three broad labor supply challenges facing the region over the next five years based on the existing workforce in the region (e.g. retirement and aging of population, low high school graduation rate, education or workforce skills of existing labor pool, limited language proficiency, etc.)?

What are the top three labor supply opportunities facing the region over the next five years based on the existing workforce in the region?

REGIONAL PLANNING BLUEPRINT TEMPLATE

Based upon UI Claimant population, what is the region's largest supply of unemployed workers by job type?

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

Describe the universe of the region's existing pipelines of new workers (credentials) across public and private secondary and post-secondary institutions.

- Highest and lowest number of new graduates by credential/CIP?
- How does retention of graduates in your region influence supply?

III. Where do we want to go?

Describe the collectively developed criteria, industry and occupational priorities, vision, mission, and goals for your region.

Criteria for Priority Industries/Occupations

The regional kick-off meetings with the WSC suggested a number of foundational criteria to prioritize industries and occupations, including existing job openings, jobs with low barriers to entry, jobs that lead to career pathways, and occupations with high demand (current openings, short/long term projections), and self-sustaining wages.

STATE CRITERIA

- High employer demand
- High demand and high wage (4-5 Star Occupations)
- Talent Gaps (Ratio of Supply to Demand)
- Career Pathways

REGIONAL CRITERIA

What additional criteria are important to your Regional Planning Team?

-
-

Priority Industries and Occupations

Using your regional context and mutually agreed upon regional criteria, list your priority regional industries and occupations or occupational groups.

List your 2-3 priority industries by 2-digit NAICS. Where you choose to prioritize an industry that does not fit neatly into a 2-digit NAICS code (i.e. creative economy), note where it would best fit (i.e. Arts and Recreation) and describe the portion of the 2-digit industry you are prioritizing. For each selection, write a brief justification of your choice.

REGIONAL PLANNING BLUEPRINT TEMPLATE**List 3 to 5 priority occupations or occupational groups by SOC code (4-8 digit, as necessary).**

Include a short description justifying the choices. In building the list regions should consider:

- the list of top 4 and 5 star occupations identified in the previous section (green)
- occupations that are part of a career pathway (but maybe lower stars) and;
- a further prioritization of those occupations on the list experiencing a constricted “supply” of workers or new graduates with necessary skills (credentials, degrees, apprenticeships etc.) for occupations.

Industries and Occupations – Critical but not Prioritized. (OPTIONAL) If the team would like to describe industries and occupations that are notable in your region but not prioritized during this regional prioritization process, please list them here with a description of what makes the industry/occupation significant.

Assets

For each of the selected **priority industries and occupations (purple section)**, articulate existing assets and gaps in capacity.

Credential Asset Mapping Tool. For priority industries and occupations that require credentials, use the Credential Asset Mapping Tool (page 9) to demonstrate assets and gaps for each priority industry and occupation.

Non-Credential Asset and Gap Analysis. For priority industries and occupations that **do not** require a credential, describe what existing assets in the region can meet the employer demand, and where systemic gaps prevent meeting employer demand.

Vision, Mission, Goals

Using your articulated priority industries, occupations, and existing assets, articulate your broader vision, mission, and goals.

Vision. State 2-5 things that you hope will be true in your region 10 years through the lens of education, workforce development, and economic development to address the priority industries and occupations identified in the Blueprint. Consider questions such as, Which industries will thrive? What are the living standards and educational levels of your population?

REGIONAL PLANNING BLUEPRINT TEMPLATE

Mission. State what each set of core partners has agreed to do in order to achieve your vision. What will educational partners do? What will economic development partners do? What will workforce development partners do? *(For example: Our education partners will focus resources on expanding career awareness and exposure, as well as the quantity and variety of education programming in priority industries X, Y, and Z. Please note these are broad mission statements rather than specific strategies, below).*

Goals. Describe your *shared* goals for 2018, 2020, and 2022. Note that goals listed here should be those that need participation of players from multiple entities and across two or three of the systems for accomplishment.

By 2018, we will...

What new programs, initiatives, or policies would you like your team to enact or create related to your priority industries and occupations?

By 2020, we will...

What results will those initiatives and/or programs and policies achieve? For example, how many new workers will enter the workforce; will there be reductions in labor shortages or what industries will see stabilization?

By 2022, we will...

What are the longer-term results that you will achieve by those initiatives and/or programs and policies? For example, how many new workers will enter the workforce; will there be reductions in labor shortages or what industries will see stabilization?

IV. How do we get there?

Describe the strategies you will jointly employ to align the work of multiple systems around your shared vision, mission, and goals.

Shared Strategies

While each system may make changes in individual programming to align with the region's priorities, all systems will need to commit to shared changes in the following areas, stated below. Describe how your region will work collaboratively in the following two areas.

Continuous Communication. How often and in what way will you meet to review progress towards shared goals and make course corrections?

Shared Measurement Systems. What data and measurement systems will you rely on to support shared understanding of how well you are meeting your goals and making progress towards a shared vision?

REGIONAL PLANNING BLUEPRINT TEMPLATE

Other Shared Strategies. What other shared strategies will the region adopt to ensure progress towards the common agenda?

Mutually Reinforcing Activities

To ensure that the work each partner is doing is supportive of the common agenda, describe the specific activities regional partners have committed to doing.

Education. Describe the changes in programming, recruitment, retention and placement strategies, assessment, tracking, or other strategies specific educational partners have committed to in order to meet shared regional goals.

Workforce Development. Describe the changes in programming, employer relations, recruitment, retention and placement strategies tracking, or other strategies specific workforce development partners have committed to in order to meet shared regional goals.

Economic Development. Describe the changes in economic development strategy that economic development partners have committed to in order to meet shared regional goals.

V. Conclusion

Conclusion. Describe any closing remarks, next steps, or considerations.

REGIONAL PLANNING BLUEPRINT TEMPLATE**Credential Asset Mapping Tool**

Complete one credential asset map for each priority occupation that requires a credential.

Occupation	<i>List the occupation the credential is for, including the SOC code.</i>	
Type of Credential & Title of Credential	<i>List the type of credential (e.g. Certificate, Degree, Certification, License, or Apprenticeship Certification)</i>	
Credential Provider	<i>List all training / education providers that provide this credential in your region. For each provider, list the average number of individuals receiving the credential per year.</i>	
Integrated / Accelerated	<i>Is the training integrated with work experience and/or accelerated for adult learners? If no, how to basic learners matriculate?</i>	
Online / Classroom / Work-based	<i>Describe education environment and instructional methods.</i>	
Pell-eligible?	<i>Is the program Pell-eligible?</i>	
Fee?	<i>What are the fees?</i>	
Employer-validated?	<i>Do local employers validate the credential? If so, describe.</i>	
Stackable?	<i>Is the credential stackable with other certificates? If so, describe.</i>	
Portable?	<i>Are the credentials portable to other states / industries? If so, describe.</i>	
Credit / Non-Credit?	<i>Are they credit or non-credit?</i>	
Gaps?	<i>Are there gaps in the pipeline for this occupation that require new strategies in the blueprint?</i>	