



*Cape & Islands*

**WORKFORCE INVESTMENT BOARD**

# Strategic Plan

---

2007-2010

3/30/2010

# **Cape & Islands Workforce Investment Board Strategic Plan 2007-2010**

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## **I. Executive Summary**

This strategic planning document builds on previous planning activities undertaken by the Cape and Islands Workforce Investment Board (CIWIB).

- In 2002 the CIWIB contracted with the University of Massachusetts - Dartmouth Center for Policy Analysis to produce a regional Blueprint.
- In 2005 the CIWIB contracted with Labor Market Information Works, Inc. to produce an updated Blueprint document that cross walked the former SIC codes to the newly implemented NAICS code system. This updated Blueprint also examined the most recent workforce data to assist the Board's decision making regarding the investment of workforce funding, and also to inform local decision makers and the general public as to our focus. Both documents enumerated recommendations for action that the CIWIB has implemented.
- The CIWIB, in 2009, commissioned the UMASS Dartmouth Center for Policy Analysis to produce a new Blueprint based on data available through 2008.

The earlier efforts, along with this document, are posted on our website. Additionally, in 2002, the UMASS Dartmouth Center for Policy Analysis developed a comprehensive guide to training available to the residents of the region.

Our strategic planning effort is intended to provide the basis for decision making for the two distinct, though related, functions of the CIWIB: external workforce development activity and internal board organization and planning.

### **External Workforce Development Activity:**

- Based on the most recent LMI data, where should the CIWIB focus its attention and resources to best ensure an appropriate and available workforce for Cape and Islands employers while providing family sustaining wages for workers?
- How can the CIWIB best deploy its resources to align its efforts with the priorities established by the Patrick administration?
- How can the CIWIB most effectively enter into cooperative activities that leverage the resources of various community partners to do its work effectively?
- How can the CIWIB best assist identified targeted populations?

### **Internal Board organization and planning to ensure effective programmatic response and an embedded CQI approach to the work of the Board:**

- The planning process is intended to assist the Board to organize in the most effective manner to meet the goals and activities identified.

- New Board member orientation process

## II. Introduction

### A. About the Cape & Islands Workforce Investment Board

The Cape & Islands Workforce Investment Board (CIWIB) is a regional steering agency responsible for overseeing all publicly funded vocational education and training programs serving the entire Cape and the Islands of Martha's Vineyard and Nantucket. The CIWIB is organized as a private non-profit 501 (c) 3 corporation, and is charged with ensuring that the mandates of the federal Workforce Investment Act of 1998 are met in the region. This work is conducted under the guidance of leaders from the private, public, and nonprofit sectors.

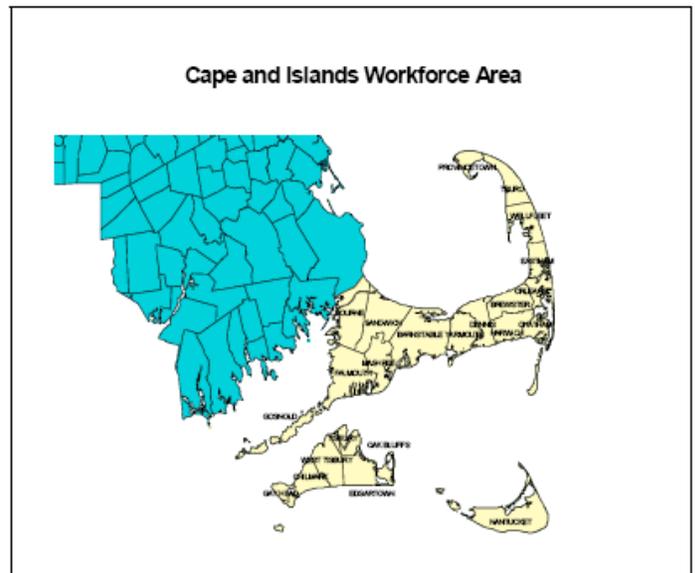
The federal law which empowers the CIWIB to oversee local spending of public job-training dollars also requires that the CIWIB be composed of a mix of representatives from all sectors influencing the local economy, specifically, more than 50% of the CIWIB Directors must be from the private sector.

The CIWIB members are appointed by the CEO; County Commissioner William Doherty. The daily activities of the CIWIB are overseen by its Executive Director, David Augustinho in partnership with the Board President, Christopher Richards of The Community Bank.

The CIWIB's purpose is two-fold:

- To ensure that there is an appropriate and available labor force for the businesses in the region.
- To assist economic development efforts to develop family sustaining wage employment for our work force.

To accomplish this, the CIWIB membership oversees a variety of activities related to job training, economic development and coordination among agencies and entities influential over employment and economic development trends, including one-stop career centers (3), training providers, educational institutions, Community Based Organizations (CBO), economic development entities, and employers.



### B. The Planning Process

The CIWIB is uniquely positioned to ensure that new resources (federal and state grants, local training programs, and the work of our area's Career Opportunities centers) are aligned with the needs of the region's employers. To fully capitalize on this opportunity, it is critical that the CIWIB routinely assess its own effectiveness as a coordinating body (for example, ensuring that the Board members represent the largest employment sectors in the region) and anticipated changes in the region which affect the supply and demand of qualified workers (for example, ensuring up-to-date labor market data is available and utilized to plan CIWIB activities).

The current strategic planning process was initiated in late 2006. It is used to benchmark quarterly progress and was subsequently updated in early 2009. It is designed to focus the work of the CIWIB in two primary areas:

**1. External Workforce Development Activity:**

- Based on the most recent LMI data, where should the CIWIB focus its attention and resources to best ensure an appropriate and available workforce for Cape and Islands employers while providing family sustaining wages for workers?
- How can the CIWIB best deploy its resources to align its efforts with the priorities established by the Patrick administration?
- How can the CIWIB most effectively enter into cooperative activities that leverage the resources of various community partners to do its work effectively?
- How can the CIWIB best assist indentified targeted populations?

**2. Internal Board organization and planning to ensure effective programmatic response and an embedded CQI approach to the work of the Board:**

- The planning process is intended to assist the Board to organize in the most effective manner to meet the goals and activities identified.
- New Board member orientation

This report outlines the findings of the primary research conducted by Strategy Matters, LLC for the Cape & Islands Workforce Investment Board in late 2006, updated with both the extensive regional LMI data produced by the Northeastern University Center for Labor Market Studies in 2008 and an updated Regional Blueprint conducted by the UMASS Dartmouth Center for Policy Analysis in the fall of 2009. Primary research included:

- An electronic survey of Board and committee members.
- An environmental scan of issues affecting the regional and state economic development trends, issues and challenges.
- Interpretation of and community feedback (evidenced by survey) to data presented at the Cape and Islands Economic Development Summit by EOLWD/Center for Labor Marker Studies at Northeastern University in November of 2008.

- Background research and interviews with board members and committee chairs focused on board engagement, recruitment and retention, current goals and objectives and external issues that affect current and future CIWIB issues.
- Four focus groups consisting of Board and committee members.

Key informants included the members of the Workforce Investment Board. Additional information was gathered by consulting and reviewing the work of other experts in workforce development and other CIWIBs around the state, as noted below.

Nancy Brown, Metro North Workforce Investment Board
Jennifer Freeman, Workforce Development Consultant
Don Gillis, Executive Director, Massachusetts Workforce Investment Board Association
Tim Sappington, North Central Workforce Investment Board
The National Association of Workforce Boards
Peter Allard, Area Director, Mass Rehabilitation Commission
Sally Bowles, Director of Human Resources, Catania Hospitality Group
Elizabeth Bridgewater, Community Development Partnership
Donald Brown, Department of Transitional Assistance
William Campbell, MEBA District no. 1-PCD
James Cook, Senior Director of Operations, Sheraton
William Doherty, Barnstable County Commissioner
Denise Dever, Home Instead Senior Care
Kristina Dower, President, JTEC / Career Opportunities
Daniel Dray, Administrator, Cape Cod Economic Development Council
Kevin Farr, Superintendent, Upper Cape Technical Regional High School
William Fisher, Superintendent, Cape Cod Regional Technical High School
Nancy Gardella, Martha's Vineyard Chamber of Commerce
Deneen Hatch, Macy's Retail
Paula Hersey, Penguin Digital Design Information Technology
Lee Ann Hesse, Director of Human Resources, Bank of Cape Cod
Bev Horan, Human Resource Manager, INFOR
Peter Karlson, NeuEon INC (d/b/a/ Venture)
Diana Kennedy, Director of Education, Cape Cod Healthcare
Barbara Kessler, Human Resource Assistant, TD Bank
Matthew Lee, Partner, Tocci, Goss & Lee PC
Francois Leroy, Teledyne Benthos
Mark Lohan, Painters & Allied Trades D.C. # 35
Jeffrey Luce, Community Relations & Economic Development Specialist, NSTAR
Ron Marsiglio, President, Teledyne Benthos
Teresa Martin, Executive Director, Cape Cod Technology Council
Ted Mello, Mass Rehabilitation Commission
Patricia Mosca, Department of Transitional Assistance
Patrick Murphy, Director of Sales, Cape.com

Wendy Northcross, CEO, Cape Cod Chamber of Commerce
Joseph Notini, Director, Career Centers of Bristol County
Myrna Nuey, WIA Program Director, Mashpee Wampanoag Tribal Council
Robert O'Leary, Massachusetts State Senator
Betty Pease, Project Director, Elder Services
Christopher Richards, Vice President, The Community Bank
Paul Rumul, The Davenport Companies
David Ryan, Cape Cod Healthcare
David Sampson, Owner, Sampson Consulting
Kathleen Schatzberg Ed.D, President, Cape Cod Community College
Angela Shwom, Mashpee Wampanoag Tribe
Larry Thayer, President, Cape Abilities
Theresa Whelan, District Sales Coordinator, AFLAC
Phyllis Whitney, Director, ACCESS Center
David Willard, Vice President, Cape Cod Five Cents Savings Bank
William Zammer, President, Cape Cod Restaurants, Inc.
David Augustinho, Director, Cape and Islands Workforce Investment Board

### III. Context for Planning: A Regional Snapshot

#### A. Residents and the Area's Workforce

##### *Population*

The Cape and Islands Workforce Investment Area has a total population of 248,191, which is an increase of 0.59 % since 2000 (U.S. Census Bureau STF3 file and American Community Survey see table below). It is estimated that Nantucket experienced the largest population increase over this period, while the population of Barnstable County declined by .02 % over this period.

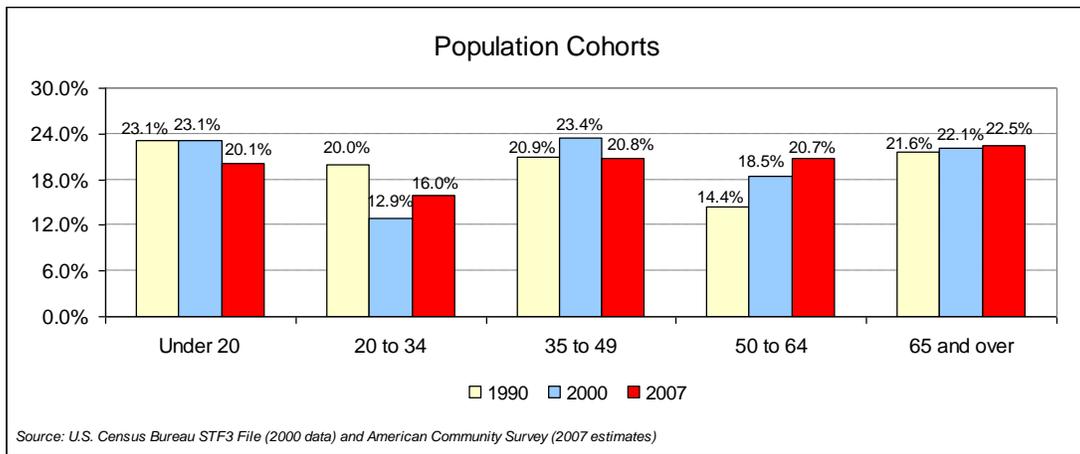
The area's population increased at a faster rate than the state as a whole from 1980 to 2000. For example, from 1980 to 1990, the area's population increased by 26.3 % compared to 5.0 % for the state. During the 1990's, the area's population continued to outpace the statewide rate, increasing by 20.8 % compared to a 5.5 statewide. Much of the growth was fueled by retirees and commuters to the South Shore and Boston.

Population, 2000 to 2007			
Area	2000	2007	% Change
Barnstable County	222,230	222,175	-0.02%
Dukes County	14,987	15,485	3.3%
Nantucket	9,520	10,531	10.6%
WIA Total	246,737	248,191	0.6%
State	6,349,097	6,449,755	1.6%

Source: U.S. Census Bureau American Community Survey

**Table 1**

However, estimates show that the state’s population growth (1.6%) exceeded the Workforce Investment Area’s growth (0.6%) between 2000 and 2007. The slowdown in population growth may be a result of high housing costs, which makes it difficult for many residents to purchase a home, particularly younger residents who grew up on the Cape and Islands and move to areas with more affordable housing and job opportunities. In fact, Barnstable County has the oldest median age in New England, with twice the percentage of people over 65 as the average U.S. county, and this is partly the result of an out-migration of younger residents (Chase, 2009). For example, the percentage of Cape and Islands residents who are aged 20 to 34, the years when most people are in the full time workforce and raising families, declined by 4.0 % from 1990 to 2007. Similarly, the under 20 age cohort declined by 3.0 % (see below). The out-migration of these residents is a workforce and economic development issue, since many are the area’s brightest students and skilled individuals leave to attend college or to find opportunities that are not available on the Cape or the Islands.



**Chart 1**

*Race/Ethnicity*

In general, the population statewide is more diverse than in the Cape and Islands Workforce Investment Area. Ninety-four percent of residents in the Cape and Islands (94.0%) are white Caucasian compared to 79.6 % statewide (U.S. Census 2000). African Americans are the largest ethnic minority on the Cape and Islands at 2.1 % of the population, followed by Hispanics (1.4%), and Asians (0.6%). Residents of “other races” make up 1.8% of the area’s population.

<b>Cape and Islands Workforce Investment Area Race/Ethnicity, 1990 and 2000</b>				
	Cape & Islands		Massachusetts	
	1990	2000	1990	2000
White	94.9%	94.0%	85.1%	79.6%
African American	1.6%	2.1%	5.0%	5.5%
Asian	0.5%	0.6%	2.4%	3.8%
Other	1.8%	1.8%	2.8%	4.1%
Hispanic	1.2%	1.4%	4.8%	6.9%

Source: U.S. Census Bureau

**Table 2**

*Total Personal Income Per Capita*

Total personal income per capita increased by 33.8 % in the Workforce Investment Area and 29.8 % statewide. From 2000 to 2007, total personal income per capita for the Workforce Investment Area is \$48,276, which is 98.5 % of the statewide average of \$48,995 (BEA 2000, 2007). (Table 3)

<b>Total Personal Income Per Capita</b>			
Area	2000	2007	% Change
Barnstable County	\$ 35,748	\$47,640	33.3%
Dukes County	\$ 35,464	\$52,221	47.3%
Nantucket County	\$ 45,072	\$55,884	24.0%
WIA Total	\$ 36,091	\$ 48,276	33.8%
Massachusetts	\$ 37,753	\$48,995	29.8%

Source: U.S. Bureau of Economic Analysis

**Table 3**

*Educational Attainment*

The Workforce Investment Area’s population is more educated than the state as a whole, which is partly attributable to the region’s highly educated retirement community. More than ninety-one percent (91.7%) of Cape and Islands residents have a high school diploma, compared to 84.8 % statewide. A higher percentage of Cape and Islands residents have a Bachelor’s degree or higher (34.1%) compared to residents statewide (33.2%) (Chart 2)

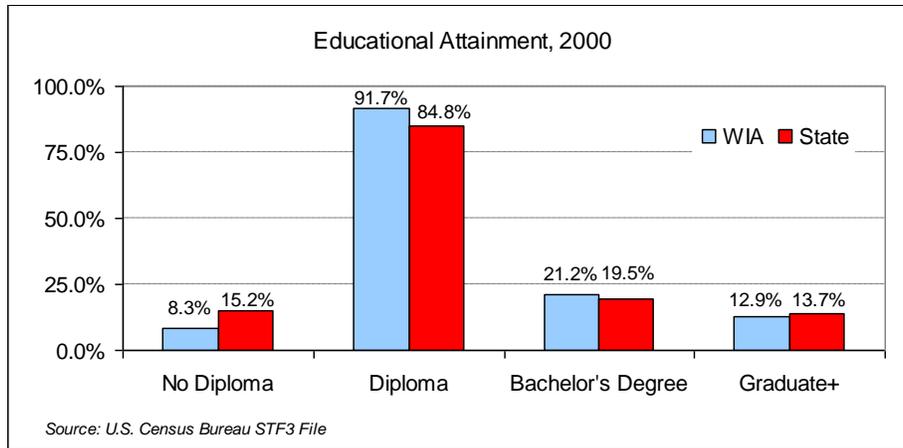


Chart 2

There are only small differences in educational attainment levels between the sub-regions. In Barnstable County, 91.8 % of residents have a high school diploma, compared to 90.4 % of residents in Martha’s Vineyard and 91.6 % of residents in Nantucket. In Barnstable County, 33.6 % of residents have a Bachelor’s Degree or higher, while 38.4 % of residents in Martha’s Vineyard, and 38.5 % of residents in Nantucket have a Bachelor’s degree or higher (US Census 2000).

A major component of Cape Cod’s economic development strategy is to attract and expand light-clean industries such as high technology and professional services firms. These industries generally pay higher wages while having smaller environmental impacts in comparison to traditional manufacturing firms. The region’s relatively high level of educational attainment, and the above average performance of its public high school students, provides an opportunity to develop these emerging industries in the region.

While there are no research universities or four-year colleges in the Workforce Investment Area to support technology transfer in the traditional sense, the Workforce Investment Area’s knowledge-intensive sector can capitalize on its attractive quality of life, high levels of educational attainment, and increasingly developed broadband infrastructure to support the emergence of firms that occupy specialized niches in research, (Woods Hole Oceanographic Institute), training (Massachusetts Maritime Academy), and intellectual property development (e.g., software, switching technology, web development, environmental technology, etc.) as opposed to large-scale manufacturing facilities.

Even where these firms do not create large numbers of new jobs, as with manufacturing facilities, they have the capacity to generate significant amounts of regional export revenue through research grants, patent sales, license, royalty, and consulting income. Since many of these firms are individual proprietorships or professional corporations they avoid many of the land use and population pressures created by manufacturing facilities. The most notable example is Woods Hole Oceanographic Institution, which has a total operating budget of \$156.5 million, including \$129.1 million in sponsored research revenues. Nearly of all of this income accrues from the regional export of research, educational, and financial services, which attract students and scholars, government-sponsored research grants, private donations, and endowment income (WHOI, 2007).

Another variant of this model is the National Graduate School (NGS) in Falmouth, which offers a Master’s of Science degree in Quality Systems Management, Homeland Security and Defense, and Environmental Quality Management as well as a doctorate degree in Quality Systems Management. The NGS focuses on working professionals who are looking for an accelerated weeknight or weekend graduate program in business. The NGS delivers its program at multiple locations throughout the country.

However, a potential challenge to this strategy is that many of the area’s brightest students leave the area to attend colleges and universities off-Cape. These individuals are less likely to return to the area if there are no jobs available that match their skills. The result is that the region loses the type of potential hi-tech entrepreneurs, who fuel the expansion of the knowledge-intensive sector. The challenge for the Workforce Investment Area is to find a way not only to sustain its high level of educational performance, but to provide avenues for educated residents to apply their knowledge and skills in the local area in ways that seed further business growth in this cluster

*Housing*

The supply of moderately priced housing for year round Cape and Islands residents and seasonal workers is shrinking as housing costs escalate at a faster rate than the state. The median single family home price on the Cape and Islands in 2008 was \$345,000, which is 10.9 % above the statewide average (\$311,000). While median home prices decreased in both the Workforce Investment Area and the state since 2004, the median price decreased at more than twice the level statewide (8.5%) in comparison to the Workforce Investment Area (4.2%) (Table 4).

Nevertheless, the median single family home price for the Cape and Islands region (\$345,000) is 23.3 % below the Greater Boston average of \$450,000 (MA Association of Realtors). Due to this disparity, the Cape and Islands region continues to attract an influx of residents to Falmouth, Sandwich, and Mashpee, who commute to off Cape employment, which ultimately drives up prices and creates an affordability crisis for many long-term residents who work on the Cape. Compounding the housing affordability issue is the fact that more homes are being purchased by seasonal residents, which further reduces the housing supply.

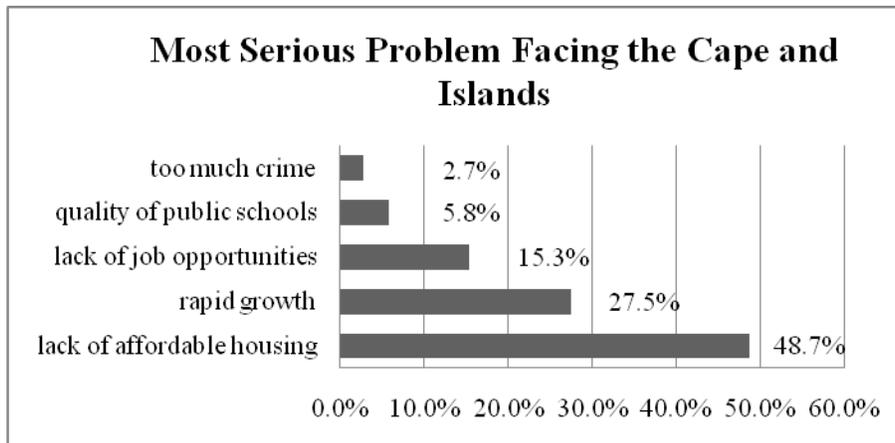
<b>Median Single Family Selling Price</b>		
<b>Year</b>	<b>WIA</b>	<b>State</b>
2004	\$ 360,000	\$ 340,000
2005	\$ 400,000	\$ 360,000
2006	\$ 392,250	\$ 350,000
2007	\$ 390,000	\$ 345,500
2008	\$ 345,000	\$ 311,000

*Source: MA Association of Realtors*

**Table 4**

Residents face significant challenges in areas which affect employability; for example, the high cost of housing and the limited public transportation options.

### **Serious Regional Problems According to Residents**



[Source: 2005 Cape Cod Times-Cape and Islands NPR Stations Poll]

**Chart 3**

## **B. Businesses and Employment**

### **Industry Employment Trends in the Cape Cod and Islands Region**

The Massachusetts and New England economies were more severely affected than the nation by the economic downturn in the early years of this decade and experienced much slower job growth in the recovery period. The Cape and Islands area experienced very modest increases in its overall level of wage and salary over the last several years. Growth in the Cape and Islands aggregate payroll employment level has been well below that of the state as a whole. Despite sluggishness in the rate of advance in aggregate payroll employment in the Cape and Islands a number of individual industry sectors were able to add to net new jobs including firms in the health care and social services sector, the arts, entertainment and recreation sector and in educational services. However, gains in these industry sectors were partially offset by a slowdown in the Cape’s traditionally strong tourism trade, with its major industry components, including the retail trade sector and the accommodation and food service sector both posting net declines in employment even as the pace of employment growth in the state economy accelerated.

### **Recent Employment Trends**

Between the third quarter of 2004 and the third quarter of 2007, the number of jobs in Massachusetts increased by 96,336, an increase of 3.1 %. During the most recent 12-month period for which data are available (third quarter 2006 to third quarter 2007), employment in the Commonwealth increased by 35,964 jobs or by 1.1 %. As noted above, employment in the Cape and Islands region grew at a very slow pace relative to the state as whole. Between the third

quarter of 2004 and the third quarter of 2007, the number of payroll jobs in the region increased by just 243 positions or by 0.2 % over the period. This represented a rate of payroll employment growth that was essentially flat in the third quarter 2004 to third quarter 2007 period. Indeed, the entire rise in Cape and Islands regional employment over this period occurred between the third quarter of 2006 and the third quarter of 2007. The findings on recent payroll employment developments for the Cape and Islands region are summarized in Table 5 below.

### **Health Care and Social Assistance**

Health care and social assistance, the region's third largest employment sector, experienced moderately strong payroll expansion between the third quarter of 2004 and the third quarter of 2007. During this period, payroll employment in health care increased from 15,072 to 15,806, a rise of 734 jobs and a relative increase of 4.9 % over the three year period. Most of the gain in health care employment levels in the Cape and Islands area was concentrated in ambulatory care facilities. Employment in ambulatory care institutions including outpatient care facilities, physicians' offices and home health care agencies accounted for more than 80 % of the rise in health care employment levels. Hospitals saw their employment levels decline over the three year expansion. Nursing and residential care facilities posted modest job gains.

### **Education**

Employment in the education sector in Cape Cod and the Islands region has increased in recent years. Between the third quarter of 2004 and the third quarter of 2007 employment in the education sector increased by 339 jobs, a 5.4 % rise. Most of this increase was concentrated in the region's elementary and secondary school districts.

### **Leisure and Hospitality**

The arts, entertainment and recreation industry sector in the Cape and Islands is a major component of the leisure and hospitality industry in the region. During the third quarter of 2004 this industry employed 5,488 wage and salary workers; by the third quarter of 2007 payroll employment levels in this industry rose to 6,218, a relative rise of 13 %. In contrast, the accommodation and food services industry component of the region's tourism sector experienced job losses over the same period. Payroll employment fell by 933 jobs, a 3.6 % decline. Most of these declines occurred within the accommodations segment of the industry.

### **Retail Trade**

Retail trade is the Cape and Island's second largest source of payroll employment, but this sector has experienced considerable job losses in recent years. Wage and salary employment in the Cape and Islands retail trade sector stood at 22,460 during the third quarter of 2004, but fell to 21,265 by the third quarter of 2007, a loss of 1,195 payroll jobs. Job losses were especially pronounced in furniture and home furnishings, grocery stores and department stores.

## **Administrative and Waste Service**

The administrative and waste services sector is composed of an amalgam of sometimes unconnected service industry elements, ranging from travel agencies to security firms to waste collection organizations. Between the third quarter of 2004 and the third quarter of 2007 employment in this sector increased by 321 jobs or by 6.2 %. Most of the gains were registered among firms providing services to dwellings and buildings, including landscaping services.

## **Professional and Technical Services**

The Cape and Islands professional and technical services industry's employment levels remained essentially unchanged between the third quarter of 2004 and the third quarter of 2007. Employment losses in the scientific research area were largely offset by modest increases in employment in computer system designs and other professional and technical services.

## **Construction**

The construction sector on the Cape and Islands experienced modest gains in payroll employment between the third quarter of 2004 and the third quarter of 2007, as the number of construction industry jobs rose by 250 positions, a rise of 3.1 %. Residential construction accounted for almost all of the job growth within the sector. During the most recent time period for which data on construction payrolls are available, they suggest a slowdown in the region's construction sector, as residential construction growth slowed.

## **Financial Activities**

Within the finance and insurance component as well as the real estate component of the Cape and Islands financial activities sector have experienced payroll employment declines. The finance and insurance industry saw its payroll employment levels fall from 2,898 to 2,576 between the third quarter of 2004 and the third quarter of 2007. Losses in this sector were concentrated in retail banking and security and commodity investment firms. Employment also fell considerably in the region's real estate sector, especially in retail real estate offices.

## **Trends in Non Agricultural Wage and Salary Employment in the Cape and Islands Region, by Major Industry Sector Third Quarter 2004 to Third Quarter 2007**

Industry	2004 Third Quarter	2007 Third Quarter	Absolute Change	Relative Change
Total, All Industries	120,867	121,110	243	0.2%
23 - Construction	7,984	8,234	250	3.1%
31-33 – Manufacturing	2,627	2,562	-65	-2.5%
Durable Goods Manufacturing	1,378	1,458	80	5.8%
Non-Durable Goods Manufacturing	1,249	1,104	-145	-11.6%
22 - Utilities	511	545	34	6.7%
42 – Wholesale Trade	1,646	1,821	175	10.6%
44-45 - Retail Trade	22,460	21,265	-1,195	-5.3%
48-49 – Transportation/Warehousing	3,188	3,334	146	4.6%
51 – Information	2,518	2,366	-152	-6.0%

52 – Finance and Insurance	2,898	2,576	-322	-0.9%
53 – Real Estate/Rental & Leasing	2,539	2,367	-172	-6.8%
54 – Professional/Technical Services	5,028	4,983	-45	-0.9%
56 – Administrative/ Waste Services	5,184	5,505	321	6.2%
61 – Educational Services	6,288	6,627	339	5.4%
62 – Health Care/Social Services	15,072	15,806	734	4.9%
71 – Arts/Entertainment/Recreation	5,488	6,218	730	13.3%
72 – Accommodation/ Food Services	25,657	24,724	-933	-3.6%
81 – Other Services	4,789	4,960	171	3.6%
92 – Public Administration	6,484	6,730	246	3.8%

Source: Massachusetts Department of Labor and Workforce Development, Labor Market Information Unit, April, 2008.

**Table 5**

The vast majority (92%) of the region's 11,000+ employers are small businesses, with 20 or fewer employees, and these employees account for 40% of the region's jobs. The region's rate of self-employment is large and growing with census data indicating that the region's self-employment rate is 200% that of the state's overall. Businesses employing 100+ people are responsible for 30% of the region's overall jobs. The area has a large influx of seasonal workers (17,000) between May and October as well.

**Distribution of Business Establishments  
By Size Group  
Cape and Islands Workforce Area  
And Massachusetts  
March 2004**

Size Group	Number of Employers Cape & Islands	Share of All Employers	Number of Employers Massachusetts	Share of All Employers
Less than 20 Employees	10,272	91.6	181,048	86.9
20-99	828	7.4	22,194	10.7
100-499	112	1.0	4,446	2.1
500+	7	0.1	584	0.3
<b>Total</b>	<b>11,219</b>	<b>100.0</b>	<b>208,272</b>	<b>100.0</b>

Size Group	Number of Employees Cape & Islands	% Share of All Employees	Number of Employees Massachusetts	% Share of All Employees
Less than 20 Employees	37,827	40.3	724,049	22.8
20-99	29,742	31.7	888,561	28.0
100-499	19,412	20.7	840,129	26.5
500+	6,823	7.3	716,437	22.6
<b>Total</b>	<b>11,219</b>	<b>100.0</b>	<b>208,272</b>	<b>100.0</b>

Table 6

Based on the most recent LMI data presented above and considering two previous planning documents, the CIWIB has determined that the following clusters represent the critical employment sectors on the Cape and Islands:

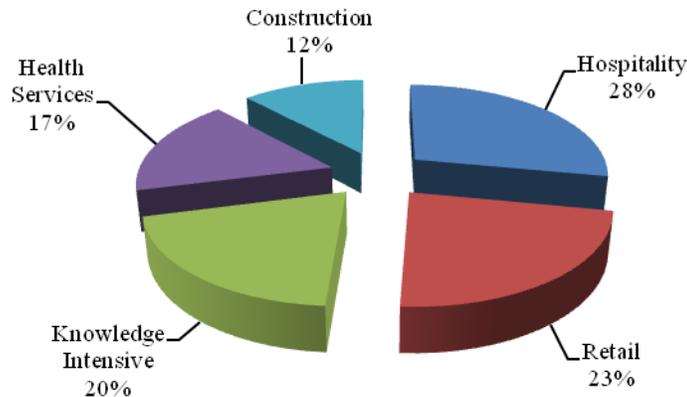


Chart 4

**Percent Change in Critical and Existing and Critical and Emerging Industries**

<b>CLUSTER</b>	<b>NAICS CODES</b>	<b>2005</b>	<b>2008</b>	<b>Difference</b>	<b>% Change</b>
<b><i>Critical and Existing</i></b>					
Financial Services	521-525, 531	4,460	4,075	-385	-9%
Health Services	621, 622, 623	12,737	14,240	1,503	12%
Hospitality	445,448,452,453,712 713,721,722	31,779	30,423	-1,356	-4%
<b><i>Knowledge Intensive</i></b>					
Educational Services	61, 5192	7,526	8,793	1,267	17%
High Technology	3254, 3341, 3343- 3346 515, 517, 5112, 516, 518	1,299	1,478	179	14%
Professional Services	5111, 5411-5418	5,843	5,813	-30	-1%
<b><i>Total Knowledge Intensive</i></b>					
		14,668	16,084	1,416	10%
<b>Sub Total Critical &amp; Existing</b>					
		63,644	64,822	1,178	2%
<b><i>Critical &amp; Emerging</i></b>					
Construction	236-238, 444	9,007	9,240	233	3%
Distribution	423-425, 484	1,440	2,396	956	66%
<b>Subtotal Critical &amp; Emerging</b>					
		10,447	11,636	1,189	11%
<b><i>Emerging</i></b>					
Social Services	624	1,825	2,237	412	23%
Retail Trade	44-45	19,307	18,641	-666	-3%
<b><i>Total Targeted Industries</i></b>					
		95,226	97,336	2,110	2%
<b>Total Employment</b>					
		105,869	110,866	4,997	5%

[Source: Policy Blueprint Update & EMSI data]

**Table 7**

Marine Science and Technology (referred to in the table above as “knowledge intensive” clusters) presents special opportunities for the region and warrant consideration beyond the numbers of people employed and job vacancies. This area represents a branding opportunity for the region, with diverse voices calling for a regional strategy to develop the Cape as the national center for marine science, in addition to its more traditional reputation as a tourist destination. In 2006, the Donahue Institute published a study which examined the impact of the marine science industry on the region. The study found that:

New investments in homeland security, oceanographic and atmospheric warning systems, allied navies and environmental monitoring of developing countries have increased demand for companies and institutions that provide marine instrumentation and equipment, marine services, and marine research and education. According to the study, there were 298 marine science and technology establishments in Massachusetts in 2004. The industry employed 18,152 people and generated sales of nearly \$3.5 billion. In the Southeastern part of the state, there were 48 establishments, 985 employees and sales of \$148.6 million. ***Continued growth of the marine science and technology industry in SouthCoast will depend on the area's ability to supply new companies with talented labor and research funding. (emphasis added).***<sup>1</sup>

The cluster of internationally distinguished institutions in the Woods Hole area (Woods Hole Oceanographic Institute, Marine Biological Laboratories and others) increased the likelihood that the Cape and Islands can pursue this cluster as a potential driver of economic development activity in the region. The CIWIB will pursue and implement strategies that foster the development of the Marine Science and Technology sectors.

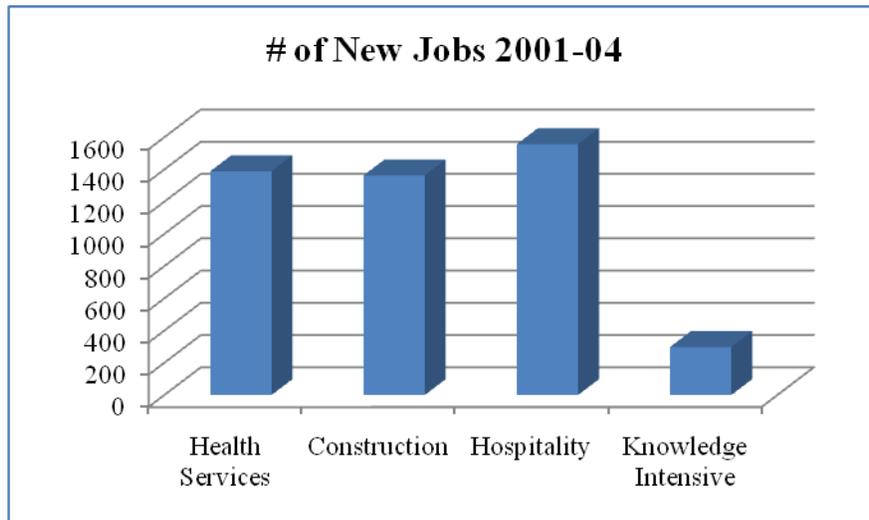


Chart 5

<sup>1</sup> SouthCoast Today.com, originally published on March 19, 2006. Cited from [http://www.southcoasttoday.com/outlook/week2/01outlook\\_health.htm](http://www.southcoasttoday.com/outlook/week2/01outlook_health.htm) in February, 2007.

### C. Alignment between Available Workforce and Employer Needs

During the second quarter of 2008, Massachusetts had nearly 75,000 job vacancies, including nearly 16,000 in health care and 7,000 in professional and technical services. Corresponding labor shortages remain a serious concern for business in the Cape and Island region, and create a limiting factor on the region's economic development, despite the relatively well educated resident population. Specifically, according to the job vacancy survey, the region is experiencing growing job vacancies across sectors:

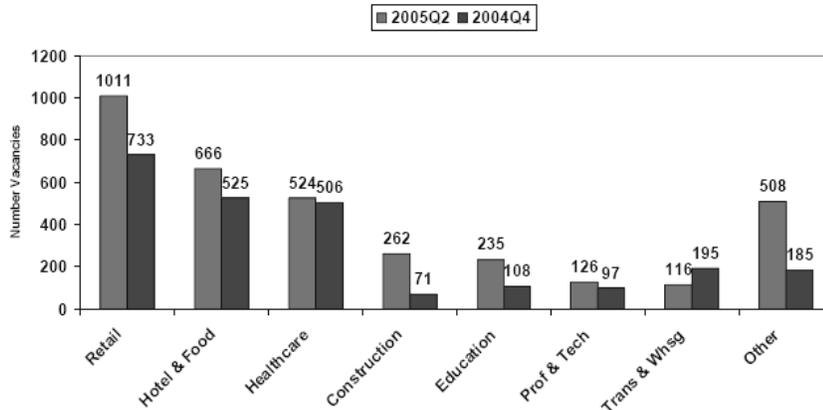
**Statewide Job Vacancies by Region, 2<sup>nd</sup> Quarter 2008**

Industry	Vacancies	Vacancy Rate*	Private	Part-Time	Temporary/ Seasonal	Associate's Degree or Higher	Health
Total, All Industries	74,971	2.6%	93%	31%	12%	50%	70%
Agricultural	146	2.3%	100%	12%	18%	60%	82%
Utilities	81	0/6%	59%	1%	6%	67%	92%
Construction/Mining	1,564	1.3%	89%	22%	18%	34%	63%
Manufacturing	4,649	1.6%	100%	7%	6%	63%	88%
Wholesale Trade	2,400	2.1%	100%	10%	6%	75%	83%
Retail Trade	8,731	2.7%	100%	62%	15%	6%	50%
Transportation & Warehousing	1,261	1.3%	91%	42%	17%	8%	46%
Information	2,176	2.5%	96%	7%	4%	85%	95%
Finance & Insurance	4,422	2.7%	100%	11%	1%	66%	97%
Real Estate, Rental & Leasing	662	1.9%	100%	16%	8%	29%	50%
Professional & Technical Services	6,394	3.0%	99%	6%	5%	88%	91%
Management	1,718	2.9%	100%	9%	3%	71%	88%
Administrative & Support & Waste Services	2,989	2.9%	97%	19%	35%	23%	71%
Educational Services	5,963	1.8%	42%	22%	10%	92%	81%
Healthcare & Social Assistance	15,896	3.4%	98%	34%	6%	65%	75%
Arts, Entertainment & Recreation	2,424	4.7%	94%	76%	64%	17%	8%
Accommodation & Food Services	9,741	4.0%	100%	50%	17%	3%	46%
Other Services	2,881	3.4%	100%	27%	20%	155	46%
Public Administration	873	0.8%	0%	6%	5%	44%	98%

[Source: Massachusetts Department of Workforce Development]

**Table 8**

## Cape Cod Vacancies - Industries



[Source: Massachusetts Department of Workforce Development]

Chart 6

## Employment Shares and Location Quotients by Major Industry Sector U.S., Massachusetts and Cape and Islands Workforce Area 2007 Annual Average Private Employment

	Annual Average Employment			Percent of Total Employment			Location Quotient*	
	U.S.	Mass.	Cape & Islands	U.S.	Mass.	Cape & Islands	Mass.	Cape & Islands
<b>Total, All Industries, Private</b>	114,014,680	2,826,249	90,845	100.0%	100.0%	100.0%	1.00	1.00
<b>11 - Agriculture, Forestry, Fishing and Hunting</b>	1,166,745	6,555	318	1.0%	0.2%	0.4%	0.23	1.51
<b>23 - Construction</b>	7,562,373	137,816	7,324	6.6%	4.9%	8.1%	0.74	1.65
<b>31-33 - Manufacturing</b>	13,834,745	295,264	2,373	12.1%	10.4%	2.6%	0.86	0.25
<b>Trade, Transportation and Utilities</b>	26,334,681	568,541	22,955	23.1%	20.1%	25.3%	0.87	1.26
22 - Utilities	549,560	9,858	411	0.5%	0.3%	0.5%	0.72	1.30
42 - Wholesale Trade	5,985,704	138,155	1,712	5.2%	4.9%	1.9%	0.93	0.39
44-45 - Retail Trade	15,507,891	349,113	18,646	13.6%	12.4%	20.5%	0.91	1.66
48-49 - Transportation and Warehousing	4,291,526	71,415	2,185	3.8%	2.5%	2.4%	0.67	0.95
<b>51 - Information</b>	3,028,274	87,873	2,060	2.7%	3.1%	2.3%	1.17	0.73
<b>Financial Activities</b>	8,144,680	225,224	4,559	7.1%	8.0%	5.0%	1.12	0.63
52 - Finance and Insurance	5,992,144	181,501	2,595	5.3%	6.4%	2.9%	1.22	0.44
53 - Real Estate and Rental and Leasing	2,152,536	43,723	1,964	1.9%	1.5%	2.2%	0.82	1.40
<b>Professional and Business Services</b>	17,864,146	482,255	9,765	15.7%	17.1%	10.7%	1.09	0.63
54 - Professional and Technical Services	7,631,158	247,802	4,628	6.7%	8.8%	5.1%	1.31	0.58
55 - Management of Companies and Enterprises	1,839,929	61,253	725	1.6%	2.2%	0.8%	1.34	0.37
56 - Administrative and Waste Services	8,393,060	173,201	4,412	7.4%	6.1%	4.9%	0.83	0.79
<b>Education and Health Services</b>	17,428,926	592,962	16,820	15.3%	21.0%	18.5%	1.37	0.88
61 - Educational Services	2,284,111	124,539	1,013	2.0%	4.4%	1.1%	2.20	0.25
62 - Health Care and Social Assistance	15,144,814	468,423	15,807	13.3%	16.6%	17.4%	1.25	1.05
<b>Leisure and Hospitality</b>	13,327,039	302,547	20,012	11.7%	10.7%	22.0%	0.92	2.06
71 - Arts, Entertainment, and Recreation	1,953,865	48,137	3,338	1.7%	1.7%	3.7%	0.99	2.16
72 - Accommodation and Food Services	11,373,174	254,410	16,674	10.0%	9.0%	18.4%	0.90	2.04
<b>81 - Other Services, Except Public Admin</b>	4,437,318	125,722	4,602	3.9%	4.4%	5.1%	1.14	1.14

\*See narrative for an explanation of the definition, calculation, uses, and interpretation of location quotients

Source: QCEW (Quarterly Census of Employment and Wages) ES-202

Prepared by Massachusetts Department of Workforce Development, Division of Career Services, Economic Analysis Office

Table 9

The Cape's job vacancy statistics mirror the state in health care and several other industries:

NAICS_Title	Massachusetts		Berkshire		Cape & Islands	
	Job Vacancies	Job Vacancy Rate	Job Vacancies	Job Vacancy Rate	Job Vacancies	Job Vacancy Rate
Total, All Industries	74,971	2.6%	1,814	3.2%	4,740	5.0%
Agriculture	146	2.3%	*	1.6%	*	n/a
Utilities	81	0.6%	*	0.0%	13	2.4%
Construction/Mining	1,564	1.3%	*	0.1%	95	1.5%
Manufacturing	4,649	1.6%	74	1.4%	71	3.3%
Wholesale Trade	2,400	2.1%	*	1.0%	51	3.8%
Retail Trade	8,731	2.7%	266	3.2%	627	3.7%
Transportation & Warehousing	1,261	1.3%	55	5.1%	93	3.5%
Information	2,176	2.5%	25	2.4%	13	0.6%
Finance & Insurance	4,422	2.7%	34	1.8%	52	2.2%
Real Estate, Rental & Leasing	662	1.9%	*	1.3%	93	6.2%
Professional & Technical Services	6,394	3.0%	*	2.3%	170	4.4%
Management	1,718	2.9%	18	3.0%	17	2.5%
Administrative & Support & Waste Services	2,989	2.9%	*s	9.0%	328	7.7%
Educational Services	5,963	1.8%	178	2.5%	171	2.0%
Healthcare & Social Assistance	15,896	3.4%	245	2.3%	468	3.2%
Arts, Entertainment & Recreation	2,424	4.7%	53	3.4%	629	n/a
Accommodation & Food Services	9,741	4.0%	569	8.6%	1,756	10.7%
Other Services	2,881	3.4%	61	3.2%	47	1.6%
Public Administration	873	0.8%	34	2.1%	24	0.6%

Table 10

## Economic Structure of the Cape and Islands Workforce Areas by Industry (NAICS) 2007 Annual Average

Sector	Sector Title	Employment		Gross Payroll		Average Annual Wage
		Total	Percent Share	Total	Percent Share	
	Total Employment	107,010	100.0%	\$4,099,518,437	100.0%	\$38,310
	Private Sector	90,845	84.9%	\$3,326,782,256	81.2%	\$36,620
	Goods-Producing	10,073	9.4%	\$496,015,644	12.1%	\$49,242
11	Natural Resources	318	0.3%	\$9,797,353	0.2%	\$30,809
21	Mining	C	C	C	C	C
23	Construction	7,324	6.8%	\$368,336,561	9.0%	\$50,292
31-33	Manufacturing	2,373	2.2%	\$114,579,782	2.8%	\$48,285
	Service-Providing	80,772	75.5%	\$2,830,766,612	69.1%	\$35,046
	Trade, Transportation & Utilities	22,955	21.5%	\$728,849,168	17.8%	\$31,751
22	Utilities	411	0.4%	\$38,959,105	1.0%	\$94,791
42	Wholesale Trade	1,712	1.6%	\$83,497,838	2.0%	\$48,772
44-45	Retail Trade	18,646	17.4%	\$533,240,221	13.0%	\$28,598
48-49	Transportation & Warehousing	2,185	2.0%	\$73,152,004	1.8%	\$33,479
	Information	2,060	1.9%	\$99,937,171	2.4%	\$48,513
51	Information, Production, & Dissemination	2,060	1.9%	\$99,937,171	2.4%	\$48,513
511	Publishing Industries, except Internet	935	0.9%	\$43,560,715	1.1%	\$46,589
5111	Newspapers & Periodicals	823	0.8%	\$33,806,715	0.8%	\$41,077
5112	Software Publishers	112	0.1%	\$9,754,001	0.2%	\$87,089
517	Telecommunications	459	0.4%	\$32,953,314	0.8%	\$71,794
518	ISPs, Search Portals, & Data Processing	C	C	C	C	C
	Financial Activities	4,559	4.3%	\$224,282,337	5.5%	\$49,196
52	Finance & Insurance	2,595	2.4%	\$159,354,096	3.9%	\$61,408
522	Banking & Credit Institutions	1,538	1.4%	\$74,888,464	1.8%	\$48,692
523	Securities, Commodities, & Investments	351	0.3%	\$41,965,628	1.0%	\$119,560
524	Insurance	700	0.7%	\$42,265,039	1.0%	\$60,379
53	Real Estate & Rental and Leasing	1,964	1.8%	\$64,928,241	1.6%	\$33,059
531	Real Estate	1,446	1.4%	\$51,525,993	1.3%	\$35,633
532	Rental & Leasing Services	513	0.5%	\$13,319,848	0.3%	\$25,965
	Professional & Business Services	9,765	9.1%	\$470,127,588	11.5%	\$48,144
54	Professional, Scientific, & Technical Services	4,628	4.3%	\$263,094,870	6.4%	\$56,849
5411	Legal Services	679	0.6%	\$33,205,714	0.8%	\$48,904
5412	Accounting & Payroll Services	422	0.4%	\$17,117,937	0.4%	\$40,564
5413	Architectural & Engineering Services	911	0.9%	\$50,892,653	1.2%	\$55,865
5415	Computer Systems Design & Related	358	0.3%	\$28,667,852	0.7%	\$80,078
5416	Consulting Services	463	0.4%	\$28,354,341	0.7%	\$61,240
5417	Scientific Research & Development Servo	1,152	1.1%	\$77,969,600	1.9%	\$67,682
55	Headquarters, Regional Offices & Subsidiaries	725	0.7%	\$44,590,085	1.1%	\$61,504
56	Admin. & Support & Waste Mgt.& Remedition	4,412	4.1%	\$162,442,633	4.0%	\$36,818
561	Administrative & Support Services	3,993	3.7%	\$141,428,643	3.4%	\$35,419
5613	Employment Services	274	0.3%	\$7,668,105	0.2%	\$27,986
562	Waste Management & Remediation Services	420	0.4%	\$21,013,990	0.5%	\$50,033
	Education & Health	16,820	15.7%	\$719,554,178	17.6%	\$42,780
61	Educational Services	1013	0.9%	\$32,273,391	0.8%	\$31,859
6113	Private Colleges & Universities	C	C	C	C	C
62	Health Care & Social Assistance	15,807	14.8%	\$687,280,787	16.8%	\$43,480
621	Offices of Doctors & Walk-in Clinics	5,629	5.3%	\$263,922,652	6.4%	\$46,886
622	Hospitals	3,978	3.7%	\$240,216,237	5.9%	\$60,386
623	Nursing & Residential Care Facilities	4,046	3.8%	\$129,870,887	3.2%	\$32,099
624	Social Assistance	2,154	2.0%	\$53,271,011	1.3%	\$24,731
	leisure & Hospitality	20,012	18.7%	\$455,079,855	11.1%	\$22,740
71	Arts, Entertainment, & Recreation	3,338	3.1%	\$101,074,530	2.5%	\$30,280
72	Accommodation & Food Services	16,674	15.6%	\$354,005,325	8.6%	\$21,231
721	Hotels & Motels	3,838	3.6%	\$103,321,578	2.5%	\$26,921
722	Eating & Drinking Places	12,836	12.0%	\$250,683,748	6.1%	\$19,530
	Other Services	4,602	4.3%	\$132,936,315	3.2%	\$28,887
81	Other Services (except Public Administration)	4,602	4.3%	\$132,936,315	3.2%	\$28,887
	Government	16,165	15.1%	\$772,736,180	18.8%	\$47,803
	Federal Government	2,009	1.9%	\$121,801,471	3.0%	\$60,628
	State Government	1,857	1.7%	\$95,611,048	2.3%	\$51,487
	Local Government	12,299	11.5%	\$555,323,661	13.5%	\$45,152

Prepared by Division of Career Services, Economic Analysis Office.

Source: Quarterly Census of Employment and Wages (ES-202)

C=Confidential—Note: Large changes in Employment and Wages sometimes due to code change (\*significant code change)

## **IV. Responding to the Regional Needs**

### **A. Mission and Vision**

Mission: Provide leadership for workforce development activities through private and public partnerships.

Vision: The Cape & Islands will have a skilled workforce that supports business retention, expansion and attraction in a community that promotes self-sufficiency, economic opportunity, and lifelong learning.

The CIWIB's purpose is two-fold:

- To ensure that there is an appropriate and available labor force for the businesses in the region.
- To assist economic development efforts to develop family sustaining wage employment for our work force.

### **B. Strategic Issues and Initiatives**

The CIWIB continues to pursue strategies that ensure a strong link between workforce development activities and economic development goals and programs that are aligned with the current state administration's goals. In addition, in response to the strategic direction articulated by the CIWIB Board, the CIWIB continues to address emerging regional needs, strategically focusing on industries important to the local economy and the local year round population, as identified in the critical and emerging sectors. To do this effectively, the CIWIB in turn has used this strategic planning process to determine where the region's economic development trends and needs can inform workforce development initiatives for better coordination and linkage as well as to ensure continued and expanded engagement of the private sector in CIWIB operations and strategy development.

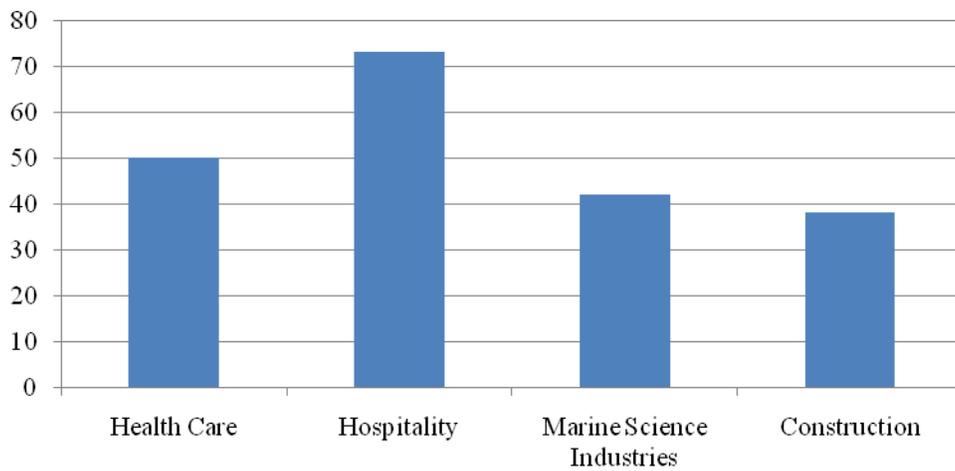
The CIWIB has a strong history of leveraging resources for workforce development in many of the critical and emerging sectors identified in Table 7 on page 16. Today, the CIWIB offers many programs and sponsors initiatives which either cross sectors, or work with multiple employers within an industry, with a significant amount of program and training funds directed toward the health care industry. Below are the emphasis areas for CIWIB programs in selected areas identified by the preceding Job Vacancy Report. (see Table 12 on following page)

		Critical Clusters				Emerging Clusters			
Type of Initiative	Name	Critical Clusters		Emerging Clusters		Critical Clusters		Emerging Clusters	
		Hospitality	Health Services	Construction	Knowledge Intensive	Financial Services	Marine Science Industry	Distribution	Social Services
Cross-Sector	Mature Workers	*	*	*	*	*	*	*	*
	Disability Collaborative	*	*	*	*	*	*	*	*
	Cape Area Management Program (CAMP)]	*	*	*	*	*	*		*
Industry Specific, Multi-Employer Training Grants and Programs	Extended Care Career Ladder Initiative (ECCLI)		*						
	Regional Technology Development Center (RTDC)						*		
	Workforce Training Fund	*	*	*	*	*	*		*
	BayState Works		*						
	Southeastern Massachusetts Healthcare Partnership/WCTF		*						

Table 12

Through the strategic planning process the CIWIB has identified four industry areas (Hospitality, Health Care, Marine Science Industries and Construction) and four target populations (older workers, small business owners, management level workers, and unemployed individuals) which will be the focus of new and continuing initiatives in the period 2007-2010. As you might expect, recent macroeconomic forces are producing unemployment rates that demand persistent programmatic response. Additionally, it is clear that the different geographic areas of the region have unique needs, and the CIWIB's programming will continue to try to accommodate those differences as much as possible.

**% of CIWIB Members who say that "CIWIB needs to work more closely" with this industry**



**Chart 7**

### C. Workforce Area’s Goals and Objectives

The following strategic goals and objectives have been developed in response to the LMI data presented earlier in the preceding section of this document and they are further refined and benchmarked in the matrix immediately following each section below.

#### Goal 1. To promote cross-sector hiring practices which address the needs of the region’s year-round populations.

- a) Continue supporting and tracking progress of the 55plus mature worker efforts.
- b) Provide resources and support for expanding the scope of our three Career Opportunities centers to provide more services aimed at older, more experienced and professional workers; and to alert businesses to the availability of these potential employees through our region’s career centers.
- c) Identify ways to use Career Opportunities as business service centers; engage new private employers in using Career Opportunities as a routine part of their hiring process.
- d) Encourage CIWIB members to use Career Opportunities in hiring.

<b>1. To promote cross-sector <i>hiring practices</i> which address the needs of the region’s year-round populations</b>		
<b>Activities</b>	<b>Committee/Person Responsible</b>	<b>Measures + Benchmarks</b>
a) Continue supporting and tracking progress of the 55plus mature worker campaign.	Mature Workers Committee	Goal: Place 25-30 cohort members in jobs (completed)
b) Provide resources and support for expanding the scope of career centers to provide more services aimed at older, more experienced and professional workers; and to alert businesses to the availability of these potential employees through career centers.		
c) Identify ways to use Career Opportunities as business service centers; engage new private employers in using COs as routine part of their hiring process.	Planning and Evaluation Committee	Quarterly report on businesses using CO, and how (hiring, training), by industry. Goal: increase number of businesses by 10% per year
d) Encourage CIWIB members to use Career Opportunities in hiring. Make better use of the CIWIB newsletter as a vehicle to drive board members to the website and to encourage them to send job postings to Career Opportunities.		Status report from CO on how many CIWIB members used CO annually. Feature in Board orientation, report annually Goal: 100% of Private sector members use CO when hiring (20% increase per year)

**Goal 2. To broker and initiate new training initiatives which are linked to specific industry needs and emerging needs within the following four key industries: Health Care, Hospitality, Marine Science and Construction.**

**Cross Sector Initiatives and Strategies**

- a) Offer leadership programs for business owners, managerial programs for middle management and customer service programs for all four industries, addressing their entry and mid-levels.
- b) Disseminate information about Workforce Training Grants and other grant funds available to employers throughout the four target industries.
- c) Ensure that existing and new training opportunities are tailored to the region’s residents, especially those most in need of support and assistance to gain or improve employment.
- d) Create or support new training programs in project management, databases and internet protocols to serve displaced workers.
- e) Develop a cross sector strategy building on prior insurance industry intervention – providing customer service and computer skills training.

<b>2. To broker and initiate new training initiatives which are linked to specific industry and emerging needs within four key industries</b>		
<b>Activities</b>	<b>Committee/Person Responsible</b>	<b>Measures + Benchmarks</b>
<i><b>Cross Sector Initiatives and Strategies</b></i>		
a) Offer leadership programs for business owners, managerial programs for middle management and customer service programs for all four industries, addressing their entry and mid-level managers.	Planning and Evaluation Committee	Secure funding for training initiative and implement program (Cape Area Management Program) (completed)
b) Disseminate information about Workforce Training Grants and other grant funds available to employers throughout the four target industries.		Track application for funds Report on awards, and outcomes from WTF grants at monthly meetings at least two times per year
c) Ensure that existing and new training opportunities are tailored to the region’s residents, especially those most in need of support and assistance to gain or improve employment.		Formalize program to work with Department of Transitional Assistance population (Employment Ready Component) Making Opportunities for Varied Employment and track results (ongoing, reported quarterly)
d) Create or support new training programs in project management, and other internet protocols.		Identify employer needs in this area, including self employed (ongoing, reported quarterly)
e) Develop a cross sector strategy building on insurance industry intervention – providing customer service		Purchase software (QuickBooks) to enhance marketability of potential office workers. Track

and computer skills training.		number placed (completed)
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**Industry Specific Strategies**

**Health Care**

- f) Explore possibilities for offering targeted training in a range of health care professions beyond RN training, including dental hygienists, x-ray technicians and hard-to-fill, entry level positions within hospitals (multiple employer partners).
- g) Pursue a funder or other support for Informatics grant developed with Cape Cod Community College.

Activities	Committee/Person Responsible	Measures + Benchmarks
<i>Industry Specific Strategies: Health Care</i>		
<p><b>f)</b> Explore possibilities for offering targeted training in a range of health care professions beyond RN training, including dental hygienists, x-ray technicians and hard-to-fill, entry level positions within hospitals (multiple employer partners).</p>	<p>Planning and Evaluation Committee</p>	<p>Report on vacancies and needed training partnerships to meet employer needs</p> <p>Assessment of grant funds available to meet needs</p> <p>Development of 1-2 new initiatives based on matching resources to needs (ongoing, reported quarterly)</p>
<p><b>g)</b> Pursue a funder or other support for Informatics grant developed with Cape Cod Community College.</p>		<p>Report on grant prospects for this project, pursuit of needed funding, results of grant development (ongoing, reported quarterly)</p>

**Hospitality**

- h) Consider industry-wide training programs for hospitality managers.
- i) Work with the Zammer Institute to create new programs for higher level positions within hospitality.

<i>Industry Specific Strategies: Hospitality</i>		
<p><b>h)</b> Consider industry-wide training programs for hospitality managers.</p>	<p>Planning and Evaluation Committee</p>	<p>Train 10-15 hospitality supervisors in CAMP program (ongoing)</p>
<p><b>i)</b> Work with the Zammer Institute to create new programs for higher level positions within hospitality.</p>		<p>Institute quarterly meetings with college administrators and other industry representatives</p>

**Marine Industries**

- j) Convene Marine Industries business sector partners to clarify emerging hiring needs and prepare recommendations to CIWIB on new training initiatives.

<i>Industry Specific Strategies: Marine Industries</i>		
j) Convene Marine Science Industries business sector partners to clarify emerging hiring needs, prepare recommendations to CIWIB on new training initiatives.	Planning and Evaluation Committee	Conduct initial meeting in 2 <sup>nd</sup> quarter 2010

**Construction**

- k) Explore the home renovation and retail elements of the construction industry; as an emerging area of employer need which could be an avenue for supporting both the workforce needs and the needs of aging construction trades workers.
- l) Provide skill building opportunities in the trades, enabling entry level trades workers to gain access to higher incomes.

<i>Industry Specific Strategies: Construction</i>		
k) Explore the home renovation and retail elements of the construction industry, especially green construction, as an emerging area of employer need which could be an avenue for supporting both the workforce needs and the needs of aging construction trades workers.	Planning and Evaluation Committee	Continue Comprehensive Economic Development Strategy (CEDS) work & profile employers working on projects identified in the CEDS process & through partnership with community college and employers (ongoing)
l) Provide skill building opportunities in the trades, enabling entry level trades workers to gain access to higher incomes.		Continue CEDS work in green construction (ongoing)

**Goal 3. Enhancing the Youth Pipeline through community activities**

- a) Increase the Graduation Rate locally through truancy reduction efforts in local elementary schools.
- b) Improve the employability skills of the region’s youth by completing and disseminating the Youth Employability Skills curriculum.
- c) Facilitate the emergence of additional job opportunities in higher wage sectors of the economy by introducing students in middle school to wide variety of careers locally.

<b>3. Enhancing the Youth Pipeline through external activities</b>		
<b>Activities</b>	<b>Committee/Person Responsible</b>	<b>Measures + Benchmarks</b>
a) Increase the Graduation Rate locally through truancy reduction efforts in local elementary schools.	Youth Council	Percentage change in truancy numbers at local participating schools Move from pilot to implementation in other districts

		(pilot established, implementation in one other district by 2011)
<b>b) Improve the employability skills of the region's youth by completing and disseminating the Youth Employability Skills.</b>		Number of schools and organizations using YES. Number of students who complete YES. Change in pre-test to post-test scores of students (ongoing, reported quarterly)
<b>c) Facilitate the emergence of additional job opportunities in higher wage sectors of the economy by introducing students in middle school to wide variety of careers locally.</b>		Number of students participating in annual Career for a Day event, number of businesses participating, number of School To Careers internships and events

#### **D. Board Organization and Structure**

The goals, objectives and benchmarks below reflect the environmental scan, research and data analysis from state agencies and other similar sources, the results of the interviews, focus groups and online survey conducted in winter 2006 and in the 2009 Blueprint. The purpose of this activity is to strengthen the Board so that it functions at the highest level possible. Continuous development, refinement, and improvement is built into the structure for all of the following Board of Directors activities. The CIWIB approaches its work and organization through the application of Continuous Quality Improvement concepts.

The activities within each goal will be undertaken by the CIWIB staff (Executive Director, Program Coordinators, Operations Manager, and Administrative Assistant) in partnership with the CIWIB members through the committee structure of the Board, with additional support from community members who volunteer service through CIWIB Committees.

The CIWIB Committees and Areas of Responsibility:

Executive Committee: Christopher Richards, Chair	Overall management of all Board operations, and personnel management for CIWIB staff.
Budget and Finance Committee Jeffrey Luce, Chair	Develop the annual budget and oversee expenditures; fundraising
Leadership Committee Christopher Richards, Chair	Long range planning, program/project development,
Planning & Evaluation Committee Kris Dower, Chair	Set program priorities for spending job training funds, coordinate programs across CIWIB, monitor OSCC
Human Resources Committee Barbara Kessler, Chair	Personnel Policy development and application, employee evaluation process; develop and recommend staffing levels; assist the Executive Director in personnel decisions and actions
Marketing /Community Relations Committee Theresa Whelan, Chair	Ensure that the CIWIB's services are well known to those that may need or benefit from them
The Mature Workers Program Committee David Willard, Chair	Guide the 55plus program, assist in expanding the impact of the 55plus program
The Disabilities Advisory Committee Ted Mello, Chair	Advise the CIWIB on issues affecting target population

The Youth Council William Fisher, Chair	Oversee all youth activities
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The CIWIB Board meets every other month. The Executive Committee meets monthly, the committee chairs meet quarterly as the Leadership Committee, and standing and special Committees meet on a schedule set by the chair and committee members.

**Goal 1. To ensure that the private sector understands the CIWIB’s work and the way the CIWIB can benefit business.**

**Marketing and Outreach Activities:**

- a) Publicize sector-specific services/projects.
- b) Secure a seat on the Cape Cod Chamber of Commerce for the Executive Director of the CIWIB .
- c) Use town halls as distribution channels for CIWIB outreach materials.
- d) The newsletter should contain more integrated links to CIWIB documents and pages about CIWIB programs, etc. to drive traffic to the website, and the website should have introductory material which directly answers the question: What the CIWIB does for area businesses?
- e) The newsletter should highlight some CIWIB project successes, partnerships and stories of program participants. Newsletter could also outline the process for working with the CIWIB (how to get involved).
- f) Open the CIWIB annual meeting to area businesses; consider charging a fee.
- g) Publish an annual report to the community (print and online) in addition to the report currently published by the Executive Director.
- h) Make more use of existing media and web outreach opportunities including QRC Sunday Journal, Cable TV programming and similar venues.

<b>1. To ensure that the private sector understands the CIWIB’s work and the way the CIWIB can benefit business.</b>		
<b>Marketing &amp; Outreach Activities</b>	<b>Committee/Person Responsible</b>	<b>Measures + Benchmarks</b>
a) Publicize sector-specific services/projects, including hosting a workshop at Cape Cod Community College to provide information on the Workforce Training Fund as an opportunity for employers to leverage training funds for their workforce. Highlight past successes by bringing past recipients to share their experiences. Continue to use ED’s monthly column to highlight sector-specific projects.	Marketing / Community Relations Committee	Track: <ul style="list-style-type: none"> <li>• Attendance at event(s)</li> <li>• News coverage – print, radio, cable TV.</li> <li>• Workshop for WTF(ongoing, reported quarterly)</li> </ul>
b) CIWIB work more closely with Economic Development agencies including the Cape Cod Chamber, County EDC, Lower Cape Community Development Partnership.		Nomination of the CIWIB ED to the Cape Cod Chamber Board. Conduct training session with LCCP & assume leadership role in CEDS process (ongoing)

<p><b>c)</b> Use Town Halls, Local Chambers, and local Economic Development Councils as distribution channels for CIWIB outreach and as conduits to local employers. Work with the government sector (particularly municipal governments) to promote the CIWIB and to identify appropriate representatives from the towns to help achieve some of the outreach goals stated here.</p>		<p>CIWIB materials (brochures) available by Jan 2009 (completed)</p> <p>Include municipal employees in training opportunities as appropriate (CAMP &amp; Safety Training Seminar)</p> <p>(ongoing, reported quarterly)</p>
<p><b>d)</b> Make CIWIB communications more useful to employers: Insert links to the CIWIB site and documents into the e-newsletter. Add elements to the newsletter and website that answer the question: what does the CIWIB do for area business? Create an employer guide for the 55+ initiative.</p>		<p>Inquiries from businesses driven by newsletter and website (Ongoing)</p> <p>Create employer guide by Jan. 2008 – (completed)</p>
<p><b>e)</b> Highlight CIWIB successes in the newsletter including new programs, partnerships and participant stories. Newsletter should also outline the process for starting to work with the CIWIB.</p>		<p>Ongoing</p>
<p><b>f)</b> Open the CIWIB annual meeting to area businesses and consider charging a fee.</p>		<p>Rejected fee concept</p>
<p><b>g)</b> Publish an annual report to the community (print and online) in addition to the report currently published by the Executive Director.</p>		<p>Printed once &amp; updated</p>
<p><b>h)</b> Make more use of existing media and web outreach opportunities including QRC Sunday Journal, Cable TV programming and similar venues.</p>	<p>Marketing / Community Relations Committee</p>	<p>25 articles/on air reports per year Result: In 2009 the CIWIB generated over 45 newspaper articles. Additionally the CIWIB provided commentary for local radio news broadcasts approximately 10 times, and was featured in two one-on-one half hour broadcasts on a call in radio show on our local NPR station.</p>

**Operational Changes**

- i) Provide new board members with a strong orientation in three main areas: CIWIB purpose, CIWIB activities and Board members’ role in activities and provide initial meeting with each of the committee chairs.

- j) Committees need short descriptions enabling ready reference to what they do, what their meeting schedule is, and how they intend to accomplish their goals.
- k) Provide new board members with an experienced CIWIB member mentor.
- l) Ensure new board members join at least one committee, and have an opportunity to meet with the Committee chair within a month of joining.

i) Provide new Board Members with a strong orientation in three main areas: CIWIB purpose, CIWIB activities and Board members' role in activities and provide initial meeting with each of the committee chairs.	Leadership Committee	Deliver new orientation to incoming Board members summer of 2009 (completed, see below)
j) Committees need short descriptions enabling ready reference to what they do, what their meeting schedule is, and how they intend to accomplish their goals.	Leadership Committee	Include description in bylaws – oversee development of committee work plan (complete by June, 2010)
k) Provide new board members with an experienced CIWIB member mentor.	Leadership Committee	Under consideration – new orientation has helped greatly (decision by June, 2010)
l) Ensure new board members join at least one committee, and have an opportunity to meet with the Committee chair within a month of joining.	Leadership Committee	Institute in FY'11

### **Orientation Process for New Board Members**

Many CIWIB members noted their interest in increasing their understanding of their role within the CIWIB and in finding new ways to contribute to the CIWIB's success. In large part, this need has been met through an expanded orientation process for new members, which provides a clear explanation of roles and responsibilities as well as opportunities to contribute.

The new member outreach will include a brief "job description" for prospective Board members, including fiscal, legal responsibilities, as well as expectation (such as participation on committees, attendance at board meetings, and work as a liaison to outside partners by supporting information exchange and resource development.) In addition, new members will receive a copy of the strategic work plan.

Once elected/appointed to the Board, new members will:

- Meet with Chair and ED to learn the history of the CIWIB, the history of this board, and to review legal and fiduciary responsibilities of membership. Review goals and objectives. Chair should identify an existing board member who is willing to be a "mentor" or who will answer questions for the new member if need be.
- Meet with ED, Chair and all committee chairs to discuss the goals/objectives and how each committee is approaching their work toward those goals. New members should

decide which committee(s) to join. This meeting should be an opportunity for Committee chairs to recruit new assistance where needed.

- Take a tour of the Career Opportunities center(s), with staff from CO. CO staff should explain their needs, their relationship to the CIWIB, with the expectation that the new CIWIB member might increase their utilization of CO services.

**Goal 2. To ensure that the private sector CIWIB members are effectively utilized within the CIWIB structure, committees, and through initiatives.**

**CIWIB Board Meetings and Membership**

- Ensure that meetings are interactive and engaging by a) sending data and committee reports by email in advance, b) redesigning the agenda to be discussion rather than presentations followed by Q and A, and c) soliciting questions, topics etc. of common interest.
- Appropriate CIWIB members should be named Industry Liaisons, and then provide coordination with Career Opportunities staff (perhaps create corresponding sector specialists at Career Opportunities), as well as provide periodic updates in the four key industries at the meetings.
- CIWIB members should use Career Opportunities for their own hiring.
- The CIWIB should have a Small Business Liaison (see above) as well.
- Metrics currently used to track progress are driven by funder interest; the CIWIB should develop its own metrics for use in CIWIB meetings, derived from member interests.
- Conduct additional outreach to businesses to drive employers to use Career Opportunities, specifically aligning new staff as industry liaisons and deploying them to reach specific employers to alert them to opportunities specific to their business.
- Review collateral materials from CO and ensure that they are likely to be appealing to employers.

<b>2. To ensure that the private sector CIWIB members are effectively utilized within the CIWIB structure, committees and through initiatives.</b>		
<b>CIWIB Meetings and Membership</b>	<b>Committee/Person Responsible</b>	<b>Measures + Benchmarks</b>
<b>a)</b> Ensure that meetings are interactive and engaging by a) sending data and committee reports by email in advance, and b) redesigning the agenda to be discussion rather than presentations, followed by Q and A and c) soliciting questions, topics, etc. of common interest.	Executive Committee	Member feedback (ongoing)
<b>b)</b> Appropriate CIWIB members should be named Industry Liaisons and then provide coordination with CO staff (perhaps create coordinating roles at CO) as well as provide periodic updates in the four key industries at the meetings.		Ongoing

c) CIWIB Members should use Career Opportunities for their own hiring.	Planning and Evaluation Committee	% of members who used CO for hiring new staff (20% increase per year)
d) Create a Small Business Liaison on the CIWIB.	Community Relations/ Marketing Committee	Ongoing
e) Metrics currently used to track progress are driven by funder interest; the CIWIB should develop its own metrics for use in CIWIB meetings derived by member interest.	Planning and Evaluation Committee	Ongoing
f) Conduct additional outreach to businesses to drive employers to use Career Opportunities, specifically aligning new staff as industry liaisons and deploying them to reach specific employers to alert them to opportunities specific to their business.	Planning and Evaluation Committee	Quarterly report on businesses using CO, and how (hiring, training), by industry
g) Review collateral materials from CO and ensure that they are likely to be appealing to employers.		Review, possible revisions (completed)

## Committees

- h) The current committee roster (Executive, Youth Council, Budget/Finance, Mature Workers, Planning/Evaluation, Community Relations, Disabilities Advisory, Leadership, Human Resources) should be reassessed in light of the current goals and objectives to see if every new set of activities has an appropriate “home” – if not, the Committees should be reorganized according to the new needs and/or create industry specific committees, as well as a committee on small business. Additionally, if “Community Relations/Marketing” committee remains, it needs to be certain to clarify its role in relation to CIWIB goals and objectives as this is unclear.
- i) The Community Relations committee (or another committee with some similar functions if committees change) should work with the government sector (municipal governments in particular) to promote CIWIB and to identify appropriate representatives from the towns to help achieve some of the outreach goals stated here.
- j) Review each committee to be sure each has: a) a chair, b) membership from within and outside of the CIWIB, including representative from the relevant industries, c) a meeting schedule planned for the year.
- k) Committees regularly update the Board on progress of their goals and objectives

Committees	Committee/Person Responsible	Measures + Benchmarks
h) The current committee roster (Executive, Youth Council, Budget/Finance, Mature Workers, Planning/Evaluation, Community Relations/Marketing, Disabilities Advisory, Leadership, Human Resources) should be reassessed in light of the current goals and	Executive Committee	Ongoing

objectives to see if every new set of activities has an appropriate “home” – if not, the Committees should be reorganized according to the new needs and/or create industry specific committees, as well as a committee on small business. Additionally, if “Community Relations” committee remains, it needs to be certain to clarify its role in relation to CIWIB goals and objectives as this is unclear.		
<b>i)</b> The Community Relations committee (or another committee with some similar functions if committees change) should work with the government sector (municipal governments in particular) to promote CIWIB and to identify appropriate representatives from the towns to help achieve some of the outreach goals stated here.	Executive Committee	New municipal partnerships (ongoing, reported quarterly)
<b>j)</b> Review each committee to be sure each has: a) a chair, b) membership from within and outside of the CIWIB, including representative from the relevant industries, c) a meeting schedule planned for the year.	Executive Committee	Ongoing
<b>k)</b> Committees regularly update the Board on progress of their goals and objectives.	Executive Committee	Bimonthly updates to BOD, New partnerships developed, new training fund development in target sectors

**Goal 3. To develop and use timely regional workforce data to support new initiative development by CIWIB Committees and partners, as well as to inform the private sector**

**Data Gathering/Analysis**

- a) Survey leaders and CIWIB members from target sectors to determine training needs, opportunities for cross-sector training initiatives and emerging trends Track vacancies, turnover, unemployment and movement within companies and across and among sectors Identify data sources that use future/forecasting data to drive new initiative development, rather than using data which explains the past performance or conditions. Develop metrics which use future rather than trailing data.
- b) Track vacancies, turnover, unemployment and movement within companies and across and among sectors through use of state vacancy survey and input from local business partners.
- c) Identify data sources that use future/forecasting data to drive new initiative development, rather than using data which explains the past performance or conditions. Develop metrics which use **future** rather than trailing data wherever possible (potential source: federal projections).

- d) Conduct research (interviews, meetings) with small business owners to present CIWIB programs, collect feedback on how best to serve expansion/hiring needs of small businesses, across sectors. Partner with training organizations to provide identified services.

<b>3. To develop and use timely regional workforce data to support new initiative development by CIWIB Committees and partners, as well as to inform the private sector.</b>		
<b>Data Gathering Activities</b>	<b>Committee/Person Responsible</b>	<b>Measures + Benchmarks</b>
<b>a)</b> Use Blueprint and updates, as well as other data available from the state DWD to determine training needs and opportunities for cross-sector training initiatives and emerging trends. Interpret all data for board use and provide board with data relevant to CIWIB decisions.	Planning and Evaluation Committee	Complete new blueprint prior to Dec. 2009 (Completed)
<b>b)</b> Track vacancies, turnover, unemployment and movement within companies and across and among sectors through use of state vacancy survey and input from local business partners.		Use twice yearly vacancy studies in committee & report to Board (Ongoing, report semi-annually)
<b>c)</b> Identify data sources that use future/forecasting data to drive new initiative development, rather than using data which explains the past performance or conditions. Develop metrics which use <b>future</b> rather than trailing data wherever possible (potential source: federal projections).		Use EMSI data for forecasting in addition to federal & state information ((ongoing, reported quarterly))
<b>d)</b> Conduct roundtable discussions with small business owners to present CIWIB programs, collect feedback on how best to serve expansion/hiring needs of small businesses across sectors. Partner with training organizations to provide identified services.		Conduct two round table discussions before June 2010

**Operational Changes**

- e) To use the CIWIB meetings to answer partner questions and inform members of trends and changes affecting the region’s available workforce and employer needs.
- f) Acknowledge the impact of regional development challenges such as housing and transportation on business and economic development by developing new partnerships and finding new ways to support the work of regional entities seeking solutions to these concerns.
- g) Bring business partners (CIWIB members and others) together to plan, develop, endorse and implement new/special workforce development grants.
- h) Consider creating a committee specifically to assess emerging trends and the impact on the CIWIB’s areas of focus/work.
- i) Institute Quarterly Committee Chair meetings.

<b>Operational Changes</b>	<b>Committee/Person</b>	<b>Measures +</b>
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	<b>Responsible</b>	<b>Benchmarks</b>
<b>e)</b> To use the CIWIB meetings to answer partner questions and inform members of trends and changes affecting the region's available workforce and employer needs.	Executive Committee + Leadership Committee	Agenda's will include less reporting and more information including speakers (Ongoing with feedback)
<b>f)</b> Acknowledge the impact of regional development challenges such as housing and transportation on business and economic development by creating new partnerships and finding new ways to support the work of regional entities seeking solutions to those problems.	Leadership Committee	Use the CEDS process to refine Economic Development relationships especially with entrepreneurs/micro businesses (ongoing, reported quarterly)
<b>g)</b> Bring business partners (CIWIB members and others) together to plan, develop, endorse and implement new/special workforce development grants.	Leadership Committee	Establish health care and management training program partnerships (completed and funded)
<b>h)</b> Consider creating a committee specifically to assess emerging trends and the impact on the CIWIB's areas of focus/work	Leadership Committee	Establish Leadership Group (completed)
<b>i)</b> Institute quarterly committee chair meetings	Leadership Committee	(completed)

**Goal 4. Enhancing the Youth Pipeline through internal activities**

- a) Reorganization of Youth Council to better serve the needs of its members
- b) Creation of Graduation Rate Committee to address local needs

<b>4. Enhancing the Youth Pipeline through internal activities</b>		
<b>Activities</b>	<b>Committee/Person Responsible</b>	<b>Measures + Benchmarks</b>
<b>a)</b> Reorganization of Youth Council to better serve the needs of its members.	Youth Council	Improved attendance due to change in meeting time and frequency, addition of 5-10 new members (ongoing, reported quarterly)
<b>b)</b> Creation of Graduation Rate Committee to address local needs.		Established

## V. Cape & Islands Grant Programs, 2000-2009

Based upon the above goals and objectives the CIWIB has successfully secured significant funding, above and beyond the WIA funds available to the region, to meet the sectoral needs of the regions employers.

<b>CIWIB Partnership Activity November 2000 - January 2010</b>		
<b>Program</b>	<b>Partners</b>	<b>Critical/Emerging Cluster</b>
BayState Works	Cape Cod Healthcare, Cape Cod Community College, private ESOL educator and Career Opportunities	Health Services
Hospitality Training	Barnstable County Economic Development Council, Lower Cape Community Development Partnership, and eight employers	Hospitality
Orleans Career Center Support	Barnstable County Economic Development Council, Barnstable County, Job Training and Employment Corporation and Career Opportunities	Cross Sector
Mature Worker Training	Barnstable County Economic Development Council, Cape Cod Five Cents Savings Bank, Career Opportunities and CIWIB Mature Worker Committee	Cross Sector - including Financial Services
Extended Care Career Ladder Initiative Program Funds	Cape Cod Healthcare, 10 Long Term Care Facilities, Cape Cod Community College, Upper Cape Regional Technical High School and Cape Cod Technical Hospital	Health Services
Nursing Career Ladder Initiative	Multi-region broad based activity involving three community colleges, one state university and five Acute Care Health providers and Career Opportunities	Health Services
Pathways to Success by 21 Youth Initiatives	Law Enforcement and County Probation Offices, Adult Basic Education, Cape Cod Community College, Job Training and Employment Corporation and Career Opportunities	Youth Pipeline
Cape Area Management Program (CAMP)	The National Graduate School, Career Opportunities and 40+ local employers including Cape Air, Cape Cod Times, Cape Cod YMCA, Teledyne Benthos, and Snow's Home and Garden	Cross Sector—including: Social Services, Hospitality, Financial Services, Retail, Health Care and Public Administration
Southeastern Massachusetts Healthcare Partnership	Cape Cod Health Care, Radius Healthcare, Visiting Nurse Association of Cape Cod, and Cape Cod Community College	Health Care

*The above partnerships resulted in over \$2,000,000 of investment in workforce development activities in the region.*

Table 13

## VI. Sources for Regional Snapshot

Cape & Islands Workforce Investment Board, Policy Blueprint, 2002, Policy Blueprint Update, 2005, Policy Blueprint 2009.

Clyde Barrow, "Cape Cod and the Islands: More Than a Resort Economy," *Massachusetts Benchmarks*, Summer 2002.

The Massachusetts Department of Workforce Development

The Report of the Patrick/Murray Transition Team Working Group on Workforce Development, Andrew Sum and Paul Harrington, Co-Chairs, published December, 2006  
<http://www.patrickmurraytransition.com/reports/final/Workforce%20Development.pdf>