

CONNECTING ACTIVITIES (CA) BLUE PRINT PLAN
Three Year Action Plan - FY2019-2021
MassHire Greater Brockton Workforce Board

OVERARCHING GOAL: Deploying CA resources to respond to regional labor market needs presented in Regional Blue Prints

Excerpt from RFP: *The full CA Blue Print Plan, due December 31, 2018, must demonstrate how education, industry and workforce leaders will collaborate over the three fiscal years ending June 30, 2021 to develop Connecting Activities actions that will support the regional labor market needs presented in the relevant Regional Blue Print. (Note that the six month period for developing the Plan is included in the overall three year process). The Plan must articulate effective Connecting Activities actions aligned to Region’s Workforce Skills Cabinet Blue Print strategies, priority and critical industry sectors, and STEM occupations and pathways. The CA Blue Print Plan should identify approaches and targets for growth of CDE activities to be offered to students, steps to build sustainable partnerships, and potential new employer partners. The CA Blue Print Plan should offer details about:*

- *Number of placements that will take place in STEM industries or priority Regional Blue Print occupations and industries*
- *Alignment to and collaboration with Youth Works and/or Signal Success or other types of state or federal youth workforce development programs*
- *the type and number of those placements that will be connected to any new Innovation Pathway, Vocational (Ch. 74) program or Early College program that has obtained or is seeking designation in the region*

I. Present here important regional STEM industries, and the Priority Occupations and Industries identified in your Regional Blue Print
<p>Southeastern MA, including the Brockton region, is home to a diversity of industry sectors, providing numerous employment opportunities and career pathways for individuals of all ages and abilities. Although there are a variety of occupations in demand throughout the region, further analysis of the data collection within the context of specific criteria clearly identifies three priority industries and the higher demand occupations within them. Utilizing data analysis in conjunction with state and regional criteria clearly identifies that health care, professional scientific & technical, and finance & insurance services are priority industries within Southeastern MA. In addition to these priority industry sectors, it is important to note that manufacturing, construction and emerging industries such as those associated with the Blue Economy are also considered Critical Industries with a variety of in-demand occupations as well.</p> <p>Priority Industries & Occupations: Healthcare is clearly one of the most important industries to the region’s economic success, by far representing the largest industry cluster within the region with nearly 19% of workers employed in the industry and nearly 18,000 new jobs added to health care occupations over the past seven years. This represents roughly 35% of total job growth in the southeast over this same period. The industry also has the largest share of total wages paid representing 17.7% of the regional total. Multiple occupations within this industry are among the fastest growing jobs in the southeast: Registered Nurse represents</p>

the top occupation by indexed employer demand and is projected to grow steadily by double digit percentages in all areas of the region, **Nursing Assistants, Home Health Aides, Physical Therapists, Occupational Therapists, Personal Care Aides, and Phlebotomists** are only a partial list of Health Care occupations that are projected to show long term growth of greater than 10%, in some cases approaching 35% in parts of the southeast region. (Department of Unemployment Assistance - Long Term Occupational Projections 2014-2024.) Population trends will only add to the demand for Health Care services as it is estimated that 24% of the region's population will be over the age of 65 by 2035, compared to 14% in 2010. In terms of career development, the **Health Care industry is marked by strong career pathway opportunities with accessible entry points**. Strong employer engagement within this industry is evident with sector partnerships in place within the region with workforce development and education participation already in place.

Professional and Technical Services offers a range of high-level services and with few exceptions employers within this sector engage in activities that require high levels of expertise, advanced training and degree attainment. This has translated into strong growth prospects and high wages and has shown a steady growth rate of 8% from 2013-2016. In most of these cases, the jobs are high demand and show strong projected growth. Examples include **Computer Systems Analysts** (16.4% projected long-term growth) and **Computer User Support Specialist** (11.1% projected long-term growth).

Financial services are the third priority industry in the southeast region, representing almost 7% of the southeast region's total wage output. In addition, wages in this industry are showing the highest growth rates with over 4% per year (12.45% total) from 2013-2015. **Customer Service Representatives and Tellers** are common entry points into the Financial Service Industry with opportunities to secure positions with wages significantly higher than regional median wage. Financial institutions often used the entry level teller position as the most common access point to career ladder progression, but this has lessened somewhat as the industry has adopted a "**Universal Banker**" model. Representing many skill sets required by a Customer Service Representative, the Universal Banker provides customer service across a wide range of traditional financial services such as basic transactions, new accounts, and loan applications. In 2015, the Bank Administration Institute named increased implementation of universal bankers as one of the most anticipated trends in retail banking.

Additional Local Critical STEM Industries:

Although not in the top three priority industries in the MassHire Greater Brockton Workforce Board (MassHire GBWB) region, **advanced manufacturing** represents 7% of the total workforce in the southeast and pays nearly 10% of the regions total wages. It's easily accessible on-ramps to entry level positions and strong intersection with the local workforce development system warrants its definition as a critical industry cluster in the southeast. Occupations such as **CNC Machinists and welders** can be accessed through relatively short-term training programs and feature strong entry level wages (\$18-\$20 per hour). CNC Machinists occupation shows an impressive 18.6% long term projected growth.

The **construction** industry offers a highly accessible career path for individuals without a college degree with opportunities for career advancement through the expansion of **apprenticeships**. The region offers strong educational capacity for this industry through workforce development partnerships with the region's vocational technical high schools who are very involved with Connecting Activities. Construction also aligns with regional economic development priorities. For example, major transportation projects have resulted in increased hiring activity in the southeast. The industry also features a strong average weekly wage (\$1,315) in comparison to the regional average (\$961).

II. Describe here the planning process you used, between 7/1/18 and 12/31/18, to complete this CA Blue Print Plan.

- Include dates of meetings, and names of participants and their organizations
- Identify which partner schools participated, and who represented each school

MassHire GBWB learned of receiving the DESE Connecting Activities (CA) funding in late August, 2018 (8/22/18), so the CA Blue Print Plan planning process began at that point, although meetings regarding Regional Planning across Southeastern MA continued with a focus on priority and critical industries. **Although not every school involved with CA participates in the Southeastern MA Regional Planning meetings during the 2018-2019 school year, relevant information and resources that are discussed are shared with all CA school liaisons at the monthly CA meetings and Brockton Public Schools, Southeastern Regional Vocational School, and South Shore Vocational School all serve as members on the Southeast Regional Planning Team.** The Southeast Regional Planning team represents a broad spectrum of organizations spanning a large geographic region encompassing four Workforce Development Areas in the southeastern portion of Massachusetts including Bristol, Brockton Area, Greater New Bedford and South Shore. The region is comprised of 56 communities including six Gateway cities (Attleboro, Brockton, Fall River, New Bedford, Quincy and Taunton). **The team strove to ensure contributions from a large array of organizations and included robust representation from the three Skills Cabinet sectors of Workforce Development, Education and Economic Development.** The four Workforce Boards acted as the coordinating bodies in the plan development process. Workforce Development representation also included senior management from the region's seven career centers. Within the education sector, **all three community colleges within the region were active participants in the planning process as were the two public four-year Universities situated in the southeast. The region's high schools, particularly our vocational technical high schools, were well represented with four Superintendents and other representatives participating throughout the process.** Numerous Economic Development professionals' representatives actively contributed to the planning process as well. These included the MA Office of Business Development, a local Regional Economic Development Organization (REDO), Regional Planning Authorities, and area Chambers of Commerce. In addition to the Southeast Regional Planning meetings, the MassHire GBWB CA Coordinator organized monthly meetings with the CA school liaisons and along with the MassHire GBWB Director of Regional Training, shared resources/information on the regional planning process, the three top priority industries and critical industries and shared the electronic and printed version of the Southeastern MA Labor Market Blueprint to ensure the CA Blueprint Plan aligns with the strategies and focus of the region. The following meetings included discussions, planning and alignment of the CA Blue Print Plan:

- July - December 2018: Southeastern MA Workforce Board Regional Planning meetings and phone conversation occurred regularly, often including CA planning: Sheila Sullivan-Jardim, (MassHire GBWB); Jim Oliviera, (MassHire GNBWB); Tom Perriera, (MassHire Bristol WB); Dean Rizzo, (MassHire SSWB)
- September 18, 2018: Nicoline Batista, (MassHire GBWB); John Nesti, (MassHire GBWB); Andrew Thurston, Southeastern Regional Vocational Technical High School (SERVTHS); Brian Maiorino, Whitman-Hanson Regional High School (WHRHS); Jackie Walsh, Avon Middle-High School (AMHS); Beth Hennessy, Stoughton High School (SHS); Chuck Schnider, (SHS); Jessica Geier, New Heights Charter School (NHCS); Paul Belo, South Shore Vocational Technical High School (SSVTHS); Gloria Rubilar, Brockton Public Schools (BPS); Shanna Gray, (BPS); and Solange Antunes-Alves, (BPS)

- October 4, 2018: Sheila Sullivan-Jardim, (MassHire GBWB); David Edwards, (MassHire GBWB); Tom Hickey,(SSVTHS); and Paul Belo, (SSVTHS)
- October 16, 2018: Nicoline Batista, (MassHire GBWB); Lorraine Albert, (MassHire GBWB); Paul Belo, (SSVTS); Jackie Welsh, (AMHS); Chuck Schnider, (SHS); Beth Hennessy, (SHS); and Kassaundra Przelomski (NHCS); and Gloria Rubilar, (BPS)
- November 4, 2018: Sheila Sullivan-Jardim, (MassHire GBWB); John Nesti, (MassHire GBWB); Lou Lopes, Southeastern Regional School District (SERSD); Pat Isley, (SERSD)
- November 7, 2018: Nicoline Batista, (MassHire GBWB); Lorraine Albert, (MassHire GBWB); Paul Belo, (SSVTS); Solange Alves, (BPS); Shanna Gray, (BPS); Chuck Schnider, (SHS); and Kassaundra Przelomski, (NHCS)
- November 14, 2018 Southeast Regional Planning Team Meeting: Sheila Sullivan-Jardim, (MassHire GBWB); Lorraine Albert, (MassHire GBWB); Jim Oliveira, (MassHire GNBWB); Tom Perriera, (MassHire Bristol WB); Joana Mateus, (MassHire Bristol WB); Dean Rizzo, (MassHire SSWB); Maryellen Brett, (Massasoit Community College); Tom Hickey, (SSVTHS); John Murray (MassHire GBCC); Joseph Viana, (MassHire Bristol CareerCenter); Bill Brennan, (Quincy College); Bruce Hughes, (Old Colony Planning Council); Mary Waldron, (Bridgewater State University);
- November 28, 2018: Regional Planning - Priority Sector Regional Forum & EOHEd Advanced Manufacturing: Sheila Sullivan-Jardim, (MassHire GBWB); Lorraine Albert, (MassHire GBWB); Jim Oliveira, (MassHire GNBWB); Tom Perriera, (MassHire Bristol WB); Dean Rizzo, (MassHire SSWB)
- December 4, 2018: Nicoline Batista, (MassHire GBWB); Andrew Thurston, (SERVTHS); Brian Maiorino, (WHRHS); Diane Hill, (AMHS); Chuck Schnider, (SHS); Beth Hennessy, (SHS); Kassaundra Przelomski, (NHCS); Shanna Gray, (BPS); and Solange Antunes-Alves, (BPS)
- December 11, 2018: Nicoline Batista, (MassHire GBWB) and Lorraine Albert, (MassHire GBWB)
- December 20, 2018: Krystel Love, (MassHire GBWB) and Nicoline Batista, (MassHire GBWB)

III. Goal-setting for key goals	Your region’s key goals (short response to each of 3 areas, add new rows for any others)
Number of placements that will take place in STEM industries or priority Regional Blue Print occupations and industries	<ul style="list-style-type: none"> • In School Year (SY) 18-19, 18% of the overall Connecting Activities placements will be in STEM, SEMA Regional Blue Print priority or critical industries/occupations. In SY 19-20, the increase will be to 23% and in SY 20-21, the increase will be 28% placed in STEM or priority/critical.
Alignment to and collaboration with Youth Works and/or Signal Success or other types of state of federal youth workforce development programs	<ul style="list-style-type: none"> • All Signal Success delivered in the region will align with and incorporate the regional priority and critical industries • Applied for & received YouthWorks Year-Round funding for Finance & Banking (a Blueprint priority industry) Training in 2019, which will increase our total STEM/Priority Industry placements by approximately 25% for SY 18-19.

	<ul style="list-style-type: none"> • Implement Cyber Security Training with SEMA WBs and Bristol Community College which will increase our total STEM/Priority Industry placements by 8% for SY 18-19. • MassHire GBWB partnered with BPS for the planning phase of the New Innovation Pathway Grant.
<p>The type and number of those placements that will be connected to any new Innovation Pathway, Vocational (Ch. 74) program or Early College program that has obtained or is seeking designation in the region</p>	<ul style="list-style-type: none"> • MassHire GBWB partnered with BPS for the planning phase of the New Innovation Pathway Grant. Placement goals will be set for SY 19-20 and SY 20-21 once the grant has been awarded. • MassHire GBWB will support local Chapter 74 applications to back priority and critical industries. • MassHire GBWB has supported a Chapter 74 application from Southeastern Regional Vocational Technical High School to DESE for a sheet metal program that will utilize the funding that the school receives through a MA Capital Skills grant. • As a shared school, South Shore Vocational Technical High School was supported by both the MassHire SSWB and MassHire GBWB for a Chapter 74 program in Web Development & Programming. This application was supported through the compilation of data and the recognition that IT is a priority industry identified in the region. • Assist and share internship programs, CA WBLP best practices and Southeastern MA Labor Market Blueprint information with new school partner New Heights Charter School in SY 18-19. Their goal is to place 12 students in SY 19-20 and 20 students in SY 20-21 which will be an overall increase of an average of 5% of our total goal each year.
<p>Any other Goals established in Planning Process</p>	<ul style="list-style-type: none"> • Re-establish CA Coordinator Southeastern MA quarterly meetings with four Southeastern MA Boards in SY 18-19. • Use Southeastern MA CA Coordinators and CA School liaisons to survey and determine alignment and delivery of existing job and career readiness activities amongst high

	<p>schools, colleges and workforce board initiatives in the region in SY 19-20.</p> <ul style="list-style-type: none"> • MassHire GBWB and South Shore regions participated in a STEM Fair during STEM week at Bridgewater State University to present the Blueprint to faculty and parents to emphasize the opportunities in the priority industries. This was done in conjunction with the Connecting Activities institutions with the goal of increasing opportunities and placements.
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IV. Main levers/strategies identified to advance goals:	
<p>1. Which current CA programs and strategies were identified as relevant to the new goals? Will they be modified to adjust to new goals?</p> <p>New Heights Charter School is a new CA school partner. We will work with them closely to share info on Southeastern MA Regional Labor Market Blueprint and best practices on internship placements, work based learning plans, and employer connections during SY 18-19. We will be working together through SY 18-19 and they will have placement goals for SY 19-20 and SY 20-21.</p> <p>Working regionally with other workforce boards, MassHire GBWB is opening opportunities up for Brockton Public Schools in Cyber Security Training with Bristol Community College during SY 18-19 and our Year-Round Banking and Finance Program placements will increase our goal by approximately 30% because of the program alignments this year.</p>	
<p>2. Which partner schools were identified as active participants in new plans? What role will they play?</p> <ul style="list-style-type: none"> • From Brockton High School, 6 students have been enrolled to participate in the MassHire GBWB Cyber Security Training Program • South Shore Vocational Technical High School is projected to place 75% of their students in STEM placements through their co-op program. • Southeastern Regional Vocational Technical High School will be adding new programs relevant to priority industries in SY 18-19 and SY 19-20. • New Heights Charter School will be participating in Signal Success workshops for SY 18-19 to prepare students for internships placements in SY 19-20. From their overall placement goal, New Heights is to place 10 students into STEM internships in SY 19-20 and 18 students SY 20-21. • Stoughton High School will be participating in Signal Success workshops for SY 18-19 to prepare students for 5 internships placements in SY 18-19 and hopes to increase that for SY 19-20 and SY 20-21. • Whitman-Hanson Regional High School is projected to place 20% of their students in STEM placements through their Senior Internship program. 	
<p>3. What new approaches and strategies were decided upon to advance the region's key goals?</p>	

- CA Coordinator offering Signal Success workshops and providing Southeastern MA Labor Market Blueprint to all CA schools.
- Implementing new programs in Cyber Security and Finance & Banking (both being in priority industries) to expose high school students to priority occupations/sectors and their career pathways, provide entry-level training opportunities to build sector specific skills for job/internship placements
- An analysis of the educational offering (credit and non-credit courses) in the Healthcare industry is being finalized by MassHire GBWB and Bridgewater State University and will be distributed to stakeholders in the education & healthcare arenas.

4. What new steps will be taken to build **sustainable partnerships** among education, industry and workforce to support the new goals?

Continue work on Southeastern Regional Labor Market and CA Blueprint goals, bringing together partners from education, Workforce, economic development and business. Sharing information is critical and work that the Southeast Regional Planning Team is keenly aware of in order to move forward. MassHire WB leadership and staff including Connecting Activities Coordinators will be reaching out to more targeted employers from the priority industries and STEM to help school liaisons make connections for placements, speakers, and other CA activities.

Action Plans by Goal

Goal 1: By June 30, 2020, we will have increased the number of placements in STEM and priority industries from 18% to 28%.

Goal 1 Action Plan

SY18-19	SY19-20	SY20-21
18%	23%	28%
Work with all CA schools especially new CA liaisons at Stoughton High School and New Heights Charter School on internship planning and best practices planning for an increased amount next school year. (Stoughton and New Heights)	Work with all CA schools on developing employer partnerships for an increase amount of STEM/priority industry placements.	Work with all CA schools on developing employer partnerships for an increase amount of STEM/priority industry placements.
Share CA information and connections with Brockton High School Alumni Group.	Share CA information and connections with Brockton High School Alumni Group.	Share CA information and connections with Brockton High School Alumni Group.
Assist CA School liaisons with employer connections through introductions to Stoughton Chamber members, Metro South Chamber members, Networking	Maintain SY 18-19 employer partnerships. Assist CA School liaisons with employer connections through introductions to Stoughton	Maintain SY 19-20 employer partnerships. Assist CA School liaisons with employer connections through introductions to Stoughton

events, MassHire GBWB Business & Industry Committee members to assist with an increase internships slots across high school.	Chamber members, Metro South Chamber members, Networking events, MassHire GBWB Business & Industry Committee members to assist with an increase internships slots across high school.	Chamber members, Metro South Chamber members, Networking events, MassHire GBWB Business & Industry Committee members to assist with an increase internships slots across high school.
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How will you know if you are on track? Present method(s) for tracking progress toward goal:

The CA Coordinator and school liaisons will meet monthly and provide check-ins along with utilizing the CA database. There will also be communications with CA school liaisons, Chamber members, and employers for feedback.

Goal 2: By June 30, 2020, we will have aligned to, and collaborated with, YouthWorks and other state and federal funding sources to advance our numerical goals.

Goal 2 Action Plan

SY18-19	SY19-20	SY20-21
We will exceed our total CA WBL placements projection of 18% STEM placements by 5%, due to aligning and collaborating locally and regionally with additional priority industry training programs such as Cyber Security and Banking/Finance.	We will use best practices and lessons learned to expand upon activities from SY 18-19, submitting proposals to YouthWorks and other state and federal funding sources to secure resources for additional training, resulting in placements and WBL experiences in priority industries and occupations.	We will use best practices and lessons learned to expand upon activities from SY 19-20, submitting proposals to YouthWorks and other state and federal funding sources to secure resources for additional training, resulting in placements and WBL experiences in priority industries and occupations.

How will you know if you are on track? Present method(s) for tracking progress toward goal:

The MassHire GBWB budget and strategic plan will be reviewed to ensure things are on track. The CA Coordinator and YouthWorks will generate and update reports monthly.

Goal 3: By June 30, 2020, we will have increased the number of placements that will be connected to any new Innovation Pathway, Vocational (Ch. 74) program or Early College program that has obtained or is seeking designation in the region to 5%.

Goal 3 Action Plan

SY18-19	SY19-20	SY20-21
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Partnering with Brockton Public Schools (BPS) for the planning phase of the New Innovation Pathway Grant.	Will work towards developing placement goals with BPS for Innovation Pathway Program.	Will work towards developing placement goals with BPS for Innovation Pathway Program.
Working with New Heights Charter School (NHCS) to prepare them for future internships, placements, etc. Assist and share internship programs, CA WBLP best practices and Southeastern MA Labor Market Blueprint.	Work with NHCS to assist with placing 12 students in SY 19-20.	Work with NHCS to assist with placing 20 students in SY 20-21.
Review and support proposals submitted by South Shore Vocational Technical School (SSVTHS) and Southeastern Vocational School District (SEVSD) on priority industry applications/grants.	Review and support proposals submitted by SSVTHS and SEVSD on priority industry applications/grants.	Review and support proposals submitted by SSVTHS and SEVSD on priority industry applications/grants.

How will you know if you are on track? Present method(s) for tracking progress toward goal:

The CA Coordinator will have reports from CA database and review with DESE CA Director (Shailah), YouthWorks Director and MassHire GBWB Executive Director. MassHire GBWB tracks all letters of support, meetings and proposals submitted and received and reports quarterly on resource development.

Goal 4: By June 30, 2020, we will have reestablished CA Coordinator Southeastern MA Quarterly Meetings, Survey and determine alignment and delivery of existing job and career readiness activities and participate in STEM week.

Goal 4 Action Plan

SY18-19	SY19-20	SY20-21
Plan an initial CA Coordinator Southeastern MA meeting with all four southeastern MA Boards to start a quarterly meeting.	Meet quarterly with the CA Coordinator Southeastern MA team.	Meet quarterly with the CA Coordinator Southeastern MA team.
Meet/Discuss with all Southeastern MA CA Coordinators and CA School liaisons to start the development of a survey that will determine alignment and delivery of existing job and career readiness activities amongst high	Utilize the survey to determine alignment and delivery of existing job and career readiness activities amongst high schools, colleges and workforce board initiatives in the region for SY 19-20.	Review findings of survey from SY 19-20. Utilize survey findings to determine alignment and delivery of existing job and career readiness activities amongst high schools, colleges and

schools, colleges and workforce board initiatives in the region.		workforce board initiatives in the region for SY 20-21.
Participate in a STEM Fair during STEM week to present the Blueprint to faculty and parents and emphasize the opportunities in the priority industries.	Participate in a STEM Fair during STEM week to present the Blueprint to faculty and parents and emphasize the opportunities in the priority industries.	Participate in a STEM Fair during STEM week to present the Blueprint to faculty and parents and emphasize the opportunities in the priority industries.

How will you know if you are on track? Present method(s) for tracking progress toward goal:

Communication will be kept monthly/quarterly with all Southeastern MA Coordinators and CA liaisons via meeting, emails, and/or conference calls.

Any other findings, conclusions or other observations about your planning process?