

PLEASE SEND INQUIRIES TO:

SHEILA SULLIVAN-JARDIM

MASSHIRE GREATER BROCKTON WORKFORCE BOARD

SSJARDIM@MASSHIREGBWB.ORG



The Workforce Boards of Southeastern MA

Bristol, Greater Brockton,
Greater New Bedford & South Shore

I. Where are we now?

Describe the current state of your region, including a summary of regional industry and occupational priorities, demographic shifts, and gaps between employer demand and employee supply.

Priority Industries and Occupations

Describe the collectively developed industry and occupational priorities for your region.

List your 2-3 priority industries by 2-digit NAICS.

Healthcare & Social Assistance – 62
Professional & Technical Services – 54
Finance & Insurance – 52
Manufacturing – 31-33
Construction -23
Accommodations & Food Services - 72

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

Medical Laboratory Technician – 29-2010
Radiologic Technology – 29-2034
Finance & Banking – 13-1000
Front line Construction – 47-1010
Commercial Driver's License – 53-3030
Welders, Cutters, Solderers, & Braziers- 51-4121.00
Machinist- 51-4041.00

Regional Context

Use the information provided through state data sets (i.e. data packages and dynamic data tools) and additional local analysis to explore the following questions and develop consensus for each section.

Are there any new demographic, labor pool or talent pipeline considerations that will have an impact on labor supply in your region? Age, education, worker mobility, etc.

By 2030 the number of deaths is expected to outnumber new births in the state. An increasing pool of retirees in southeastern Massachusetts exacerbates this effect to some extent by increasing out-migration

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from other regions of the state to places in the west. By 2035, the population of the Southeast region will approach 1.19million persons, a gain of almost 75,000 residents over the 2010 Decennial Census. By 2030, baby boomers will have moved into the retirement phase of their life cycles. Although some older residents will retire outside the region, they will be eclipsed by those deciding to age in place, shifting the entire population distribution upward (Figure 3.8g). By 2035, 24% of the region's population will be over the age of 65, compared to 14% in 2010. Yet the Southeast will continue to attract young families, including many from the millennial generation, who will be moving into their forties by 2035. The result will be a regional age profile that, while older, will be more evenly distributed among the different age groups. The region has remained relatively stable over the past few years, with incremental trends continuing in lower high school enrollment rates and reliance on non-English speaking workforce. The trend of our aging population in the Southeast as cited in our Labor Market Blueprint continues to have incremental impacts on certain industries. For example, manufacturing faces increased age-related attrition issues. This trend also ensures continued increased demand for skilled workers in the healthcare industry.

Have there been any developments related to business and industry that will have an impact on workforce demand in your region? *New employers, policies/regulations, etc.*

Like other regions, States and Countries, in our region the Workforce system has been turned upside down by the Covid 19 Pandemic. While the first part of the year we were looking at expanding growth opportunities for our partners, and exploring new trends in employer collaborations, we are now in a much different place. The new work environment that we are in has mandated changes on several levels. First and foremost, the return to work under new guidelines and safety precautions, some of which have required businesses to re-strategize on business policies and services. This new environment could also mean a recognition and an assessment of the business outlook, including re-examining staff and their roles and physical locations for some industries.

We anticipate a surge in employers needing assistance on how to forestall further debt and potential closing, employees who are unable to return to the previous employment due to the virus or repercussions such as lack of childcare.

As we work towards assisting these businesses and our job seekers, we must explore offering training the pipeline and incumbent workforce by virtual or remote means.

II. How are we doing?

Evaluate the strategies you have jointly employed to align the work of multiple systems around your shared vision, mission and goals.

Focusing Resources

Summarize your efforts to align resources that support and meet training and employment needs of priority industry sectors and occupations in your region. (See Appendix D for additional detail.)

Resource Acquisition.

The four WB's in Southeastern Massachusetts, Bristol, Greater New Bedford, Greater Brockton and South Shore have collaborated over the past year in several opportunities to produce additional resources for the region. Focused mainly by industry, resources have been secured for banking & finance and manufacturing. The four Boards also have collaborated on a cyber security grant that has afforded dual enrollment and training opportunities for youth throughout the region. We are in the process of acquiring additional funds for healthcare, commercial driver license, and IT. Within the banking and finance program the Greater Brockton region took the lead on a certified Universal Bankers program which was re-designed to be offered 100% virtually. This modification allows participants from other regions to enroll without having to take transportation and location into consideration. Offered to both our youth and adult populations, this program was developed in response to the labor market information for southeastern MA.

The efforts to respond to the manufacturing industry have produced additional resources throughout the region. Taking the lead on an Executive Office of Housing and Economic Development grant, the Greater New Bedford Workforce Investment Board, Inc. developed a plan that utilized training in all four regions for both incumbent and pipeline workers. Again, this cross collaboration enabled residents from different WB's locations, the opportunity for a greater range of training. Also taking the lead on a manufacturing effort, was the South Shore Workforce Board. Using labor market information and focus groups, the South Shore Workforce Board was able to produce a document that not only promotes manufacturing but also helps to change the perception of manufacturing in the public realm. Changing the perception and awareness of careers in Manufacturing will continue as the Executive Office of Housing and Economic Development has allocated funds for the SE Region to rebrand manufacturing and reinvigorate the industry consortium by creating a new website from SMAMC to SAMCnetwork.org. This is intended to be a one-stop-shop and portal for manufacturers, educators and the workforce system.

In addition to acquiring these direct resources to the Workforce Boards in the region, the Boards have also participated in bringing in additional resources for our partners. In each region, the Workforce Boards have submitted letters of support along with labor market information for post-secondary chapter 74 approved programs and Capital Skills proposals including a group endorsement for the Aviation program at Bridgewater State University. This extends to New Bedford's Vocational Technical school Aviation program that is about to be a full Chapter 74 program as well.

Crossing industries, additional resources were brought into the region by the Greater New Bedford Workforce Board to develop an apprenticeship program, responding to the development of the pipeline in industries that are in demand in our region. The Office of Labor and Workforce Development issued an RFP for the Apprentice Innovation Program. New Bedford applied and was awarded funds to develop an apprenticeship program, responding to the development of the pipeline in industries that are in demand in our region. The Executive Office Housing and Economic Development saw the importance of this initiative and allocated repurposed funds to place apprentice liaisons in the other areas of the SE to do the same and to work collaboratively with the New Bedford's Apprenticeship Integration Manager. Additional manufacturing funds were used to procure two virtual welders for adults to learn and practice mig, tig, arc and stick welding and is an investment that will be utilized long into the future as the skill set is widely needed across many manufacturing industries.

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Bristol recently worked with two school districts in its region to support the submission of Career Technical Initiative Planning grant designed to expand capacity of two vocational programs for comprehensive high school students.

Resource Allocation.

The region, individually and collectively, have recognized priority industries and directed funds to meet that need. For example, utilizing Connecting Activities funds from the Department of Elementary and Secondary Education into STEM events that include awareness in manufacturing, healthcare and information technology. In addition, securing additional Connecting Activities resources from DESE has allowed the Board to develop multiple teacher externships in our priority industry clusters in order to ensure current skills required by businesses in those industries are integrated into the classroom. In addition to specific grant allocations designed to promote priority industries, Workforce Boards have utilized Wagner Pysner funding to supplement occupational training. Examples of this funding would include adding the customer service training added onto occupational training in manufacturing or banking, and also by using Wagner Pysner funds to add an Alzheimer's unit and CPR training to the Certified Nursing Assistant occupation.

WIOA funds have also been highlighted for utilization and priority areas through the development of Individual Training Accounts (ITA) at each WB. These ITA's have directed individuals to training in all of our priority areas and critical industries including professions that are on the cusp such as Photonics and Cybersecurity.

Expanding Pipelines

Identify your efforts to meet training and employment needs of priority industry sectors and occupations in your region. (See Appendix E for additional detail.)

Pipeline Expansion.

To expand the pipeline in our priority industries we provided training region wide in a variety of areas. In healthcare we completed training for 28 Certified Nursing Assistants, in Banking and Insurance we trained 30 individuals as Universal Bankers and 10 individuals as Paraprofessionals. The region also funded priority and critical occupations through individual training accounts, such as Commercial Driver's License, Web Design & Networking and computer programming. The MassHire Bristol Workforce Board emphasized the need to align its Individual Training Account resources to support pipeline development in priority industries. More specifically, 55% (49 in total) of its ITA enrollments. Additionally, 15% fell within financial services, IT and construction related training. Finally, 27 individuals were trained in CDL through ITAs. The region utilized Year-Round YouthWorks funding to train 8 at-risk youth in welding and metal fabrication to help meet the needs of area manufacturers.

Pipeline Improvement.

We have expanded the pipeline through incumbent training in 139 in manufacturing and 15 in Customer Service. We are also servicing incumbent workers through collaborations region-wide on various workforce training fund applications and awards. Greater New Bedford is working with Mass Clean Energy Center (Mass CEC) to develop Off Shore Wind awareness and training modules and curriculum for wind. With the

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advent of COVID-19, the strategies and everyday structures that are usually in place have changed. In trying to provide opportunities and growth for the youth/students in our region, the Board's are extremely cognizant of our need to adapt to an ever-changing landscape in education as well as career opportunities.

Shared Strategies

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

Continuous Communication.

The Southeast region has many opportunities for communication and shared goals and implementation. In addition to monthly calls amongst the four Executive Directors, the intent for 2019 to 2020 was to meet with the core stakeholders quarterly and an open meeting to the region semiannually. In addition, the four Workforce Boards have a section on each independent website for the region, which not only lists the link to the other Boards but also to their activities. In addition, we have developed marketing tools to encourage employers and job seekers to look at their job search and employment activities on a wider geographical scope. To fulfill pipeline and incumbent worker training the five workforce board areas including Cape & Islands meet weekly to discuss training plans. The Executive Office of Housing and Economic Development awarded the SE Region 3.2 ML over a five-year period starting in FY19. The other areas in MA are also part of this grant with different funding amounts. The areas and Captains for each area include David Cruise-West Captain, Kelley French- Central Captain, Brian Norris-North East Captain and Donna Ramos-South East Captain. The Captains have been meeting monthly for the past 18 months to develop Gap Analysis and Demand as well as SWOT analysis. These meetings include EOLWD, DESE, Commonwealth Corporation, MassMEP and Mass Tech Collaborative staff for these deep dive meetings. These meetings extended an invite to the Advanced Manufacturing Collaborative (AMC) table.

Shared Measurement Systems.

Due to varied and often changing data systems among partners across the skills cabinet, it is challenging to fully integrate and share measurement systems. However, as a region we avail ourselves to a variety of different data tools. For labor market information, Burning Glass, Bureau of Labor Statistics, Executive Office of Labor and Workforce Development have been some of the resources that we have accessed tools for information. Ground level information has been obtained through focus groups (manufacturing and banking and finance), industry specific surveys through survey monkey and collaborations with associations and industry experts. By developing and sharing this information with our partners in economic development and education, we can add the Comprehensive Economic Development Survey (CEDS) and information from IPEDS to complete the picture in developing trends and expectations for the workforce system. We have, where possible, attempted to increase alignment in measurement of outcomes. For example, increased efforts have been made to share credential attainment and employment data with our Adult Basic Education partners.

Other Shared Strategies.

A series of sector strategies, partnerships between employers, economic development, workforce systems, and community organizations to identify and address workforce needs, were developed by the MHSSWB. These strategies align with the priority sectors established in the 2018 regional blueprint. These sector strategies are developing career pathways for incumbent workers, and job seekers, aligned with the needs of industry, people can become and remain employed, and industries can continue to grow. Sector strategies allow for as emerging skill gaps across the economy as education and training systems fail to keep pace with employer demand for higher skills

Sector strategies develop a focused, active partnership between businesses and those engaged in workforce development. Through collaboration, industry needs for workers with specific skills, education, and credentials are identified and educational and training opportunities are established. A long term plan for growth and readiness is the ultimate goal of a sector strategy; beyond immediately placing workers in jobs but to build regional talent pipelines, address skill shortages, and create meaningful career pathways for workers in priority and critical industry sectors.

One of the materials produced in a sector strategy is a Career Pathway Guide to provide a high-level overview of the opportunities to enter into a career in a specific sector. The Career pathway guide offers a sequence of educational coursework, work experience and/or training credentials that help a worker enter and occupational field, regardless of skills at the point of entry.

In addition to the career pathway guide, priority sector strategies have the following supporting materials:

Sector Specific Workforce Analyses Report
Brochure
Pop-up Banners
Video of current sector employees (Health Care Sector)
Business advisory group

III. Where do we want to go?

Summarize your upcoming plans to address the priority industries and occupations identified in the Blueprint.

Priorities.

As we plan our path to move forward, we can demonstrate that our priority and critical occupations have remained the same, it will be the delivery and the method of communication that will have to change to address the current workforce and health crisis. As in the days prior to the pandemic much of our work will be focused on employer engagement and retention of existing workforce. In order to be responsive to the limitations that currently exist we will need to continue investigating delivery of services by virtual or remote

methods. This will include a more robust exploration of online certificates and degrees for both the pipeline and the incumbent worker.

With five Gateway cities included within our region one of our priorities has been and will continue to be delivering services contextualized for non-English language speakers. The diversity of our cities has served to fill a gap but does require attention to providing English language skills to those that need it.

Moving forward we will also focus on CTE as a method to continue to promote priority and critical industries and develop a sustainable pipeline for occupations within those fields. This focus will include the resurrection or development of articulation agreements, specifically vocational schools, with our public post-secondary institutions.

Pursuing regional grants such as the recent one submitted for healthcare and future applications will continue to be a priority for the for webs in the future. This dedicated funding allows for targeted training within our most demand industries and is responsive locally to workforce demands.

Partnerships.

By individual Workforce Board and collectively, we have developed partnerships that enable us to perform our responsibilities to our region. These partnerships include the Southeastern Advanced Manufacturing Consortium (SAMC) focusing on manufacturing, Community Partners for Adult Ed (CPAE) focusing on English as a second language and our WIOA mandated Partner MOU We have an extended list of Community Based Organizations that each area works with to insure their clients are represented when there are training initiatives going on to ensure equality and access to these opportunities. We work hard at tying these collaborations and initiatives to all of our Adult & Youth programs.

Employer Engagement. Employer engagement for the SE region will take a number of forms during the coming year. As a region, we have purchased an email list of businesses in the region with the intention of corresponding with potential partners and developing a focused campaign on the services and programs of the WBs. We are also attending Chamber and Association events by Zoom to keep our presence active during the pandemic, conducting surveys to assess immediate needs of employers and promotion & funding small business grants to businesses effected by the mandated closures.

IV. Conclusion

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

It's difficult to talk about conclusion regarding this past year as many of our cumulative activities and services were postponed due to the pandemic. However we are able to recognize the success is that we've had during the first part of the year, diversifying our training amongst our priority areas, developing a core group of stakeholders to steer the work, developed an online platform for regional news, trainings and events. For many of us, the pandemic also created opportunities that were unexpected and unanticipated. The workforce system has had a heavy toll these past few months, readjusting many of our Career Center staff for UI and adjusting to the delivery of our own services remotely. Due to our history of employer engagement

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many of us have been also working directly with businesses and companies that have been affected by the pandemic, either through closures or payroll adjustments and re-opening strategies.

The Southeast region will continue what we do best, collaborate with each other to learn how to best service our customers, support new ideas and suggestions and to bring many years of workforce system history to the table.

APPENDIX A. REGIONAL PLANNING TEAM ORGANIZATION

Regional Planning Team		
Regional Planning Team. Describe the different partner organizations brought together to be a part of the Regional Planning Team (K-12 District, Vocational Technical School, Community College, State University, Workforce Development Board, Massachusetts Office of Business Development, Regional Economic Development Organization, and more) and provide contact information.		
Individual Name	Organization Name	Individual Email
Jim Oliveira	MassHire Greater New Bedford Workforce Board	Jim@masshiregreaternewbedford.com
Tom Perreira	MassHire Bristol Workforce Board	tperreira@masshirebristol.org
Sheila Sullivan-Jardim	MassHire Greater Brockton Workforce Board	SSJardim@MassHireGBWB.org
Dean Rizzo/Robert Cerasoli	MassHire South Shore Workforce Board	drizzo@masshiresouthshorewb.com rcerasoli@masshiresouthshorewb.com
Mary Waldron	Old Colony Planning Council	mwaldron@ocpcrpa.org
Hugh Dunn	UMass Dartmouth	hdunn1@umassd.edu
Tom Hickey	South Shore Vo-Tech	thickey@ssvotech.org

APPENDIX B. BEST PRACTICE DOCUMENTATION (1 OF 2)

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

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Best Practice (BP) Documentation Tool Using the following template, document two (2) proven processes or initiatives.		
<u>Best Practice Identification</u> Describe a best practice or achievement in support of your vision and strategic goals.		
Title	<i>Provide a title and/or brief summary of the best practice.</i>	Resource Development
Strategic Alignment	<i>List the associated industry or occupation and Blueprint goal.</i>	FY20 Priority focus – Healthcare, Banking & Insurance and Manufacturing.
Description	<i>Describe the processes and steps involved.</i>	The southeast region has established a resource development process that is inclusive of all WB's and designates rotating fiscal responsibilities. Upon identification of an available resource, information is disseminated, and a review of the alignment is conducted. In determining the lead for the initiative, the 4 WB's determine capacity and prominence for their individual region. The lead will then identify a core staff member who will work on the project at each WB and a timeline for completion is developed. All training is designed to be coordinated regionally, allowing cross registration, and erasing geographical boundaries for employers.
Results	<i>Report outcomes, including relevant next steps.</i>	Successful grant applications have increased training opportunities for our jobseekers and a better trained

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		pool of employees for our businesses. Next steps – Continue to document process to maintain institutional history.
<u>Knowledge Management</u> Use the following fields as a guide to provide more information for other potential users.		
Resources	<i>What resources and skills are needed to apply the BP?</i>	An understanding of resource development and willingness to collaborate.
Barriers	<i>Did you encounter any obstacles to applying the BP? How did you solve them?</i>	None apparent.
Timeline	<i>How long did it take to introduce and implement the BP?</i>	Ongoing process
Measurement	<i>Are there performance measures associated with this practice?</i>	Resource development is tied to our training and placement performance measures.
Commentary	<i>Additional advice, lessons learned, etc.</i>	As a region we have recognized how to assess the value of the funding opportunity and identify which funds will best serve our region.

APPENDIX C. BEST PRACTICE DOCUMENTATION (2 OF 2)

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

Best Practice (BP) Documentation Tool Using the following template, document two (2) proven processes or initiatives.
<u>Best Practice Identification</u> Describe a best practice or achievement in support of your vision and strategic goals.

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Title	<i>Provide a title and/or brief summary of the best practice.</i>	Speed Networking
Strategic Alignment	<i>List the associated industry or occupation and Blueprint goal.</i>	All industries
Description	<i>Describe the processes and steps involved.</i>	This is a strategy that that has proven successful for employer engagement and jobseeker placement. This setting allows jobseekers and employers an opportunity to meet and determine if a next step is appropriate. Strategically inviting different settings for the same occupation (i.e. CNA – Hospitals, Long Term care, Assisted Living, Adult Daycare, Residential) jobseekers can better understand their options within an occupational stream. Divided in 10-minute segments, with a switch by customers, this process enables an employer to meet with a dozen qualified candidates within a few hours. At the completion of the event, resumes of participants are forwarded to all participating employers.
Results	<i>Report outcomes, including relevant next steps.</i>	This practice has served to be very successful and has been conducted for healthcare, finance, manufacturing, and education.
<u>Knowledge Management</u> Use the following fields as a guide to provide more information for other potential users.		

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Resources	<i>What resources and skills are needed to apply the BP?</i>	Updated database of employer partners.
Barriers	<i>Did you encounter any obstacles to applying the BP? How did you solve them?</i>	Coordination of employers was difficult until the value became apparent and employers are now consistently in attendance.
Timeline	<i>How long did it take to introduce and implement the BP?</i>	Ongoing process
Measurement	<i>Are there performance measures associated with this practice?</i>	Resource development is tied to our training and placement performance measures.
Commentary	<i>Additional advice, lessons learned, etc.</i>	Give advance notice to employers so they can plan their calendar and solicit feedback from employers pre and post event.

APPENDIX D. RESOURCE TRACKER

RESOURCE	APPLYING ENTITY	OCCUPATION	INDUSTRY	APPLICATION STATUS
Executive Office of Housing & Economic Development	Greater New Bedford Workforce Board	Machinist, Welding, CNC Operator, Quality Assurance, Production Supervisor Production Operator	Manufacturing	Awarded

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Executive Office of Housing & Economic Development	Greater New Bedford Workforce Board	Apprenticeships	Cross industry	Awarded
Commonwealth Corporation	Greater Brockton Workforce Board	Universal Banker - Youth	Finance & Insurance	Awarded
Commonwealth Corporation	Greater Brockton Workforce Board	Universal Banker - Adult	Finance & Insurance	Awarded
Commonwealth Corporation	Greater New Bedford Workforce Board	Planning	Healthcare	Application
Commonwealth Corporation	Greater Brockton Workforce Board	Commercial Drivers License	Transportation & Warehouse	Application
Commonwealth Corporation	Bristol Workforce Board	Year Round YouthWorks	Manufacturing	Awarded

APPENDIX E. PIPELINE CAPACITY TRACKER

PROGRAM	PROVIDER	OCCUPATION	INDUSTRY	CAPACITY CHANGE
<i>Certified Nursing Assistant</i>	<i>Healthcare Academy</i>	<i>Certified Nursing Assistant</i>	<i>Healthcare</i>	28
<i>Universal Banker</i>	<i>American Bankers Association</i>	<i>Universal Banker</i>	<i>Finance & Insurance</i>	30

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APPENDIX F. 2020 PROGRESS REPORT

GOAL	STRATEGY	PROGRESS
Organize regional business outreach teams	<ul style="list-style-type: none"> Set regular meeting times Distribute labor market info Develop marketing materials 	Completed/Continuous
Establish an internally sustained process for collecting & distributing common information	<ul style="list-style-type: none"> Share communications via Region tab on websites that is updated routinely 	Completed/Continuous
Establish two new regional sector partnerships	<ul style="list-style-type: none"> Planned IT conference (postponed due to C19) Banking & Insurance Advisory Board meets quarterly 	<ul style="list-style-type: none"> Revisit IT fall 2020 Continue B & I Advisory Board
Produce and overview of training and educational programs	<ul style="list-style-type: none"> Develop synopsis of education & training by Post-secondary schools in the region in priority & critical industries. 	<ul style="list-style-type: none"> Completed Healthcare & Manufacturing IT (postponed to fall 2020)
Establish a Regional Steering Committee	<ul style="list-style-type: none"> Please see attached appendix for Steering Committee 	Completed/Continuous

APPENDIX G. 2022 PROGRESS REPORT

GOAL	STRATEGY	PROGRESS
Goal #1	<input type="checkbox"/> Goal #1 – Strategy <input type="checkbox"/> Goal #1 – Strategy <input type="checkbox"/> Goal #1 – Strategy	<i>[Describe your achievements, as well as any noteworthy challenges or opportunities related to this goal.]</i>

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Demonstrate synergy between economic, education and workforce development agencies that produces seamless services.	To continue stakeholder meetings and sharing data	Continuous
Develop a mechanism for education, economic and workforce development agencies to inform employers of services, increasing presentations by 10% each year. Increase employer contact level by 5% each year.	Regional Marketing materials have been developed to increase awareness of the regional partnership. Additionally, all WB's in SE MA has inked websites.	Continuous
Become a leader in coordinating the collection and distribution of data resources available for business owners and investors	SE MA and regional data has been shared with municipalities and chambers to develop economic & workforce strategies.	Continuous
Survey and determine alignment and delivery of existing job and career readiness activities	This is being conducted through our Connecting Activities program and the newly created manufacturing planning team which is comprised of secondary,	Collaborative planning in process for manufacturing, Finance and IT will also be reviewed.

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amongst high schools, colleges and workforce board initiatives in the region.	post-secondary and workforce professionals.	
Establish two new regional sector partnerships in critical partnerships in priority, critical and/or emerging industry that directly involves both leadership and human resource professionals. Utilize these partnerships to identify industry-specific goals.	New partnerships and solidifying existing collaborations has been conducted in Transportation and Healthcare. Finance and manufacturing strengthened.	Continuous
Produce and overview of training and educational programs required for priority and critical industries which are offered within our area and distribute to employers and educational institutions for utilization.	Completed for manufacturing, and healthcare, IT is to follow.	Completed/continuous

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Establish a Regional Steering Committee that oversees implementation of strategies and achievement of goals.	Regional team of stakeholders established.	Continuous
Engage in analysis to determine and establish current baseline measures in credentialed workforce and career ready youth and adults.	The region attained resources and dedicated staff to focus on apprenticeships in SE MA for all the priority industries, each WB has dedicated staff to focus on this initiative, sharing information with employers and other stakeholders in the region. This effort is being led by the Greater New Bedford.	Continuous