



**10-Year Statewide Strategic Plan Implementation
Workflow updates for Steering Committee
May 11, 2021**

People - Implementation Steering Committee and Work Group Members, Collaborating Networks:

Steering Committee Additions and Changes since last meeting:

Changes – none

Additions – Ryan Neale (MDOT)

Work Group leads:

**Additions/confirmations and Adjustments:
subleads within Supportive Infrastructure**

- **Transportation and Transit** – Ryan Neale and Jennifer Brickett (additional DOT team members to be added as co-leads)
- **Childcare** – Ana Hicks (GOPIF and Children’s Cabinet)
- **Housing** – Denise Lord and Erik Jorgensen (Maine State Housing)

Work Group Structures and Group Additions:

Attracting Talent - stronger coordination with State Workforce Board subcommittees including newly formed Immigrant Workforce Subcommittee and existing subcommittees – SWB subcommittees focus on workforce participation of existing residents, Attracting Talent workgroup focus on bringing to and retaining new talent and workforce to the State.

Stable Business Environment – Action item F3 (energy costs) will be led by Climate Council (committed); Action item F4 (healthcare costs) will be led by DHHS (per Maine Jobs and Recovery Act investment and related structure)

Supportive Infrastructure Work Group Additions: Deborah Johnson, DECD (housing subgroup), Maria Fuentes, MBTA (transportation and transit), Sandy Buchanan, WMTS (transportation and transit)

Identified To be done by May:

Complete build out of Infrastructure teams with co-chair input – underway but incomplete, will be revisited due with any structures needed for The Maine Jobs and Recovery Plan

Finalize Collaborator decisioning guardrails and process; Build MOU for engagement – completed

Functional Partner decisioning and process; Build MOU for engagement – underway but not complete

Addition of explicit DEI language to request/invitation to collaboration documents and process, circle back with invited collaborators – completed, but needs further public communication via State’s newly established definitional guardrails

Collaborators Notified:

Maine Business and Education Partners (Grow Talent)

MaineSpark (Grow Talent)

Portland Professional Connections (Attract Talent)

Transition of Maine Campaign (Attract Talent)

Maine Downtown Center (Attract Talent)

Maine Manufacturing Partnership collaborative (Opportunity Intersects/Innovation)

Broadband Connectivity collaboration (Ubiquitous Connectivity)

Innovation Communications Collaboration (Innovation/Attract Talent)

Functional Partner Collaborations Approved, not yet notified (finalized MOU pending):

FAME

Maine Economic Growth Council

Leadership Alumni Network

Maine Policy Leaders Academy

Collaboration Submission Determined to be Outside Guardrails:

IntWorks

May Collaboration Submissions for Steering Committee consideration

Maine IDEA Network for Biomedical Research (Innovation/Grow Local Talent/Attract Talent) – recommended
Eastern Maine Hub of Excellence for Life Sciences and Technology (Hubs of Excellence – pilot consideration – recommended)

Process - Support Team Development and Stakeholder Engagement, Tactics and Mechanisms; Functional Team Development

Functional Team Building:

Progress Metrics and Tracking – team formation underway with State Economists Office, USM’s Center for Business and Economic Research, Maine Economic Growth Council, Roux Institute’s data visualization team

Financing Roadmap, with including of finance and governance model innovations – team formation underway, Chaired by Claire Eaton (Director, Natural Resource Markets & Economic Development within Department of Agriculture, Conservation & Forestry), team forming attended the Shift 2021 conference and convened to discuss approaches and tactics to consider for Maine

Support Team Development

Addition of communication contracted support, communication plan and checklist underway

Grow Local Talent and Attract Talent work groups recommend contracting for project management to move to next step of operationalizing recommendations

AmeriCorps VISTA Volunteer Listings: Positions still unfilled (continuing to interview)

[Financial Resource Development Position](#)

[Communications and Stakeholder Engagement Position](#)

Maine Law Intern – in place, starting end of May

Bowdoin Fellow – in place, starting in June

UMaine grad student intern – in place, starting end of May

Pursuing Potential for Cooperative Agreement with UMaine System for partnership around specific areas of implementation – still in discussion on Scope of Work

Direct work with the Regional FEMA long term recovery team – FEMA Solutions-Based teams mirror or connect with Strategic Plan work groups – Innovation, Climate/Clean Energy (led by Climate Council), Workforce (Grow Local Talent/Attract New Talent), Broadband (led by Broadband Coalition), Marine Infrastructure (led by SEAMaine)

National Governors Association Workforce Innovation Network – Maine was selected in the first cohort of the Workforce Innovation Network. Work Plan included in meeting materials for focus on Strategy A.4 – Engaging today’s workers in continuing education to achieve credentials for career advancement. Project also includes work on rebrand and marketing around public workforce system

External Stakeholder Engagement –

We have had multiple stakeholder engagements since last report:

- Alliance for Health and Prosperity
- Maine Accelerates Growth
- Roux Institute team
- Downeast Innovation Network (presented on how Plan connects to their work in Washington and Hancock Counties)
- National Governors Association Workforce Innovation Network
- Maine DBE service provider and small working group (MPTAC/EMDC)
- MTI, MVF, CEI Ventures, FAME, Maine Angels – portfolio staff
- Economic Development Districts of Maine
- Coworking Cohort
- EDA
- Welcoming America initiative
- Governor’s Tourism Conference
- Maine Outdoor Brands
- SBIR Technical Assistance Program team
- Onion Foundation

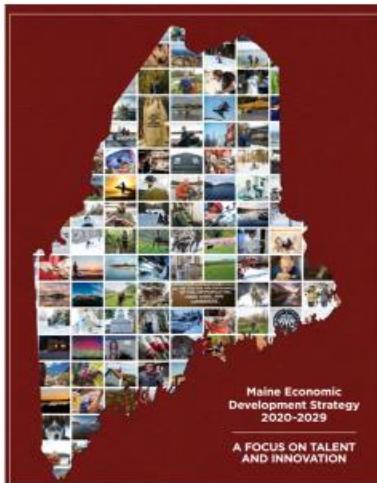
Emerging Tactics –

Across multiple work-streams, several key tactics are emerging:

1. Better leverage existing collaborations and initiatives underway; potential to scale what works
2. State procurement innovations or changes
3. “Challenges”
4. Digital connection improvements
5. Communication and connection improvements
6. Use of intern talent as modeling

Communication Updates in Process:

- Communication contractor secured
- Communication plan and checklist underway
- Collaborator communication toolkit underway



Strategy Areas Action Item Projects Underway

May 12, 2021



STRATEGY A

grow local talent

PLAN ACTION ITEMS

- A1: Maine Career Exploration**
- A2: Web Portal matching students to opportunities**
- A3: Align Curriculums with digital economy skills**
- A4: Engage today's workers in continuing education to obtain credentials of value**
- A5: Expand professional preparation for educators**
- A6: Improve quality of care in early childhood system**

Associated Projects Underway or Identified by Work Group;

- A1:** Identified in The Maine Jobs & Recovery Plan; Internship development (at HS and young adult levels) – clean energy and for at-risk youth – GOPIF, Children's Cabinet, Gov Energy Office; Franklin and Somerset County pilot launched 5/12/2021; Clear Definitions of Various Options (completed) and then associated outreach via work group/DOE; Potential Build on Maine C3 Leadership
- A2:** Onward Platform; Potential Build on Maine Career Catalyst; Revamp/relaunch of Jobslink (completed) and associated outreach efforts (underway)
- A4:** NGA Workforce Innovation Network alignment; Credential platform work currently underway via collaborative partners; DHHS/DOL collective work in pathways mapping (see work plan)
- A2-A6:** Mapping of existing programs/resources/partners via GLT workgroups
- A6:** Connecting to Children's Cabinet for Action E1

STRATEGY B

attract new talent

PLAN ACTION ITEMS

- B1: Increase the labor force participation of existing residents**
- B2: Governor's Welcome Home program**
- B3: Expand and Simplify Opportunity Maine Tax Credit**
- B4: Help New Americans, veterans, and other newcomers get qualified to work in Maine**
- B5: Promote quality of place investments**
- B6: Support Learning**

Associated Projects Underway or Identified by Work Group – B1 and B4 will move to closer alignment with SWB

- B1:** Identified in the Maine Jobs and Recovery Plan; Procurement expansions and DBE certification drive; Work via SWB committees
- B2/ERC:** Identified in The Maine Jobs and Recovery Plan; Building welcoming community program and pipeline; work group members collaborating to diversify current options and target specific demographics (veterans, BIPOC, rural); Mini-Grant program via DECD around specific demographic or strategic foci (underway)
- B3, ERC:** Opportunity Maine Tax Credit – MRS discussions with large employers underway, but Live & Work Maine promoting under contract with FAME currently; Identified in
- B4:** legislation submitted – LD 149 – first step; ELL Child Development Associate Certification (Portland Adult Ed) – underway; Work via SWB committee
- B5:** Identified in Maine Jobs & Recovery Plan; Quality of Place investments in social and community building infrastructure – sub workgroup not yet formed, lots of activity that can be brought into strategy; Coworking development – in budget and underway; Working Communities Challenge underway

STRATEGY C

promote innovation

PLAN ACTION ITEMS

- C1: Increase R&D investment levels in Maine**
- C2: Raise the investment cap of the Maine Seed Capital Tax Credit Program**
- C3: Revitalize the Maine Innovation Economy Advisory Board**
- C4: Promote domestic exports to strengthen the climate for startups**

Associated Projects Underway or Identified by Work Group; Multiple Streams Identified in Maine Jobs & Recovery Plan

- C1:** Launch of Early Adopter Program by State – Q2 2021
- C2:** Completed 2020; ongoing evaluation of improvements
- C3/ERC:** Underway
- C4:** DECD Office of Business Development continues to build out [Domestic Trade assets](#) using [baseline study completed with key data & recommendations](#)
- ERC additions:** Innovation Data Dashboard (tracking mechanism) – **completed using USM partnership**
- ERC additions:** partner with MxG – MxG multiple work groups

STRATEGY D

ubiquitous connectivity

PLAN ACTION ITEMS

- D1: Provide a loan guarantee program for financiers of broadband projects**
- D2: Continue to provide local planning grants in order to help increase take rates and make projects more feasible**
- D3: Provide a consistent, predictable, and robust annual level of ConnectME infrastructure grants**

Building new operationalization infrastructure with proposed Maine Connectivity Authority; Priority for Federal funding under Maine Jobs & Recovery Plan

Other Associated Projects Underway

Strategy-wide: Broadband Intelligence Platform/Mapping effort – The data analytics tool to support Connect Maine to obtain the needed tools to identify areas, costs of build, potential revenue streams (hence, what is the hole that state and federal funds are needed to fill), as well as lay out a plan for needed middle mile, and assist communities in their process of identifying what can be built in their area.

Strategy-wide: Broadband Coalition speed test

D2: continuous

D3: Bond funding projects underway

STRATEGY E

provide supporting infrastructure

PLAN ACTION ITEMS

- E1: Set the bar high for childcare; aim to create a world-class system in Maine**
- E2: Establish an adequate and sustainable funding system for public transportation**
- E3: Expand the production of workforce housing in Maine**

Associated Projects Underway; Area Targeted by Maine Jobs & Recovery Plan

Childcare: TBD via Maine Jobs & Recovery Plan

E1, ERC: Strengthening and supporting the Child Care Subsidy Program (increased subsidies for infants and toddlers) underway

E1, ERC: CEI Child Care Business Lab underway

E1: Childrens' Cabinet plan execution underway

Transportation:

E2: UMaine/MDOT researching transportation models in other states

ERC: GPCOG Transit Tomorrow public transportation vision – adopted 2021

E2: Focus of Maine Jobs & Recovery Plan - GoMaine Expansion -underway

ERC: Village Partnership Initiative – in development

Housing:

E3: Identified as priority focus for Maine Jobs & Recovery Plan

ERC: State Affordable Housing Tax Credit – enacted 2020, expanding 2021

ERC: UMaine composite lumber 3D printing project

ERC: Community Solutions Program – pilot

ERC: Tree Street Neighborhoods (Lewiston) - underway

ERC: Commission to increase Housing Opportunities in Maine by studying Zoning and Land Use Restrictions – bill introduced (LD 609)

STRATEGY F

**maintain
stable business
environment**

PLAN ACTION ITEMS

- F1: Review & simplify the application/decision process & pipeline**
- F2: Create a web portal where applicants can track their applications**
- F3: Control & reduce energy costs**
- F4: Control Healthcare costs**

Associated Projects Underway –

F1 & F2: Identified in Maine Jobs & Recovery Plan -focused DEP regulatory process improvement work, including datasystem integration, licensing process updates & short-term contractual support for permit application review. Several bills in legislature also amend DEP licensing requirements with minor streamlining effect. New I& licensing support will provide long-term improvement in permitting timeframes.

F1: DEP proposed LD 69 to reduce duplication of state & municipal permitting efforts; Workgroup members engaging with legislators & other stakeholders during legislative review of other bills related to DEP permitting thresholds & deadlines; Nonprofit partner (TNC) developing mapping tool for *pre-screening* of properties for high dem& permitting projects, like renewable energy projects & manufacturing facilities; Solar energy Permit-by-Rule development (Q3 2021)

F3: Identified in the Maine Jobs & Recovery Plan; Procurement innovations around carbon footprint/climate costs & Maine-based businesses (under discussion)

F4: Identified in the Maine Jobs & Recovery Plan – Lowering Health Care Costs for Small Businesses; Lower health care costs through establishment of Office of Affordable Health Care – bill introduced (LD 120)

Other: DECD-led work group examining incentive structures & potential improvements

STRATEGY G

**promote hubs
of excellence**

PLAN ACTION ITEMS

- G1: Communities to identify gaps for their hubs of excellence**
- G2: Identify areas of supply chain opportunity**

Associated Projects Underway or Completed

G1: Northern Border Regional Commission – updated grant priorities align with strategic plan priorities; first submission of pilot Hub of Excellence