



Department of Economic  
& Community Development

**10 Year Statewide Strategic Plan  
Executive Steering Committee  
April 14, 2021, 2:30 PM - 4 PM  
Via Zoom Meeting**

**Meeting Objectives:**

- Finalize Decision Guardrails for Collaboration Process
- Review and Process Request/Invitation to Collaborate Submissions
- Finalize Data Guidance for Network Map

**Meeting Attendees:**

- Martha Bentley
- Amy Landry
- Carlos Mello
- Charlene Virgilio
- David Daigler
- Dana Connors
- Laura Fortman
- Jeannette Andre
- Joan Ferrini-Mundy
- Kimberly Hamilton
- Melanie Loyzim
- Ryan Neale
- Yellow Breen
- Barbara Hayslett, Rep. Golden's Office
- Carol Woodcock, Sen. Collins' Office
- Adam Lachman, Sen. King's Office
- Kelsey MacKinnon, DECD Staff

**Notes:**

**Item 1: Introductions**

- Work groups have until the end of April to identify the top 3 projects they want to work on over the next 6-8 months.
- Today's we'll focus on the people and process piece – how we make this strategy one that lives not just within state government, but also out in communities and with external organizations.

**Item 2: Finalize data points for network mapping**

**Overview:**

- Suggested data points for network mapping:
  - Race
  - Geography
  - Frequency of interactions
  - Age range
  - Organization type – private, public, or public-private partnership
  - Organization size

**Discussion:**

- As we bring in other organizations as collaborators, we hope to have a survey process to make sure thorough and accurate information is captured about their networks.
- If we already know there are networks of certain BIPOC, rural, small business, or other leaders we need to reach, we don't need to wait on this network map to do that. The data can help us identify gaps we're not already aware of.

**Item 3: Review and finalize Request/Invitation to Collaborate process and guardrails**

**Overview:**

- We put out the RFC/ITC recognizing we want this effort to be a collaboration of collaborations – want to capture the value of what's already happening out in the communities and ensure there's a symbiotic relationship between these initiatives and the work groups, guided by state government leadership.
- Hope to finalize guardrails so we can have better communication with people interested in participating.
- Suggested RFC/ITC guardrails:
  - Clear connection to some area of plan
  - Collaboration of two or more organizations, entities
  - Willing to adjust in collaboration with others working on the implementation (not re-creating the wheel but building potential hub-and-spoke connections)
  - Clear path of collaborative action
  - Data supports approach is value-added
  - Agree to share metrics with Implementation team
- Questions for discussion:
  - How do we handle submissions that are outside of the guardrails?
  - What should the role be for trusted intermediaries/functional partners?
  - Do the organizations within the collaboration have to have a formal relationship, or can it be organizations just coming together for a particular project?

**Discussion:**

- Another factor to consider when reviewing submission is how the collaboration connects to other relevant strategies/recommendations in addition to the 10-Year Plan (e.g., the Maine Office of Tourism 5-year strategy; the recommendations from the ERC, Permanent Commission, and Climate Council; the State Workforce Board WIOA plan; regional Comprehensive Economic Development Strategies, etc.)
- The Steering Committee could also serve as a mechanism for surfacing and discussing areas where different initiatives might compete with each other – identifying possible points of tension and how to manage/mitigate them.
- Can consider a separate process to connect with individuals/organizations who want to be involved in this process but who don't fit the guardrails/aren't part of a formal consideration.
- Functional partners/trusted intermediaries are important to tie in even if they aren't collaborative at the governance level, as they are individual nodes with many connections and can help us tap into the broader network.
- Two goals of this process:
  1. Formalizing relationships that are already tacit (as with trusted intermediaries)
  2. Understanding what else is happening out there that connects with the Plan

- We are accepting RFC/ITC submissions on a rolling basis in part because different collaborations/projects may roll in and out of this implementation over the long term as we accomplish shorter term metrics. Will continue to add new partners along the way.
- Will add questions around the collaboration's understanding of/commitment to equity to the RFC/ITC documents.
  - Can also include a DEI component in the metrics – if we're asking collaborations to report out on outcome metrics, equity metrics could be included
- Process-wise, does it make sense for these submissions to go first to the work groups and then later for final clearing at the Steering Committee level?
  - Submissions by trusted intermediaries/functional partners (or others that touch many areas of the Plan and impact multiple workstreams) can go to the Steering Committee for review
  - Submissions that fit clearly into a specific workstream can go to that work group for review first
  - Martha and her team will do a first review of submissions to determine which logically go straight to a certain work group. Any gray area or cross-workstream submissions will come to the Steering Committee.

#### **Item 4: Review Request/Invitation to Collaborate submissions received**

##### **Overview:**

- Purpose of this process is to make sure the Plan gets implemented and lives broadly within communities, and that we are recognizing the importance of coordination and communication across groups working toward similar/the same goals. Want to identify, amplify, and connect to projects/collaborations that are going to help us move toward those goals or that need to be a part of the work that's happening with the work groups. The specifics will vary by submission.
- As we review submissions, we want to consider if any are outside of our established guardrails. We can also go back to the collaborations and ask for additional information if needed.

##### **Discussion:**

- Benefits collaborations receive through this process:
  - Some have specified in their submissions how the State can help support their efforts
  - Communication/outreach: Explicit acknowledgement that they are part of the Plan (e.g., something they can post on their website), as well as amplification of the work they're doing and how it connects.
  - Opportunity to interact and collaborate with other people/organizations who aren't necessarily a part of their effort but who have shared goals
  - Can potentially marshal resources together to either scale or get a multiplier effect out of the efforts already taking place
- Martha will go through the submissions and identify how they seem to fit within the guardrails and how we should move forward. She'll send her thoughts to the group for feedback.

#### **Item 5: Brainstorm Federal Funding – building on work group feedback**

##### **Overview:**

- Work groups have begun talking/thinking about how this potential federal funding opportunity fits into some of this Strategic Plan work. Would appreciate input from this group and the constituents you represent, as well.
- Looking for projects that can be supercharged with this short-term funding opportunity to bridge to long-term growth.

##### **Discussion:**

- Workforce:
  - MaineSpark's insights on how to build on existing efforts should be leveraged
  - Initiatives should be employer-centric and customizable

- Should consider who has been most impacted by the pandemic and what we are doing to have a holistic response. Who are we trying to bring into the workforce and how are we going to support them holistically?
- Need leadership development in addition to skills development – want to create leaders who can start/lead businesses in addition to workers who can work in them
- Increasing adoption of automation spurred by the pandemic threatens to lock marginal skill workers out of economic opportunity. Need to prepare these workers so they aren't left behind.
- Need to consider how to create a positive and welcoming attitude of support for new Mainers, both from out of state and from other nations.
- Innovation:
  - Additional funding for MTAF
  - Consider thematic areas identified in the Strategic Plan – For/Maine and SeaMaine's work are good resources for ideas around potential investments.
- Broadband:
  - Broadband is critical, especially in rural counties
  - Broadband is also essential for workforce – both to access the economy and to delivery skills
- Affordable housing:
  - Current housing shortage/affordability issues – need affordable housing to retain teachers and youth for the future workforce
- Childcare:
  - Need to address affordability and accessibility
- Equity:
  - Could invest in programs/services/certification equivalencies for asylum seekers coming into the state – to get them up and running as soon as possible while at the same time we're investing in existing workforce initiatives for people that are already here.

## **Item 6: Next Steps**

- Martha will add questions to the RFC/ITC documents around equity. Will circulate the updated documents to the group for feedback.
- Martha will go through RFC/ITC submissions received thus far and identify how they seem to fit within the guardrails and how we should move forward with them. Will send her thoughts to the group for feedback.
- Moving forward, Martha and her team will do a first review of submissions to determine which logically go straight to a specific work group vs which should go to the Steering Committee.
- Kelsey will pull together funding opportunity ideas discussed by the various work groups and will share with this group.