



EXECUTIVE SUMMARY OF TCWIB'S 2013-2017 STRATEGIC PLAN

Workforce Development is Everybody's "Business"



The elements in the TCWIB local plan represents the vision, goals, economic and workforce information analyses, strategies, and outcomes that the CLEOs, TCWIB and strategic partners identified collaboratively for the future of the LWIA. The TCWIB analyzed and interpreted labor market information (LMI) and other relevant data to provide context for the overall plan. This plan is based on: a thorough understanding of the economic strengths and workforce needs and skills of the local workforce investment area, alignment with the governor's vision, strategies and goals, always working toward the best interests of local job seekers and employers. Our plan explains how, over the next five years, our strategies will drive quantitative targets and result in the desired outcomes described.

VISION: The TCWIB, as an active member of the region's overall economic, educational and social service network—and together with our One-Stop Partners, regional partners and community stakeholders—effectively identifies and responds to the workforce development changes and needs of businesses and workers alike as they strive to create and expand economic opportunities within the region's high wage, high growth industries. Our goal is to cultivate, convene, manage and participate in successful partnerships that bring traditional and non-traditional—and public and private—partners together to address economic and workforce challenges. The TCWIB approaches the building of these partnerships with the view that we can accomplish our mutual goals more effectively—and that the region, as a whole, is more successful—by working together.

OVERARCHING STRATEGIES: All board members of the TCWIB, together with leaders of higher education systems within the region, have affirmed a strong commitment to maintaining positions as stakeholders in the directing of resources and maximizing of allocated investments under this plan. This commitment will include a MOU with the One-Stop Partners and formal agreements with industry partners. All will put an emphasis in the areas of education, training, and skill development.

Building and maintaining a searchable database <http://assetmap.target.maine.edu/index.php> (Click here for an informational PowerPoint on Educational Asset Map) of opportunities for value-related workforce preparation, is one particular area of focus. To that end:

- TCWIB will hold quarterly meetings with One-Stop Partners and strategically utilize data to increase the numbers of trained participants by assessing best practices, reducing redundancy in services and resources with the goal to allocate a greater percentage of funds to training.
- TCWIB will work collaboratively with the Tri County AmericanJobCenter managers, participating in weekly management meetings, as appropriate;
- TCWIB will attend monthly MEM meetings and discuss overarching strategies to further engage MEM with workforce development activities;
- TCWIB will continue to advance the culture and commitment of work readiness in order to develop a consistently “[WorkReady™](#)” region;

KEY PRIORITIES/STRATEGIES/GOALS

Key Priority #1: Demand-Driven Training Solutions

➤ **Strategies:**

- TCWIB will convene on-going discussions with all education and training providers in the region, including both secondary and post-secondary institutions, to create a searchable database and/or education asset map of all training programs and courses, indexed to the various occupational demands within the region.
- TCWIB will conduct regular surveys of businesses (as described in Section I.B.3) in selected high growth industry sectors to obtain feedback on changing skill and certification requirements, both within the individual businesses, and as this pertains to the given field/industry as a whole.
- TCWIB will promote and expand its customized training role in support of expanding businesses and economic development plans.
- TCWIB will continue to promote [WorkReady™](#) programs and encourage employers to engage directly with the workforce development system as instructors and mentors to help inform job seekers of all ages and backgrounds as to evolving training and skill requirements, and opportunities within the region’s businesses.

➤ **Goals:**

- Publish online an annual educational asset map for the region—accessible to employers and workers alike—so they can determine where, and on what basis, specific education and training opportunities are available at any given time.
- Publish survey results from key sector businesses—accessible to employers and workers alike—which identify specific technical and soft skill needs, as well as itemized industry certification requirements that apply to the businesses.
- Increase the number of businesses engaged in [WorkReady™](#) training programs or courses in the region, establishing a baseline level in year one of this plan, and targeting an increase in participation of 10% in each successive year of the plan.
- Increase the number of employers utilizing extensive menu of workforce services available, and engaging in partnerships and collaborations within the tri county region, establishing a baseline level in year one of this plan, and targeting an increase in participation of 10% in each successive year of the plan.

Key Priority #2: Address Workforce Demographic Challenges

➤ **Strategies:**

- TCWIB will increase employer partnerships to support employer needs due to changing workforce demographics, including services to address the aging workforce, shrinking youth population and

long-term unemployed workers.

- TCWIB will engage with key educational leaders, youth providers, and social services agencies working with at-risk youth in the region to establish a set of measurable activities that will increase the availability of work-based learning opportunities for youth throughout the region.
- TCWIB will disseminate youth development best practice information and resources to members of its *Youth Employability Network (YEN)* via quarterly newsletters and other on-line tools to facilitate coordinated efforts to address youth employability needs.
- TCWIB will work with partners in the community, such as the Tri County Youth Council and YEN partners, to develop and implement signature events and magnet activities to directly engage youth and provide up-to-the-minute career information, educational tours, hands-on experiences with regional employers and industries, and to raise awareness (and aspirations) of the career and educational opportunities and resources available in the region.
- TCWIB will target an older segment of the regional population for short-term training and work assignments, in accordance with their specific challenges and limitations. We will incorporate discussions with training providers and educators, as well as explore transportation options available to facilitate such efforts. This effort will be accomplished through a subcommittee made up of employees working for the One-Stop Partners.
- TCWIB will increase employer awareness about the benefits of hiring older workers and establish initiatives to encourage senior-friendly policies and practices.

➤ **Goals:**

- Develop a plan to identify employer partners that agree to provide a range of work-based learning experiences for youth in the region, to include job shadow opportunities, paid work experiences, unpaid internships, pre-apprenticeships for students and out-of-school youth alike, establishing a baseline level in year one of this plan, and targeting an increase in participation of 10% in each successive year of the plan.
- Launch an on-line *Youth Employability Network (YEN)* practice tool kit that provides youth practitioners with resources, curriculum materials and program designs to address the career exploration and employability development needs of youth, ages 16 to 21.
- Develop and implement signature events and magnet activities that will engage youth directly, such as the Youth Council's planned, EPIC Maine: Exploring Pathways to Industries & Careers in Maine, or smaller, more focused activities, such as open-houses, mini-job fairs, or targeted presentations within the tri county region.
- Expand on the Aged Worker Initiative project model to design and deliver customized employment services to workers aged 55 and older, and thereby increase the percentage of older workers served by the WIA Adult and Dislocated Worker programs.

Key Priority #3: Alignment of Workforce and Economic Development

➤ **Strategies:**

- The TCWIB will continue as an active partner with key groups such as Mobilize Eastern Maine (MEM), the chambers of commerce in Local Area 2, professional clubs, business associations and economic development groups; through these intermediaries, we will continue to recruit business leaders for both existing and future outreach programs.
- TCWIB will work with EMDC and MEM to coordinate regional initiatives, events and activities which will broaden the partnership across organizations.
- TCWIB will continue to work closely with EMDC to strengthen relationships within the MEM partnership, as well as surrounding economic development groups in the rural areas of the regions (such as the Piscataquis County Economic Development Council).
- TCWIB will continue to work closely with EMDC's business development specialists and senior management, along with other economic development entities that are similarly charged with

identifying emerging skill gaps, both locally and regionally.

- TCWIB will continue to develop regional responses to workforce development funding opportunities at the local, state and federal level, as well as leverage organizational match and in-kind contributions for job training initiatives from foundations and private sector sources.

➤ **Goals:**

- Align the strategy of the workforce development system and the Comprehensive Economic Development Strategy ([CEDS](#)) in the region.
- Create and implement innovative partnership projects between workforce, economic development and education providers to facilitate job placements for job seekers—and provide employers with streamlined access to a pool of WorkReady™- trained potential employees.
- Increase employer partnerships to support employer needs due to the changing workforce demographics, including youth, older workers, and the long-term unemployed and dislocated workers.
- Develop a labor market advisory task force—consisting of workforce and economic development professionals—to review the list of targeted occupations and industries in the region, and provide labor market information and career information to the workforce and economic development community.
- Promote and expand the TCWIB’s role in the development of customized training for selected fields/industries and in support of economic development initiatives.

Key Priority #4: Improvement of Workforce System Outcomes

➤ **Strategies:**

- TCWIB will update and expand the Memorandum of Understanding (MOU) among all workforce development programs in the region on an annual basis.
- TCWIB will promote joint service planning and budgeting alignment among all workforce development programs in the region to develop a regional workforce investment strategy and plan that can be reported to the public.
- TCWIB will develop a plan and process to align employability development services across all partner programs in the region; this initiative will reduce barriers to system referrals, organizational collaboration, and joint reporting of program outcomes and performance.
- TCWIB will develop a regional workforce performance score card which will contain data and outcomes from all workforce programs in the system. The performance score card will be reported out to partners and stakeholders region-wide.
- TCWIB will promote cross-training opportunities between workforce development partners in the region to ensure that best practices and highest quality services are maintained in the region.

➤ **Goals:**

- Increase the percentage of employers in the region that make at least one hire as a result of job postings with the workforce system.
- Increase the number of adults and youth enrolled in workforce development programs by 10% in each year of this plan.
- Increase the number of job placements across all workforce development programs by a minimum of 5% in each year of this plan.
- Increase the number of WIA participants who enroll in and complete education coursework designed to result in a recognized degree or credential in targeted industries by a minimum of 5% in each year of this plan.
- Increase the amount of program funding expended on direct training and support services for workforce development programs by a minimum of 3% in each year of this plan.
- Increase the utilization of the workforce development system in rural areas of the region through

enhanced outreach efforts, coordination among all partners, and greater use of social media tools.