



*A Partnership to Transform the Workforce and
Economy of Coastal Maine*

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Workforce Innovation in Regional Economic Development Initiative**

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“Maine’s North Star Alliance is an industry focused economic development initiative devised to drive business and create jobs in coastal Maine. The initiative includes business, R&D, education, and workforce development centered on Maine’s boat building, marine, and composite industries.”

EXECUTIVE SUMMARY

The economy of coastal Maine stands at a critical crossroads. The steady loss of traditional, resource-based manufacturing industries has eliminated jobs across a broad band of worker skill levels. This regional decline recently accelerated due to shifting federal defense priorities. The imminent closure of the Brunswick Naval Air Station will result in a loss of nearly 6,000 jobs statewide and approximately \$200M in annual earnings. Nearby Bath Iron Works, a long-standing defense contractor employing highly skilled ship builders and engineers recently reduced their workforce by over 1,100 due to reductions in Navy contracts. From shop-floor workers to technical and managerial professionals, opportunities for employment with a good salary and pathways for growth and career development are diminishing for residents of coastal Maine.

Recognizing the realities of this changing regional economy, Governor John Elias Baldacci has established Maine’s North Star Alliance Initiative. This revolutionary industry-led collaborative, synthesizes business, R&D, education, workforce, and economic development resources to re-skill a workforce and launch a new regional economy in coastal Maine. Referred to as the “Four Pillars of Economic Development”, the proposed strategy focuses on building capacity and addressing gaps in Workforce Development, Research and Development, Outreach and Market Development, and Capitalization and Infrastructure Development. The lead of industry in the Initiative manifests itself in the creation of an industry coordinator position that works in partnership with the professional organizations and agencies that support industry; recruits industry representation to serve as working team members on the Steering Committee as well as within each of the four pillars; but most importantly collaborates with industry to identify and then respond to training and workforce needs as well as the identification and utilization of economic development resources and support that will allow industry to realize the full potential of advancing and applicable technology.

The targeted industry sector of Maine’s North Star Alliance include a vast range of enterprises that make up or support the marine trades and those that utilize advanced composite materials, comprising of boat building, marine/waterfront infrastructure, marine service and repair, building products, sporting goods, and ballistic armor. It is these industries that represent the majority of the economic base of the midcoast region.

To further establish the industry focus, the Initiative strategically partners with three major industry associations. These are the Maine Composites Alliance, Maine Built Boats Inc., and the Maine Marine Trade Association. Additional partners include the University of Maine, the Maine Community College System, the Maine Technology Institute, the Maine Community Foundation, local and regional Workforce Investment Boats, regional economic development districts, the Governor’s Office, and the State Departments of Labor, Economic and Community Development, and Education.



The ability to sustain and grow advanced composites technology within the targeted industry sector has already been demonstrated and stands ready for additional support that is not currently available. The reach and appeal of composites has been witnessed through the recent contracting of a Maine midcoast boat builder with the U. S. Navy to manufacture high speed watercraft; a Maine marine structure company's continued market expansion into the construction of environmentally compatible and durable docks and pilings; as well as the continued R&D efforts of the University of Maine at Orono working in conjunction with the private sector to fabricate easily mobile paneling with a variety of combat ready applications. These are just a few examples. Maine's North Star Alliance Initiative will provide the workforce and economic development assistance necessary to answer the demands of the composites technology, a technology that cuts across the entire targeted industry sector.

Maine's North Star Alliance Initiative will serve the eight counties that comprise Maine's coastal region (York, Cumberland, Sagadahoc, Lincoln, Knox, Hancock, Waldo, and Washington) as well as the additional four counties most affected by the impending base closure, Androscoggin, Kennebec, Penobscot, and Piscataquis. This region also encompasses the four local areas authorized under the Workforce Investment Act and comprises 12 of Maine's 16 counties. The Initiative will address needs identified by targeted industries located within this region that are critical to their growth and expansion.

A collaborative effort of this size and scope has never been attempted within Maine before.



KEY GOALS

In order to successfully accomplish the overarching goal of the WIRED Project to spur the integration of education, workforce, and economic development systems, Maine's North Star Alliance partners have identified the following six goals:

- ◆ Create high quality, skilled jobs that support the competitiveness of the targeted industries, the income of Maine workers, and a return for the public investment.
- ◆ Expand current markets and develop new ones so that the boat building, composites, and marine trades industries achieve global industry leadership.
- ◆ Transform and build upon the capacity of the public system to nimbly and flexibly support competitive boat building, composites, and marine trade industries that are looking to expand capacity, create and/or improve their workforce, and/or take their technology to the next level.
- ◆ Through advanced training opportunities build on the willingness, ability and skill sets of both the current and future workforce.
- ◆ Ensure that the economic development delivery model is sustainable and can be replicated for other targeted industries and regions.
- ◆ Catalyze innovation through research, development and workforce preparedness that will sustain and improve the global competitiveness of Maine's boatbuilding, composites and marine trades industry.

The mapping of these **Key Goals to Strategies** and subsequent tasks and activities are detailed in **Attachment I**. This matrix also begins to illustrate how the four pillars share jointly in the responsibility of successfully addressing the stated goals.

GOVERNANCE

In keeping with the underlying theme of WIRED to think creatively and act in a nontraditional manner, Maine's North Star Alliance Initiative has structured its grant support team to move beyond the traditional hierarchal structure normally found in boards and committees and projects of this type. To begin this transformational relationship within the 19 public/private agencies and organizations of NSAI, the following "Partnership Principles" were crafted to provide overall guidance:

1. Maine's North Star Alliance Initiative is industry driven, industry led.
2. Maine's North Star Alliance Initiative's partners all have an equal voice.
3. Maine's North Star Alliance Initiative's partners will be treated respectfully and professionally and be shown due courtesy.
4. Maine's North Star Alliance Initiative's partners will make every attempt to resolve conflicts where they occur and accordingly be responsible for their actions.
5. Maine's North Star Alliance Initiative's partners will be encouraged to actively participate in all Initiative activities by bringing forth pertinent and creative thought while demonstrating a "universal" and open approach to new information, and by a demonstration of positive support of the Initiative, both within the partnership structure and to the State of Maine as a whole.

Please see **Attachment II** for **Organizational Chart**.

Please see **Attachment III** for detailed **Roles and Responsibilities**.



The governor's office is the recipient of the WIRED project and provides the overall vision to NSAI serving as the highest level of public relations and visibility to the NSAI. The link between this office and the concurrently running activities related to the Brunswick Naval Air Station closing is provided by the governor's liaison who also maintains communications with the governor's advisory board. The relationship of these three bodies is established through common membership that crosses each entity and several related functions.

Maine's North Star Alliance management team consists of a program manager and a deputy program manager. Each was hired for their complimentary strengths and professional background that they bring to the team. They report up to the governor's liaison and engage in a two way communication and responsibility sharing with the Executive Committee.

The Executive Committee is comprised of two co-chairs, NSAI management team, the governor's liaison, representatives of the Maine Departments of Education, Economic and Community Development, and Labor as well as the private venture sector. This committee serves as the on-the-ground clearing house that puts NSAI related issues into proper form and then presents to the Steering Committee for action. It is here that pillar activity is monitored for compliance with the goals and strategies. Though the management team facilitates committee meetings, the structure is flat with all members having equal voice and input. Decision making is reached on a consensus basis. Minor issues can be addressed at this level.

The Steering Committee is the final decision making body on major topics and also utilizes a consensus of the majority system. Currently the committee is comprised of 32 members representing 19 public/private agencies and related organizations. See **Attachment IV for NSAI Partner Roster**.

Currently the Steering Committee meets on an average of every four weeks. As each of the pillars becomes more defined and the NSAI strategies and activities continue to take off and/or are completed, these meetings will drop back to every ten to twelve weeks. Communications to the partners as a whole will continue through the electronic transmission of periodic highlight reports, the communications exercised within each of the individual pillars, as well as both the USDOL shared and the NSAI website.

There are currently three contracts in place related to NSAI and include formal relationships with the Maine Technology Institute, University of Maine at Orono, and Maine Marine Composites (industry coordinator).

In addition to the relationships defined in these contracts, additional Memorandums of Understanding will be formally introduced and discussed at the next Steering Committee meeting in October. It is projected that MOU's will be entered into between Maine's North Star Alliance and Maine Built Boats, Maine Community Foundation, Maine Composites Alliance, Maine Marine Trade Association. This function will be reviewed periodically to determine if further Memorandums should be created.

OPERATIONS

The day-to-day activities that support each of the stated goals and strategies related to Maine's North Star Alliance Initiative takes place within the framework of each of the four pillars. The



NSAI management team shares the duty of attending individual scheduled meetings as well as working with each of these pillars as they move through defined strategies. The overall profile of each pillar is:

(1) Workforce Development

Develops and delivers just-in-time applied knowledge and skills to both incumbent and new workforce, utilizing faculty jointly sponsored by industry and education and space within Maine's businesses, secondary schools, adult education centers, community colleges, and university systems. The team also identifies any existing training resources that can be utilized in conjunction with WIRED funding.

(2) Research and Development

Identifies and prioritizes new industry-based research initiatives, leveraging existing R&D resources with the ultimate goal of increasing Maine's industry-focused R&D workforce. These activities are being accomplished through a contractual arrangement with the University of Maine at Orono's Advanced Engineering Wood Products facility.

(3) Outreach and Development

Works to expand new market development initiatives within the boat building and composites industries, extending the reach of Maine brand products into both the domestic and international markets while showcasing career opportunities within these industry sectors.

(4) Capitalization and Infrastructure Development

Engages philanthropic and investment partners throughout the state to develop strategies that will provide capital and management assistance targeted for business and industry growth, facility improvement and expansion in the targeted industries in order to provide the necessary backdrop for workforce development.

Please see **Attachment V** for individual **Pillar Membership**.

Communications

Maine's North Star Alliance management team is responsible for the effective communications necessary to fulfill the mission of the NSAI. Several tools and procedures have been developed to relay information both to the partners, the targeted industry sector, as well as the general public. These media efforts include "current highlights" in the form of a bulleted report which is electronically broadcasted on a regular basis to the governor's office, to the partnership as a whole, and then posted to the shared WIRED website. Steering Committee minutes, news releases, announcements and related articles are also posted to the federally provided WIRED website.

The NSAI website is in its final creation stage and is planned to be rolled out by early September. The site address will be www.mainesnorthstaralliance.gov. The site will provide an overview of the Initiative, a list of the partners with a link to each of the partner's home pages, scheduled meetings, news releases, a list of the programs/benefits available from the NSAI, as well as several pages dedicated specifically to the NSAI workforce efforts including an area dedicated to job openings available within the targeted industry sector.



Engaging the Targeted Industries

Maine's North Star Alliance Initiative is "industry driven, industry led". Accordingly, industry participation is incorporated into each of the four pillars by the presence of owners and/or senior staff from the targeted sector. To further implement the integration of industry into the Initiative, one of the Steering Committee co-chair positions is occupied by an industry association executive director and is also a member of the Executive Committee.

Currently, executives of three private companies occupy seats on the Steering Committee. It is important to note that industry participation is strictly voluntary and without monetary compensation. Accordingly consideration is given wherever needed to ensure the continued voice and contribution by these companies. In addition to the Steering Committee involvement, there are thirteen companies in total spread out within each of the four pillars. Recruiting for new companies to join the Initiative is an ongoing activity and is a major responsibility of both the industry coordinator as well as the management team.

The industry coordinator position has been contracted to a one-man company with an established history of working within and integrating with the targeted industry sector. Maine Marine Composites' president, Steven Von Vogt has been deeply involved in both the marine and composites industries. In order to provide the highest level of outreach, Maine Marine has subcontracted with Bunnell Marine Consulting, an independent marine surveyor who also enjoys a well established and highly respected position within the boat building and marine trades sector. The industry coordinator oversees and takes sole responsibility for the activities of the sub contractor. The industry coordinator sits on the Executive Committee and reports to the NSAI management team.

The industry coordinator has recently concluded a series of four regional outreach meetings. The purpose of these meetings were to first continue the efforts of data collection from the targeted sector with regards to workforce needs and overall economic development challenges, as well as introduce the resources available from Maine's North Star Alliance Initiative. The executive director of Maine Marine Trades Association actively assisted in this activity by incorporating the NSAI presentation within the normally scheduled regional meetings of MMTA. The agenda was created around four separate companies hosting the meetings and began with a facilities tour of each company's site.

The industry coordinator is required to participate in the successful completion of the goals that define the NSAI by actively participating in the strategies and activities of each of the four pillars. The coordinator also sits on both the Steering and Executive Committees. When appropriate, the industry coordinator's subcontractor also participates in specific activities as well. This positions reports to the NSAI management team.

Engaging the Community Colleges, High Schools and Others

Workforce development is the common denominator of the goals and strategies of Maine's North Star Alliance Initiative. The voice of the targeted industry sector has already been clear regarding the need for trained employees prior to hiring. To this end, several projects and activities have already begun initiated out of the Workforce Pillar. The first is the formation of a subcommittee focused on the PK thru 12 segment of the school system with the prioritized task



of broadcasting employment opportunities in the targeted industry sector to the school system as well future workers and their parents.

In addition to these endeavors, the management team recently met with a vocational instructor from one of the rural high schools to begin discussions on how NSAI resources and connections may assist the school with the revision of its existing composites curriculum. A white paper is currently being crafted by the instructor and will be presented at the next Executive Committee meeting.

Of even greater interest is the collaboration of Maine's North Star alliance Initiative with Southern Maine Community College who has submitted a \$2 million Community Based Job Training Grant. The grant will be used to establish a composites training facility in the Brunswick community, the site of the future base closing. Working in conjunction with the college in the process of creating the composites training curriculum is a world renowned composites training institution. NSAI has executed a letter of support in which the broad terms of the collaboration are outlined. Please see **Attachment VI CBJTG Support Letter**.

Program Evaluation

Currently, the Initiative management team is working with both USDOL ETA WIRED staff and several state agencies that already track many components necessary to document the Initiative's progress. A set of standards by which activity can be measured is currently being created. To this end, in addition to acquiring a more concise profile of the targeted industry sector, the management team is working in conjunction with the Workforce Pillar as well as industry representatives to conduct a business visitation with each individual company. An obvious benchmark will be employment and past revenues of each company prior to accessing assistance from the NSAI. Additionally, machinery and equipment costs associated with upgrading labor skill sets and the always desired value of non NSAI leveraging will be included. A major portion of the evaluation process will involve the standard activities associated with workforce development.

By matching benchmarks and standards to periodic monitoring, the management team will be able to better identify when and where the Initiative may be straying or ineffective in its efforts. These findings will then be brought back to the Executive Committee for further evaluation and then if necessary to the Steering Committee for revision. Until this activity is formalized in the near future, management team will continue to capture individual company profiles via a basic database while the Workforce Pillar team tracks individual activity via the already established Career Center system.

Sustainability

Maine's North Star Alliance management team is charged with identifying and then recommending to the Executive Committee a long-term strategy by which to continue the efforts of the Initiative after the grant has closed. To date, the following are just some of the activities being considered for the basis of Initiative continuity and will be built upon/replaced accordingly. This process will be ongoing through the end of the grant period. All NSAI partners will be solicited for their suggestions as well:



- ▶ Consensus building through the establishment of Memorandums of Understanding with new partners as they emerge.
- ▶ Outline a course of activities by which regional and local economic development agencies can be informed of, and then incorporate the goals and strategies of the Initiative into their own plans and strategies. The Economic Development Council of Maine, the statewide professional economic organization, will be approached as a possible collaborator.
- ▶ Tying together common denominators of currently disconnected public agencies that serve the targeted industry sector. From this activity create a commission formed between the three primary state agencies of Labor, Economic and Community Development, and Education to continue visiting, updating, revising the original goals of the Initiative.
- ▶ Design a strategy by which the governor's office can continue to provide guidance to the proposed commission as well as continue supporting the NSAI website and overall communications cost.
- ▶ Identify a process through which the community colleges will keep the curriculum created as a result of the Initiative current and responsive to the needs of the targeted industry sector. A good potential for this partnership will be the end result of the Industry Coordinator's efforts to unite the 3 industry support agencies.

ANTICIPATED TECHNICAL ASSISTANCE REQUESTS

Maine's North Star Alliance Initiative currently utilizes technical assistance provided by New Economy Strategies. To date, this has taken the form of guidance on the completion of the first implementation strategy document.

Further requirements for advanced technical assistance are not currently defined. However, projecting forward and taking into consideration the tools necessary to successfully complete the goals and comparing those needs to the resources currently available to the Initiative, the following assistance may be needed:

- ⊕ How to develop strategies to use workforce & economic development resources in new ways
- ⊕ How to identify and make venture capital available in more favorable conditions
- ⊕ How to overcome regulatory barriers that may challenge the targeted industry sector
- ⊕ How to identify and then obtain further complimentary federal grants
- ⊕ How to identify other models that may provide pertinent information that may align with the goals and strategies of the Initiative
- ⊕ How to leverage private money to assist companies in furthering workforce development as well as invest in tooling and technology to provide further and higher level job opportunities
- ⊕ Offer up samples of sustainability models that can be duplicated in situations where dedicated funding is missing
- ⊕ How to educate the community services providers (legal, finance, etc.,) in assisting innovation based industries



ATTACHMENT I GOALS AND STRATEGIES

Goal #1: Create high quality, skilled jobs that support the competitiveness of the targeted industries, the income of Maine workers, and a return for the public investment

Strategies/Activities	Responsible Parties	Projected Start Date	Projected End Date	Resources Needed	Desired Outcome/Metrics
Goal #1 is the sum outcome from all other WIRED strategies and actions.	All	ongoing		Mgmt. staff time & LMS data management (tracking)	Increase in the number of new jobs (total and change) for targeted businesses and the cluster as a whole compared to state/US benchmarks Increase in wage and salary earnings per worker Jobs retained

Goal #2: Expand current markets and develop new ones so that the boat building, composites, and marine trades industries achieve global industry leadership

Strategies/Activities	Responsible Parties	Projected Start Date	Projected End Date	Resources Needed	Deliverable/Outcome
<i>Help businesses increase presence in existing markets and identify new opportunities</i>					
Direct market feasibility studies for boat building/composites	O&M pillar	6-06	TBA	TBA	Finished market feasibility studies, identification of new markets
Design marketing plans and supporting materials	Same as above	6-06	TBA	TBA	Finished marketing plan(s) for targeted industries Increased recognition of the "Maine Built Boats" brand
Coordinate marketing activity of industry associations	O&M pillar, industry coordinator, industry associations		ongoing	TBA	Superior allocation of marketing resources, expanded outreach, and elimination in redundancies
Coordination plan between DECD and other key partners (SBDC) to provide critical market development resources	O&M & capitalization pillars		TBA	TBA	Same as above
Plan and execute Maine-based promotional and workforce recruitment events	O&M pillar & industry associations		TBA	TBA	Positive responses to industry satisfaction inquiries Build internal and external market networks Greater connection between workers and business managers
Identify outside funding mechanisms for market development	O&M & capitalization pillars		ongoing	TBA	Increase private sector advertising and opportunities to showcase products

Goal #3: Transform and build upon the capacity of the public system to nimbly and flexibly support competitive boat building, composites, and marine trade industries that are looking to expand capacity, create and/or improve their workforce, and/or take their technology to the next level

Strategies/Activities	Responsible Parties	Projected	Projected	Resources Needed	Deliverable/Outcome
		Start Date	End Date		
<i>Coordinate existing workforce & economic development delivery systems</i>					
Hire industry workforce/economic development liasons	Workforce pillar, LWIEs, industry	8/06	10/06	\$800k WIRED	Position descriptions, personnel activity reports Curricula cross-training for ED and workforce staff
Outreach and cross-training to existing ED/Workforce development field operatives (no wrong door)	Management, all pillars		TBA	TBA WIRED funds (staff dev)	Outline of training profile, increased staff participation Curricula cross-training for ED and workforce staff
Cross-membership of four pillar advisory boards	same as above	5/06	6/06	N/A	Pillar advisory board membership profiles
Greater use of Skills Transferability Analyses in business attraction/expansion efforts	Workforce pillar, DECD		TBA	WIRED staff dev funds	
Expand EDA funded pilot "rapid response for business" model	Workforce pillar, MCBDP			same as above	
Leverage additional workforce monies through customized training targeted specific to employer needs	Workforce pillar, LWIEs			same as above	
<i>Establish an Industry R&D task force</i>					
Identify prospective business partners for University R&D	R&D pillar, Industry coordinator		ongoing	\$281k WIRED	New partnerships with existing companies Increase in new products/markets evaluated
Promote commercialization of University research among existing businesses and new spin-offs	R&D Pillar, UMS, industry partners		ongoing	see above	Marketing and business plans created as a result of R&D efforts Increase in patent applications / prototypes Number & employment of spin-off companies
Link R&D performing companies to economic development resources	R&D, capitalization, workforce pillars		ongoing	\$38k WIRED	Increased participation rates of R&D companies in state ED programs Increase in university 'spin-offs' in targeted sectors



Goal #4: Through advanced training opportunities build on the willingness, ability and skill sets of both the current and future workforce

Strategies/Activities	Responsible Parties	Projected	Projected	Resources Needed	Deliverable/Outcome
		Start Date	End Date		
<i>Design new & expanded curricula through MACS</i>					
Form a d-hoc committee to ID shared faculty needs	Workforce pillar, LWIBs, industry assoc		TBA	Staff & committee time	
Identify where training delivery methods are viable and the specific providers	Workforce pillar, MCCS, LWIBs	7/06	TBA	see above	Inventory of existing resources
ID publicly funded, state of the art curricula	Workforce pillar	8/06	12/06		Acquisition/ development of targeted curricula
Train existing skilled employees to become adjunct instructors	Workforce pillar		TBA	TBA	Rise in the number of faculty able to deliver hands-on worksite training Expansion of training opportunities
Provide faculty and curriculum to deliver Marine Technologies / Boat Building training	Workforce pillar		TBA	TBA	Improvement in scope and quality of course offerings Increase in the number entering & completing training programs
<i>Expand access to Lifelong Learning Accounts</i>					
Business outreach & issuance of front-end NSAI match	Workforce pillar	10/06	TBA	\$370k WIRED	Increased number of employers & employees within cluster using LILAs
Identify best practices from other LILA programs	Workforce pillar		TBA	see above	
<i>Leverage existing workforce training resources and supplement with dedicated NSAI individual and business training accounts</i>					
Work with industry to identify training needs in consideration with implementation of new technologies / production processes	Workforce pillar, LWIBs, industry associations	9/06	ongoing	TBA	Report documenting industry training needs
Administer NSAI Training Funds	Workforce pillar	10/06	ongoing	\$1.5 mil WIRED	Number attained degrees or certificates Increase in the number entering & completing training programs Increase number and rate of placements in targeted industry employment Increased enrollment in post-education or certificate programs Rise in hourly earnings compared to prevailing wages Reduction in dollars per worker trained Lower 'turnaround time' from entering training to employment
<i>Establish K-12 "Introduction to Industry Opportunities" program</i>					
Formation of a sub-pillar workgroup	Workforce pillar, ME Dept. of Education		TBA	staff time	Marine trades K-12 action plan & pilot project
Develop a comprehensive K-12 program	same as above		TBA	\$85k WIRED	Increase in number of outreach efforts vs. status quo
Seek external funding to expand K-12 program	same as above		ongoing	TBA	Value of additional funds received
<i>Reconfigure the apprenticeship model through combined OJT & classroom instruction</i>					
Organize a sub-group to develop action steps to market apprenticeship opportunities		9/06	end	staff time	
Supplemental funding for OJT and apprenticeship programs		9/06	end	\$1.3 mil WIRED	Increase in private sector OJT's and placements Rise in number/rate of apprentices hired for permanent positions Increase number of incumbent workers receiving credentials Rise in number of trainees becoming registered apprentices Increase in number of female trainees
Work with industry to plot pathways to job growth			ongoing	staff and industry volunteer time	Report documenting occupational pathways
<i>Support training for the future science and technology workforce</i>					
Award graduate & undergraduate assistantships		9/06	end	\$495k WIRED	Award eight graduate & undergraduate assistantships
Develop and implement curriculum to make future workforce more entrepreneurial and innovative		8/06	ongoing	\$176k WIRED	Innovation/ entrepreneurship curriculum and workshops developed for university and community college students



Goal #5: Ensure that the economic development delivery model is sustainable and can be replicated for other targeted industries and regions

Strategies/Activities	Responsible Parties	Projected	Projected	Resources Needed	Deliverable/Outcome
		Start Date	End Date		
<i>Document transformation process</i>					
Monitor, evaluate and report on the collective impacts of all NSAI activities	Management, LMIS		ongoing	Mgmt staff time, \$140k WIRED to LMIS for analytical assistance	Increase in the number of new jobs (total and change) for targeted businesses and the cluster as a whole compared to state/US benchmarks Increase in wage and salary earnings per worker Jobs retained
Coordinate existing databases and information collection mechanisms	Management		on-going	Mgmt staff time	
Progress reports to ETA, Steering Committee, & Governor	Management		on-going	Mgmt staff time	Weekly activity reports, Quarterly progress reports
<i>Establish an analytical framework to inform program planning and help direct the allocation of resources</i>					
Map the Maine boat-building/composites cluster, compare to other regions and national benchmarks	Management, LMIS	8/06	2/07	Mgmt staff time, WIRED to LMIS	Maine Boat Building and Advanced Composites Cluster report w/ recommendations, economic/workforce assessment
Conduct BVP for outreach and data collection	Mgmt., industry coordinator, BES, industry associations	10/06	1/07	Mgmt, LMIS, and BES staff time	BVP survey results report Follow-up on BVP leads
Develop occupational & employment pathways for targeted sectors	Management, LMIS, workforce pillar	11/07	4/07	Mgmt staff time, WIRED to LMIS	Publication of pathways for 5 specific occupations in each of the main industry sectors
Network with other WIRED regions, identify innovative practices of other regions	All		ongoing	Mgmt staff time	
<i>Communicate/promote program activities and services to industry and public</i>					
Hire industry coordinator	Management, Capitalization pillar	7/06	7/06	\$250k WIRED	Press release announcement
Regional outreach meetings with industry (4 mtgs per year), three NSAI symposia	Management, MMTA	8/06, 8/07, 8/08	symposia TBA	\$90k WIRED	Business attendance records at each of 4 meetings, leads
Develop NSAI website	Management, Market dev. pillar	8/06	10/06	\$2.5k WIRED	
Press releases of project milestones	Management		ongoing	Mgmt staff time	New clipping compilation by project 'historian'
Business site visitations/needs assessments	Management		ongoing	Mgmt staff time	Ongoing 'log' of business contacts Increased private sector participation in NSAI/non-NSAI programs
<i>Identify opportunities for additional/long-term finance of NSAI activities</i>					
Formation/1st meeting of leveraging sub-committee	Management, leveraging committee	8/06	10/6	staff time	Subcommittee reports and recommendations of available resources
Identify existing and future public/private resources available to NSAI cluster	Leveraging committee		ongoing	committee staff time	Increase in value of grants and contracts received and in the leveraging ratio



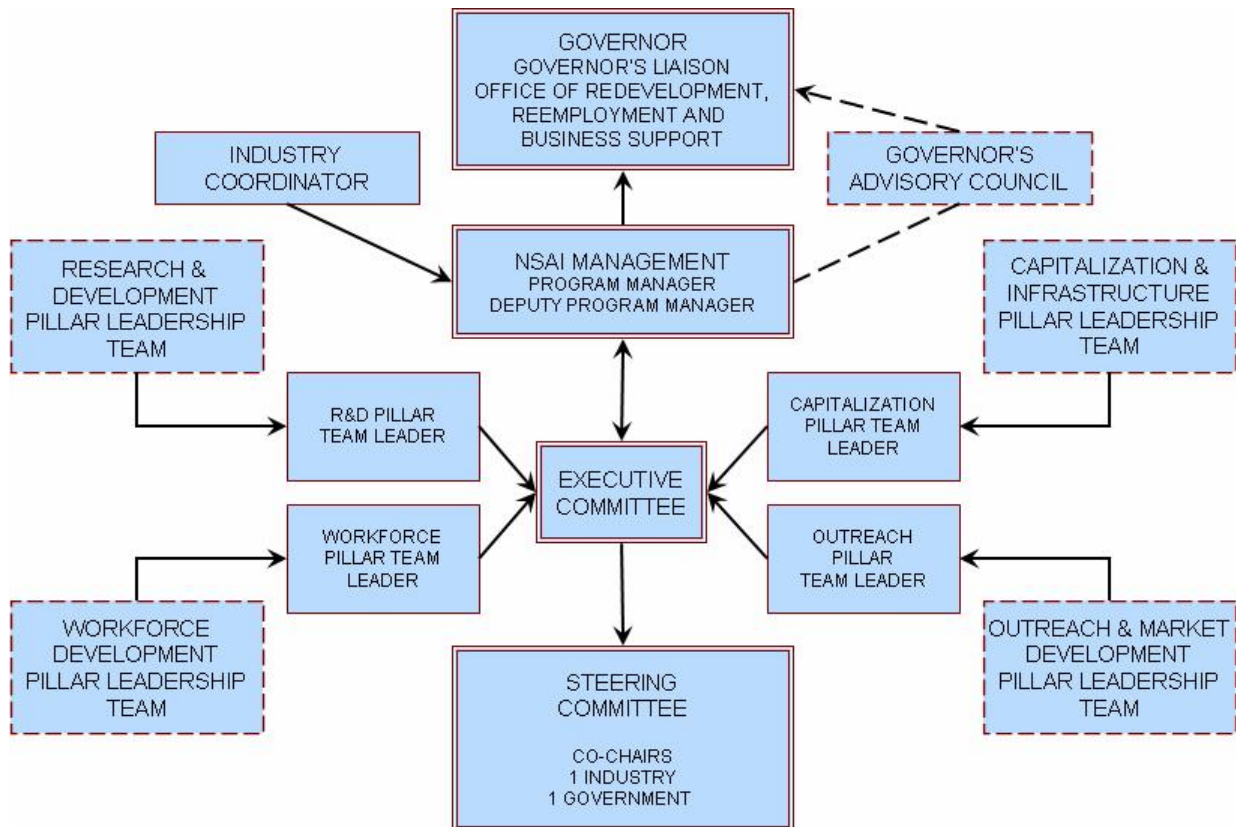
Goal #6: Catalyze innovation through research, development and workforce preparedness that will sustain and improve the global competitiveness of Maine's boatbuilding, composites and marine trades industry.

Strategies/Activities	Responsible Parties	Projected Start Date	Projected End Date	Resources Needed	Deliverable/Outcome
<i>Promote innovation, entrepreneurship, and the commercialization of new technologies</i>					
Leverage WIRED funds to succure capital, innovation, & technology grants	Capitalization pillar, MTI	7/06	end	\$1.4 mil WIRED to leverage \$2 million in MTI funding	Increase in number of MTI applications in targeted industries Dollar value of awards granted/NSAI funds leveraged Higher innovation rates as reported in MTI annual evaluation
Identify additional private (venture, angel, etc..) and public (SBIR, micro-loan) financing opportunities	Capitalization pillar, CEI	8/06	end		Increase in new risk capital funding secured by Maine businesses Greater participation rates in existing revolving loan programs
Increase business participation in existing economic development programs and finance opportunities	Capitalization & workforce pillars		TBA	\$450k WIRED	Greater number of cluster applicants in ED programs
Entrepreneurial training to expand small business opportunities (Business 1st Model)	Capitalization & workforce pillars		TBA	\$250k WIRED	Increase in the value of grant/awards by program participants Increase in the number of participants in training programs Lower failure rates of program participants
<i>Develop an industry-driven plan for composites R&D</i>					
Identification of near- and far-term market opportunities involving new composite technologies	O&M and R&D pillars		ongoing	included in R&D task force funds	Greater commercialization of new technologies (patents, licenses) for companies working with AECW
Set research priorities and form collaborative research teams	R&D pillar		TB A	\$833k WIRED	
Identify resources to pursue near and far term research opportunities (MTI, NSF, EPSCOR, etc..)	R&D pillar, leveraging committee		ongoing	see above	Greater participation of Maine businesses, and increase in dollar value of awards



ATTACHMENT II Organizational Chart

Maine's North Star Alliance is an industry driven, industry led initiative. Industry representation and collaboration has been established within each of the four pillars, in the position of steering committee co-chair as well as within the executive committee itself. Additionally, an industry coordinator serves as the authoritative voice and connection point between industry, industry associations, the four pillars, the executive and steering committees, as well as the NSAI management team.



ATTACHMENT III
Roles/responsibilities of participating organizations/partners

- A. Staff (aka “Management Team”) – Program Manager**
- a. Oversees development & implementation of policies & procedures impacting NSAI
 - b. Seeks, identifies & develops partnerships with potential stakeholders in order to strengthen the NSAI through extended outreach
 - c. Working with each of the Pillar Team Leaders, determines continued applicability of NSAI developed strategies
 - d. Works in partnership with MDOL to develop and monitor expenditures in order to remain in compliance with WIRED requirements
 - e. Reviews proposed WIRED Academy agendas to determine appropriate attendance from each of the pillars and/or management team
 - f. Serves as front line communications contact point for all NSAI inquiries which in turn will be queried and forwarded appropriately for handling
 - g. Represents NSAI management team on both Capitalization and Workforce pillars
 - h. Facilitates Executive Committee meetings
 - i. Channels questions to USDOL regarding acceptable use of WIRED funds
 - j. Maintains NSAI website and serves as NSAI historian and record keeper
 - k. Works in conjunction with governor’s office to create and distribute timely and appropriate news releases
 - l. Responsible for overall quality communications extended throughout the body of the NSAI Partnership
 - m. Reports to governor’s office via Governor’s Liaison
- B. Staff (aka “Management Team”) – Deputy Program Manager**
- a. Responsible for collecting information and conducting analysis on the targeted industry cluster and component industries
 - b. Serves as lead on federally required (and internal where applicable) Performance Evaluation, including (non financial) quarterly reporting
 - c. Chair of leveraging sub committee (this activity is a strategic task within the R&D pillar answerable to the R&D pillar leader)
 - d. Represents NSAI management team on both Outreach/Marketing and R&D pillars
 - e. Shares communication duties with NSAI manager, specifically meeting recordings and distribution, monitoring/maintenance of USDOL Collaborative Workspace
 - f. Reports to NSAI Program Manager
- C. Governor’s Liaison**
- a. Reports “up”, keeps governor informed and updated on all NSAI activities
 - b. Coordinates with the two local redevelopment authorities (Topsham and Brunswick) in conjunction with BRAC activity equating that to NSAI activity where applicable
 - c. Through connections with congressional delegation, provides assistance with accessing federal funding mechanisms that may provide additional sources of leveraging to NSAI
- D. Governor**
- a. Provides overall vision of NSAI keying off of the state’s economic strategy plan
 - b. Promotes NSAI and raises visibility through attraction of media attention and coverage, both in and out of state
 - c. Will/may act as last source of conflict resolution and to guide NSAI back on track as needed
- E. Governor’s Advisory Council**
- a. Provides consultative support to governor with regards to BRAC activity
 - b. Provides appropriate input and support to NSAI efforts where warranted
 - c. No direct link to NSAI other than overlap between departments and shared leadership and/or staff
- F. Co-Chairs of Steering Committee**
- a. Provide leadership and oversight to the NSAI from an intentionally stated, non-partisan position
 - b. Provide input and guidance in contents and preparation of meeting agendas
 - c. Share in the co-facilitation of NSAI Steering Committee meetings
 - d. Provide conflict resolution with matters involving the NSAI management team



- G. Industry Coordinator**
- a. Serves as the authoritative voice and connection point between industry, industry associations, the NSAI Four Pillars, the NSAI Executive Committee and the NSAI Steering Committee, as well as the NSAI management team
 - b. Identifies the collective and specific needs of the marine trades, composites and boatbuilding industries in regards to Workforce Development, Outreach/Market Development, Research and Development, and Capital Infrastructure Development
 - c. Brings forward recommendations on how to structure NSAI services and service delivery mechanisms to meet the needs of the industry
 - d. Working in conjunction with DECD as contract manager, fulfills any further requirements as stated in the NSAI RFP contract
 - e. Reports to the NSAI Program Manager
- H. Executive Committee**
- a. Provides leadership and vision to the NSAI
 - b. Puts NSAI related issues into proper form and then presents them to the NSAI Steering Committee for action
 - c. Makes recommendations to the Steering Committee
 - d. Addresses dispute resolutions brought forward from the NSAI management team
 - e. Provides programmatic/operational assistance to the NSAI management team
- I. Steering Committee**
- a. Decision making is reached through consensus of the majority of the committee
 - b. Reviews recommendations forwarded from the Executive Committee either approving, disapproving or returning for further clarification before taking action
 - c. Provides vision oversight towards the successful completion of specific projects
 - d. Responsible for providing personnel integration across all pillars
 - e. Reviews and acts on additional Steering Committee nominations
 - f. Provides technical field input/guidance assistance to the NSAI management team when requested
 - g. Reviews prepared quarterly reports before release
- J. Pillar Team Leaders**
- a. Manage and direct day-to-day activities of specific pillar focus
 - b. Ensure cross pollination of the four pillars
 - c. Provide NSAI management team with formal monthly progress reports, reporting out same during monthly Steering Committee meetings
 - d. Report to the Executive Committee
- K. Pillar Team Members**
- a. Assist pillar team leaders with the implementation of the pillar's work plan, where applicable and when requested by pillar team leader
 - b. Provide field input and recommendations towards ultimate goals of the pillar
 - c. Report to the Pillar Team Leader
- L. Maine Department of Labor (aka DOL and "Fiscal Agent")**
- a. DOL will have oversight responsibilities of the NSAI budget as a compliance function.
 - b. Department of Administrative and Financial Services, Service Center B, will manage all fiscal activities of the Payment Management System for DOL, including the development of sub-recipient contracts, disbursement of funds, sub-recipient expenditure reporting and the submission of quarterly financial reports to USDOL/ETA.
 - c. All sub-recipients will submit required project activity and financial reports to the DOL within 15 days following the end of the calendar year quarters.
 - d. Finalized quarterly reports will be distributed to the NSAI Steering Committee at the next appropriate scheduled Steering Committee meeting.
 - e. All requests for grant modifications, including program and budget must be processed by DOL's BES (Bureau of Employment Services) staff once the request has been reviewed through the final NSAI Steering Committee process.
 - f. The BES will be responsible for official communications from the NSAI to the USDOL/ETA on all matters related to grant modifications once the matter has been reviewed through the final NSAI Steering Committee process.
 - g. The DOL will communicate to and/or work with NSAI program manager to address programmatic funding issues as they arise.



ATTACHMENT IV

Partner Roster of Maine's North Star Alliance Initiative

- ⊕ Brunswick Municipal Government
- ⊖ Governor's Office of Redevelopment, Reemployment and Business Support
- ⊕ Harbor Technologies
- ⊕ Maine Built Boats
- ⊕ Maine Community Foundation
- ⊖ Maine Composite Alliance
- ⊕ Maine Department of Economic and Community Development
- ⊕ Maine Department of Education
- ⊕ Maine Department of Labor
- ⊖ Maine Marine Trades Association
- ⊖ Maine State Planning Office
- ⊕ Maine Technology Institute
- ⊕ Private Industry Representation (individually listed in Attachment , Pillar Membership)
- ⊕ Solera Capital
- ⊖ Southern Maine Community College
- ⊖ University of Maine of Orono, Advanced Engineered Wood Composites Center
- ⊕ US Department of Labor
- ⊕ Washington County Community College
- ⊕ Workforce Investment Boards of Aroostook/Washington, Central/Western Maine, Coastal County, and Tri-County



ATTACHMENT V Maine's North Star Alliance Pillar Membership

Bob Lindbyberg serves as the Research & Development Pillar Team Leader. The following individuals comprise the R&D Pillar Team:

- Rick Wonson, Composites One
- Ian Kopp, Kenway Corp.
- Martin Grimnes, Harbor Technologies, Inc.
- Terry Lowd, Pemaquid Marine
- Burr Shaw, Hinckley Yachts
- David Goldhirsch, Southport Island Marine
- David Stimson, Boothbay Harbor Shipyard
- Stephen Von Vogt, NSAI Industry Coordinator
- Betsy Biemann, Maine Technology Institute
- Ginny Carroll, Maine Department of Labor
- Patricia Rice, Maine Procurement Technical Assistance Center
- Henry Renski, NSAI Deputy Program Manager
- Jamie Houtz, The Landing School

Elaine Scott serves as the Outreach and Development Pillar Team Leader. The following individuals comprise the Outreach Pillar Team:

- Susan Swanton, Maine Marine Trade Association
- Paul Rich, Maine Built Boats
- Peggy Schaffer, Capitalization Team Leader
- Stephen Von Vogt, NSAI Industry Coordinator
- Maureen Hassett, Maine Composites Alliance
- Christina Sklarz-Libby, NSAI Program Manager

Peggy Schaffer serves as the Capitalization & Infrastructure Pillar Team Leader. The following individuals comprise the C&I Pillar Team:

- Ron Phillips, CEI
- Jeff Sneddon, MCBDP
- Jonathan Daniels, EMDC
- John Massaua, Maine SBDC
- Mary McAuley, SBA
- MTI representative
- Stephen Von Vogt, NSAI Industry Coordinator
- Karen Mills, Solera Capital
- Sue Strommer (as time allows) NASVF
- John Witherspoon, FAME
- John Burns, SEGF (possibly one plus other VC representatives)
- UMS & MCCC (Business School connections)
- Christina Sklarz-Libby, NSAI Program Manager
- Tim Hodgdon, Hodgdon Yachts
- Chip Miller, Six River Marine
- Jock Williams, John Williams Boat Co.

Ginny Carroll serves as the Workforce Pillar Team Leader. The following individuals comprise the Workforce Pillar team:

- | | |
|---|--|
| ➤ Tom Allen, Kittery Point Yacht Yard | > Melanie Arsenault, Tri-County Workforce Investment Board |
| ➤ Mike Bourret, Coastal Counties Workforce Inc. | > Bill Cassidy, Washington County Community College |
| ➤ Sally Delgreco, Grant Writer | > Gene Ellis, MAP |
| ➤ Angela Faherty, MDOE | > Harry Farmer, Seaway Boats |
| ➤ Laura Fortman, MDOL | > Maureen Hassett, Custom Composites |
| ➤ Steve Hassett, Custom Composites | > Norm Higgins, Ctr for Educational Transformation |
| ➤ Al Hinsey, EMDC, Many Flags | > John Kachmar, Wilbur Yachts |
| ➤ Renee Kelly, UMO | > Ian Kopp, Kenway Corporation |
| ➤ Patricia Kuhl, Gowan Marine | > Darin McGaw, Washington County Community College |
| ➤ Larinda Meade, BES/MDOL | > Dawn Mealey, MDOL |
| ➤ Chip Miller, Six River Marine | > Garrett Oswald, Maine Jobs Council |
| ➤ Peggy Schaffer, DECD | > Elaine Scott, DECD |
| ➤ Glen Shivel, The Landing School | > Christina Sklarz-Libby, NSAI |
| ➤ Susan Swanton, Maine Marine Trade Association | > Steve Von Vogt, Maine Marine Composites, NSAI |
| ➤ Jim Whitten, Southern Maine Community College | |



ATTACHMENT IV

August 25, 2007

Dr. James O. Ortiz, Ed.D.
President
Southern Maine Community College
2 Fort Road
South Portland, ME 04106

RE: The **Maine Composites Technology Training Initiative**
Funding Opportunity Number: SGA/DFA PY 05-11

Dear Dr. Ortiz:

Maine's North Star Alliance is committed to the successful implementation of the **Maine Composites Technology Training Initiative** proposal to be funded by the U.S. Department of Labor. The advanced composites manufacturing industry has been designated a high growth/high demand industry in coastal Maine because it is an industry that is being transformed by technology and is a new and emerging industry in Maine that is expected to grow while adding substantial numbers of new jobs.

Our responsibilities under this proposal include:

- working with the Southern Maine Community College through the efforts of Maine's North Star Alliance's Industry Coordinator, ensure that the composites industry's training needs are successfully addressed
- providing funding assistance to qualified companies in order to access training resources provided under this grant
- providing funding assistance to qualified individuals in order to access training resources provided under this grant
- providing funding assistance for qualified purchases of appropriate training equipment as allowed by the requirements specified from USDOL's WIRED project.

The **Maine Composite Technology Training Initiative** will create the curriculum, train the instructors and provide the materials, supplies and equipment necessary to leverage the training funds established under Maine's North Star Alliance Initiative and deliver a continuum of training in composite materials and processes to current and future workers through a variety of entry points.

Maine's North Star Alliance Initiative is highly committed to supporting and ensuring the success of the **Maine Composites Technology Training Initiative** and working collaboratively with Southern Maine Community College, Maine's advanced composites manufacturing industry and the employment and training system.

Sincerely,

Laura Fortman, Co-Chair
Maine's North Star Alliance Initiative

Susan Swanton, Co-Chair
Maine's North Star Alliance Initiative

