



**ABOUT OUR  
*MAKING MAINE WORK* INITIATIVE**

**MAINE**  
STATE  
CHAMBER  
of  
COMMERCE

MAINE  
DEVELOPMENT  
FOUNDATION

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After nearly a year of collaboration, the Maine State Chamber of Commerce and the Maine Development Foundation released the first in its *Making Maine Work* series in July 2010. Now on its fifth edition, this on-going initiative focuses on key economic issues that will encourage investment in Maine and grow the economy. Additional reports are planned to further explore other crucial economic investment topics.

**MAKING MAINE WORK**  
**CRITICAL INVESTMENTS FOR THE MAINE ECONOMY**



## MAKING MAINE WORK: CRITICAL INVESTMENTS FOR THE MAINE ECONOMY

The initial report of the *Making Maine Work* series focused recommendations around key economic issues that will encourage investment in Maine and grow the economy. It contains the input of hundreds of experts and the voices of more than a thousand Maine business leaders. This publication reflects the priorities of the state's business community, as determined by a series of comprehensive surveys and interviews with approximately 1,000 employers statewide.

July 2010

### FACING THE FACTS

- Maine is the oldest state in the nation, with a population that is slow-growing and spreading out.
- Today's children are likely to be the first generation in American history that will have a shorter lifespan than their parents.
- They will also achieve a lower level of education than their parents.
- In addition, Maine ranks 45th in productivity and wages.

### HEALTH CARE GOALS AND RECOMMENDATIONS:

- Every year, Maine's health care costs will move closer to the national average.
  - Over the long term, Maine will become the healthiest state in the nation.
- 1 Challenge Maine's health care leaders to reduce annual increases in health care spending below the national average every year.**
  - 2 Use wellness programs, education, and incentives to improve the health status of every Maine person.**
  - 3 Use state government's purchasing power to encourage best health care practices in Maine.**

### ENERGY GOALS AND RECOMMENDATION:

- In the short run, Maine will act to reduce the burden of high electricity costs on business.
  - In the long run, Maine will have a balanced energy portfolio, and not be overly dependent on any one single source.
- 4 Limit short-term energy costs, even while creating long-term energy alternatives.**

### TAXATION & REGULATORY POLICY GOALS AND RECOMMENDATIONS:

- Reform Maine's overall tax structure in a way that:
  - ✓ Reduces the tax burden;
  - ✓ Promotes more private investment;
  - ✓ Preserves existing business incentives, such as the Business Equipment Tax Reimbursement (BETR) program;
  - ✓ Provides adequate revenue for needed public investments; and,
  - ✓ Increases the stability and predictability of revenues.

- Reform Maine’s regulatory structure in a way that:
  - ✓ Reduces burden; and,
  - ✓ Increases stability and predictability.

**5 Don’t stop now with tax reform.**

**6 Change the government “culture of regulation.”**

**EDUCATION GOAL AND RECOMMENDATIONS:**

- Meet the Maine Compact for Higher Education’s goal – the proportion of Maine’s working age population that has earned a college degree or post secondary certificate will exceed the New England average by 2020, requiring an additional 40,000 degree holders above current projections.

**7 Create an integrated state approach to education.**

**8 Support lifelong learning among all age groups.**

**INNOVATION GOALS AND RECOMMENDATION:**

- Expand private investment in research and development;
- Increase business startups and expansions from the R&D effort; and,
- Embrace innovation as a means to expanding Maine’s existing businesses.

**9 Increase innovation in large and small businesses in Maine.**

**CONNECTIVITY GOALS AND RECOMMENDATION:**

- Create a balanced freight transportation system with viable business options for rail, road, air, and water transport.
- Make high speed internet service available at reasonable costs to businesses throughout Maine.

**10 Create balanced and affordable transportation and communications systems to connect Maine businesses to customers and markets beyond our borders.**

**QUALITY OF PLACE GOAL AND RECOMMENDATION:**

- Preserve and enhance our assets, including vibrant community centers; arts, cultural, and historic institutions; and, natural views, refuges, parks, and trails.

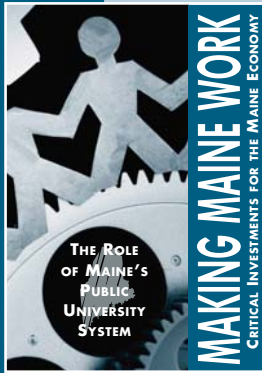
**11 Support Quality of Place efforts to conserve landmark places and views in Maine, and to invest in Main Streets.**

**BUSINESS FINANCE GOAL AND RECOMMENDATION:**

- Restore business credit market so that existing businesses can maintain lines of credit; entrepreneurs can find start-up capital; and investors from beyond the state’s borders find Maine an attractive place to invest.

**12 The state should do all within its power to increase capital access for Maine businesses.**





## MAKING MAINE WORK: THE ROLE OF MAINE'S PUBLIC UNIVERSITY SYSTEM

Focusing on the impact of the University of Maine System on the state's economy and the value of an educated and skilled workforce, the second in the *Making Maine Work* series contains a detailed account of current University System contributions to the state of Maine, as well as "best practices" from other states. Prepared at the request of Chancellor Richard Pattenaude, this report provides tangible recommendations to the University's leadership, as well as to the governor and the legislature, as they consider how best to invest in the workforce of the very near future.

December 2010

### THE FOUR FOUNDATIONS

A quality and efficient public university system requires a sturdy foundation. Maine's public University System must:

- FOUNDATION 1:** Operate as a true system.
- FOUNDATION 2:** Communicate the value of the system and its parts.
- FOUNDATION 3:** Build and maintain the necessary infrastructure to best serve Maine people.
- FOUNDATION 4:** Ensure that tuition is affordable for all Maine people, particularly low and moderate income families.

### THE EIGHT RECOMMENDATIONS

#### RECOMMENDATIONS TO EDUCATE PEOPLE FOR THE MAINE ECONOMY:

- 1 **Enroll, educate and graduate more people.**
- 2 **Graduate people with the skills and knowledge that meet the current and future needs of Maine businesses.**

#### RECOMMENDATIONS TO DRIVE INNOVATION AND SUPPORT ENTREPRENEURSHIP:

- 3 **Increase and expand the capacity for the University System to conduct research and development that leverages additional funding, generates marketable ideas and supports job and wealth creation in the Maine economy.**
- 4 **Develop the entrepreneurial skills of students and faculty and support technology and knowledge transfer system-wide, providing the opportunity and capacity to commercialize ideas.**
- 5 **Bring the University System's R&D and knowledge directly to the businesses that will use them.**

#### RECOMMENDATIONS TO SERVE THE PUBLIC AND SUPPORT BUSINESS:

- 6 **Provide technical support and capacity that Maine businesses require to be competitive in the national and global markets.**
- 7 **Make regional economic development a priority and work actively with partners to achieve community and economic development goals.**

#### RECOMMENDATION TO EXPAND THE ROLE OF COMMUNITY AND CULTURAL CENTERS:

- 8 **Develop and market the cultural and community assets of each campus as a means of attracting and retaining people in Maine.**

## MAKING MAINE WORK: INVESTMENT IN YOUNG CHILDREN = REAL ECONOMIC DEVELOPMENT

The third in the *Making Maine Work* series proposes strategic investments in young children as an effective, long-term economic development strategy. It examines on the economic benefits of early investments in quality care and education for our youngest citizens, and encourages thoughtful, evidence-based strategies for early childhood care and education, with an emphasis on high quality.

January 2012



### FOUNDATION 1: EVERYONE'S RESPONSIBILITY

*The scope and size of this challenge requires public, private, and philanthropic resources working together. All sectors have something to gain and no one sector can tackle this challenge successfully in Maine on its own.*

**ACTION:** Fully utilize groups – like the Maine Children’s Growth Council, the Maine Early Learning Investment Group (MELIG), and philanthropic efforts – to connect all interested parties, share information, and collaborate on action.

### FOUNDATION 2: A UNIFIED SYSTEM

*The current early childhood “system” in Maine is a collection of programs and efforts – some coordinated and some not. The best outcomes for Maine children will occur when these programs and efforts work together and are managed collaboratively, efficiently, and sustainably at scale.*

**ACTION:** Utilize the newly formed State Agencies Interdepartmental Early Learning Team to coordinate the efforts of the Department of Health and Human Services and the Department of Education in their work with children. Use the Maine Children’s Growth Council as a means of coordinating the efforts of philanthropy, non-profit community groups, and legislative action.

### FOUNDATION 3: HEALTHY SYSTEMS FOR LIFELONG LEARNING

*Investment in early childhood alone is not enough. The investment can be lost if a child moves into dysfunctional systems later in life. Managing healthy education systems for all stages of life in conjunction with sound early investments is critical, particularly at points of transition.*

**ACTION:** Improve the transition from early childhood into the K-12 system by instituting a common statewide kindergarten assessment given to every child upon entrance into kindergarten. This will provide consistent and reliable statewide data on need that can be used to prepare and improve curricula, school administration, and professional development.

**ACTION:** Include early childhood activity in the State’s overall education budget. Treat it as one education system with a global budget.

### FOUNDATION 4: SAFE ENVIRONMENTS ARE IMPERATIVE

*Evidence is clear that toxic stress leads to bad outcomes. Without safe responsive environments and relationships, free from experiences that produce toxic stress such as exposure to domestic violence, we cannot expect our children to reach their full potential.*

**ACTION:** Expand support of existing, evidence-based efforts (e.g., Home Visiting, Head Start, and Strengthening Family) that work directly with families in need of help to create safer environments for their children.

**ACTION:** Expand support of the Governor’s initiative, working with the Maine Department of Labor and the Maine Coalition to End Domestic Violence, to provide employers with information and resources to address domestic violence issues that affect their employees.

EARLY CHILDHOOD  
DEVELOPMENT AND CARE



## MAKING MAINE WORK: GROWING MAINE'S WORKFORCE

The fourth in the *Making Maine Work* series examines the economic implications that the size of Maine's workforce in the face of a declining population will have on our state. More importantly, it offers a comprehensive strategy for growing Maine's workforce by 65,000 by the year 2020. Through the utilization of two basic strategies – increasing participation among the existing population, and attracting people from outside the state – Maine would gain 45,000 workers, instead of losing 20,000.

November 2013

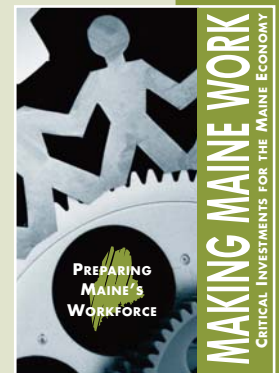
# A ROBUST WORKFORCE

- 1 Adopt measurable workforce growth goals for Maine.**
- 2 Build upon the work of the 126th Legislature's Joint Select Committee on Maine's Workforce and Economic Future to establish an ongoing committee of state policy leaders and private sector interests to guide and coordinate Maine's workforce goals.**
- 3 Create a private sector Maine Marketing Commission and elevate marketing efforts.**
- 4 Promote strategies to build the workforce for each of the groups mentioned in this report — people with disabilities, seniors 65 and older not currently working, disengaged youth, veterans, young people, and foreign workers.**
  - 4a.** Establish a statewide platform for young people to access internship opportunities by building out the InternHelpME.com website and growing the number of participating employers to 500 by 2015.
  - 4b.** Expand the market for jobs for people with disabilities and other groups by growing the Maine Business Leadership Network to 200 businesses by 2015.
  - 4c.** Double foreign student enrollment in Maine by 2020 by working with the Maine International Trade Center and educational institutions to increase visits by foreign students and their families to Maine.
  - 4d.** Ask all members of the Maine Business Leadership Network to sign the "Work Reimagined" pledge at the AARP website.
  - 4e.** Help disengaged youth get education and job experience by increasing the number of funders/partners for Jobs for Maine Graduates (JMG) from 92 to 250 by 2020.
  - 4f.** Help veterans readjust to Maine by increasing the number of local chambers of commerce offering veterans help to 25 by 2020.
  - 4g.** Fund a "welcome center" providing resources to help foreign-trained professionals fully engage in Maine's economy.
- 5 Study the lessons from Lewiston, Auburn, and Portland in resettling refugees and create a resource that Maine municipalities can use to prepare for and benefit from new community members.**

## MAKING MAINE WORK: PREPARING MAINE'S WORKFORCE

The most recent report in the *Making Maine Work* series examines the economic implications that the quality of Maine's workforce in the face of modern economic engines will have on our state. This document serves as a companion to the previous report, which focuses on the quantity of Maine's workforce in the face of a declining and aging population. Together, they work to reinforce the importance of addressing both the quantity of people here and the quality of the skills they offer to the workforce.

December 2014



### INTEGRATION AND COLLABORATION:

- 1 Educational institutions at all levels, employers, industry associations, and state government must make a commitment to increase and expand a wide range of partnerships and collaborative efforts, including internships, feedback and advisory connections, field experience, and job shadowing.**
- 2 An annual meeting of leaders from all agencies, commissions, boards, and institutions should be convened to review and report on current tactical plans toward the unified strategy.**
- 3 Encourage all employers, educational institutions, and government agencies to make a commitment to purposefully engage in a specific collaboration, within the existing framework, that is above and beyond their current activities and efforts.**

### TARGETED MARKETING OF OPPORTUNITIES:

- 4 Market Maine's quality of life and professional opportunities beyond our borders, with special attention to entrepreneurs and others who have flexibility in deciding where to live and work.**
- 5 Market career opportunities and career paths, including:**
  - Expand employer connections and relationships with existing organizations, such as Junior Achievement, Jobs for Maine's Graduates (JMG), and Leadership Maine: Education Leaders Experience.
  - Businesses and industry groups should promote coordinated open houses, particularly in growth industries like health care and information technology, and other educational events where citizens can see and experience what working in a specific field is all about. Imagine a week where all manufacturers (or hospitals) open their doors for tours to offer a first-hand look, similar to the Maine Department of Agriculture, Conservation and Forestry's "Maine Maple Days" or the Manufacturers Association of Maine's "Dream It, Do It Maine."
  - Improve awareness of the lifetime benefits of higher education, such as increased earnings and tax revenue and reduced social spending.

### INCENTIVES:

- 6 Bring educational institutions, employers, and career training services together to create and provide incentives for the approximately 200,000 Maine adults with some higher education but without a degree to complete their education.**
- 7 Consider alternative financing mechanisms for students to access higher education and training.**
- 8 Encourage more Maine employers to participate in MDF's Next Step Maine Employers' Initiative, which works with employers and institutions in supporting the educational aspirations of employees, and provides resources for**

A QUALITY WORKFORCE

# A QUALITY WORKFORCE

potential students to continue their education.

- 9 Provide reimbursement to employers for on-the-job training, whether done in-house or in conjunction with educational institutions.
- 10 Provide resources and connections to build and support a culture that supports innovation and entrepreneurship.
- 11 Expand existing internship and mentoring efforts to provide learning opportunities for workers and connect potential workers with employers.

#### EMPLOYEE COMPETENCIES:

- 12 Help employers understand and appreciate the importance of competencies and credentials and utilize them in hiring employees.
- 13 Develop higher education programming with tangible competencies desired by industry, including both specific knowledge and core professional skills.
- 14 Work with higher education institutions and employers to develop in-house training programs that can be certified by colleges and universities for academic credit.
- 15 Monitor and look to build on work being done at the national level to improve data on professional licensures and certifications to assist in formulating policies in this area.

#### METRICS AND DATA:

- 16 Support continued use and improvement of the State Longitudinal Data System and Wage and Employment Outcomes Data System to track student performance at all levels and into the workforce to inform programming and policymaking.
- 17 Support the Maine Department of Labor in establishing and maintaining an ongoing job vacancy survey to provide greater detail and certainty when making policy decisions affecting human capital development and employment.

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