

# **Regional Planning Meeting Pre-Survey Results:**

## **Common Value, Mission, Vision and Goals**

**Central Mass Region**

**Strategy Matters LLC.**

**April 2017**

# VALUES



# VISION

- “Create resident and neighborhood success”, “Create multi employer programs across the state”, “create more diversified community”, “Create a strong workforce”, “Create jobs, retain jobs”.
- “Ensure that development projects and job expansion efforts bring a direct benefit to residents”, “Meet the development needs of the workforce and employers”,
- “Understanding economic development equals community development”, “Cohesive, dynamic community”, “A community for families, workers, visitors and investors”, “Trained workforce”,



# VISION

- To meet the development needs of the workforce and employers through a demand focused model of need identification.
- higher education
- a model of teaching and learning excellence
- Mount Wachusett Community College is the college of opportunity and a model of teaching and learning excellence.
- Our vision is to use housing as a platform to create resident and neighborhood success by expanding opportunities for youth to thrive and for adults to achieve economic success.
- self sufficiency
- to grow apprenticeship & pre apprenticeships into the work of workforce development across the state - to create multi employer programs across the state for non traditional occupations
- Jobs, Jobs, Jobs with a preference towards good jobs with career ladders. Earn and learn opportunities.
- At the heart of the Worcester Jobs Fund is the understanding that economic development equals community development. The Worcester Jobs Fund exists to ensure that development projects and job expansion efforts in Worcester bring a direct benefit to Worcester residents in the form of jobs, job training, and related services by creating a system that better prepares and connects Worcester residents with living-wage employment
- To create a more diversified community in every residential and commercial sense for the City of Gardner. A cohesive, dynamic community full of educational, career, entrepreneurial and social growth that will allow us to retain citizens and attract a constant flow of citizens from abroad.
- To make North Central Massachusetts the best region in the state to live, work, raise a family or build a business by strengthening communities and improving our quality of life.
- To create a strong workforce that supports business growth and a good quality of life for all our region's citizens.
- To assist the Commonwealth's economy by assisting companies create jobs, retain jobs, and pave the way for capital expenditures.
- Leominster will be known as a community for families, workers, visitors, and investors. We envision a future filled with partnerships throughout the region and beyond. We are already known for adaptability and flexibility with new ventures (i.e. business friendly). We prefer to think our knowledge, experience, and staff allow us the great reputation as a regional leader.
- Job seekers will get the training they need and employers will get the trained workforce they need

# MISSION



# MISSION

- a public/private partnership, serving needs of both employers and employees. The board collaboratively develops and implements strategies for job readiness and skills advancement, leveraging community resources that promote economic wellness within the region's 38 cities and towns.
- MWCC is a lifelong learning community dedicated to excellence in education and responsive to the changing needs of the communities we serve. Our focus is the preparation of individuals for lives of fulfillment, leadership, and service in a diverse and global society. We are committed to engaging students in rich and challenging learning opportunities within a small college atmosphere that is known for its personal touch.
- Our mission is to build and sustain communities where people of all incomes can achieve their full potential.
- To assist and empower low-income individuals and families to meet their basic needs, improve their quality of life, and achieve long-term economic self-sufficiency.
- Lead the Chamber
- At the heart of the Worcester Jobs Fund is the understanding that economic development equals community development. The Worcester Jobs Fund exists to ensure that development projects and job expansion efforts in Worcester bring a direct benefit to Worcester residents in the form of jobs, job training, and related services by creating a system that better prepares and connects Worcester residents with living-wage employment
- Diversify the local economy and increase job opportunities by encouraging and facilitating retention and expansion of Gardner businesses along with attracting new business.
- To advance the economic development of North Central Massachusetts by creating and sustaining relationships among businesses and between businesses and the community.
- The Central Massachusetts Workforce Investment Board (CMWIB) is a public/private partnership, serving needs of both employers and employees. The board collaboratively develops and implements strategies for job readiness and skills advancement, leveraging community resources that promote economic wellness within the region's 38 cities and towns.
- The Massachusetts Office of Business Development (MOBD) is the state's one-stop source for businesses seeking to relocate to Massachusetts and businesses wishing to expand their current operations here. We offer a range of expertise and services to help your business flourish in Massachusetts. Our staff operates in regions across the state, so we are able to provide you with on-the-ground knowledge and viable connections for your business. We work closely with the private and public sectors to coordinate a whole range of resources at your disposal.
- As a municipality our mission is to provide residents and business with a community of vitality, prosperity, and a strong probability of success. We are here to serve and support the rate-payers as best as possible with each of their challenges to reach their own goals within our City.
- Our Mission is to educate and prepare our students, both academically and technically, to meet the challenges of a global society. Students will be provided with a highly supportive and academically challenging learning environment in the STEM initiatives to ensure our graduates are prepared for career and college and are able to compete globally.
- Our mission is to provide job driven employment and educational services that expand opportunities for young people and adults in North central Mass and provide employers with the competitive workforce they need.



# What changes do you anticipate? –Funding & other

- WIOA has required significant changes in our **operating model**; our transition is nearing its completion. **Significant budget** cuts are following the reduced unemployment rate. This will make meeting increasing employer demand for service more difficult.
- Changes in economic, education, and workforce training policy from the **Trump administration** **Reduced federal support** for **programs** **Reduced state support** for programs In a growing economy, MWCC will see decreased enrollments
- **Increased focus on early college opportunities** for high school students. This initiative could work well with the high school population focused on short-term training for faster entry to the workforce.
- **strong economy promotes** a strong construction market
- Very **limited resources**
- **Budgetary changes** may affect industries that are focused on. **Direction from local City Manager** will affect the sustainability of the project.
- The momentum that is in its infant stages in Gardner/region, made up of both private and public phenomenon are coalescing as we speak and this is positive. All the while, political and social forces, particularly at **the Federal level threaten to cut this momentum** off at the knees in the name of reducing government. The sincere interest of our citizenry to manifest change is fragile, to discourage more gains following our earlier gains would be detrimental to our efforts.
- **budget, staff resources**
- Huuuuge **budget cuts federally** and flat funding on the state and local levels. **Technology** is both a support for our productivity as partners, but it is also changing the nature and availability of work.
- I expect there to be point of contact in all three secretariats, such that there will be **increased collaboration**
- My position of economic development for Leominster is funded by CDBG **and risks the budgetary change process each year**. I have great difficulty in working across the aisle with local vocational school and their own restraints. My CDBG grant funding significantly impacts my ability to effectively work in the role of economic development because the documentation process from companies themselves is close to impossible. Companies must complete and sign docs so I may show proof of my econ dev efforts by the grant guidelines.
- **Budgetary** is our biggest obstacle - enough staff and material to provide our students the best technical education
- We are in for **major cuts** in formula funding and I am afraid that the competitive funding will also disappear

# What do you hope we can accomplish during our first regional planning session?

**Workplan, data, shared vision and goals, networking, identify key focus, clarify market, sharing knowledge, commitment, alignment and Strategy.**

- **Clarify market** difference between parts of the region. Identify **new data sources** and/or **reporting methods** that will enable better identification of workforce and employer needs.
- Look at **infrastructure challenges** Look at **synergy opportunities** Identify critical **threats and opportunities**
- Identification of two or three **key areas (occupations / skills) of focus**.
- **Partner networking** and **identification of industry areas** of expertise and impact. Also, maybe doing some type of value **chain analysis**.
- set some **guidelines** to help each agency work together
- **better alignment**
- **Common vision** Assets mapping Strategic integration of resources
- Set broad **goals**
- I hope we can accomplish **creating goals, expectations, and procedures** to move forward with.
- At the least I would like to walk away with a **clearer sense for what gains are possible** and **how this new initiative will work**.
- get a shared sense of **where our economy** is at and likely to be going -- ideally, begin to identify the big **picture strategic goals** we will work toward together
- **Set goals** for the region, and start collecting an inventory of assets within the region that can contribute to these goals.
- **Closely narrow down the emerging industries** and their specific workforce needs. Create immediate change to provide manufacturing companies middle-skilled workers (technicians, machine operators, middle-level supervisors).
- **establish a goal** so that we can properly lay out a road map and timeline to achieve measurable goals
- **Review of the regional data**, gain a commitment from the parties to work together, gain a better understanding of what each of us will bring to the table



# What do you think is important in order to ensure that the regional planning process is successful?

**Consistency, data, a shared plan, open communication, good relationship and partnerships, state participation.**

- **Improved consistency** of services and methods across parts of the region should be a goal.
- It's about jobs and competitiveness
- **Quality data.**
- **A shared planning** outline and identified partner activities.
- **open communication**
- **state participation**
- **Mutual honesty, respect, access** to **relevant data** for decision making
- **Clear timetable and goals and objectives**
- Open **communication** and tangible **action steps** for all participants.
- Transparency, a collective willingness to share ideas, responsibility over action items, **complete buy-in.**
- We bring a positive spirit **of cooperation** - willingness to support a common set of goals.
- Bringing regional partners to the meeting, **providing direction**, and **allowing input.**
- High-ranking officials (Secy's Ash, Walker, and Peyser) meet with CEOs/HRs to **learn** first hand (without a bunch of emails and paperwork) the most impactful need from these panic-stricken manufacturers (Mexichem, Process Cooling, NE Wire, AIS, F & M Tool, etc. etc.)
- **Collaboration** among the key stakeholders
- We will be successful, this is nothing new for us!

# Is there anything else you think our team should know?

- The heterogeneity of even our sub-region (CM) is significant, e.g., some workforce members have computer access and acumen while many others lack this important channel for receiving services. We need to ensure that we are not leaving behind large segments of our population.
- we play a central role in training a competitive workforce and stand ready to collaborate with employers and industry on building the region's economy
- Being that my workforce position is located within a housing community, my focus is primarily a placed-based strategy. My employer partnerships focus mainly on industries with jobs that match our resident skill and education levels.
- Most of our projects are only open for City of Worcester residents and our focus is geographically narrow.
- My substantive career prior has been spent in several industries and includes executive management and ownership of several businesses. I have been an employer and have experience financing and developing projects. I have a sincere belief in providing meaningful work that pays well in order to grow an economy. I believe a win is not a win if it doesn't mean a win for everyone.
- I feel that data (LMI especially) as a predictor has its limits.....some great career pathways exist that may not necessarily show up in the job projection data.
- MOBD Team looks forward to this unique collaboration. We will utilize our company facing experience to help shape best practices for the team.
- I know my community well and have worked hard to create effective relationships. Whatever the next steps are planned to be, we can't waste any more time or money. Actions need to be attainable or we risk losing credibility and interest from employers on programs that don't work (i.e. on-the-job training grant...impossible qualifying criteria)