

# Precision and Progress >>>>

## A WORKFORCE DEVELOPMENT STRATEGY FOR MAINE'S ADVANCED MANUFACTURING INDUSTRY

May 2025





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# Introduction

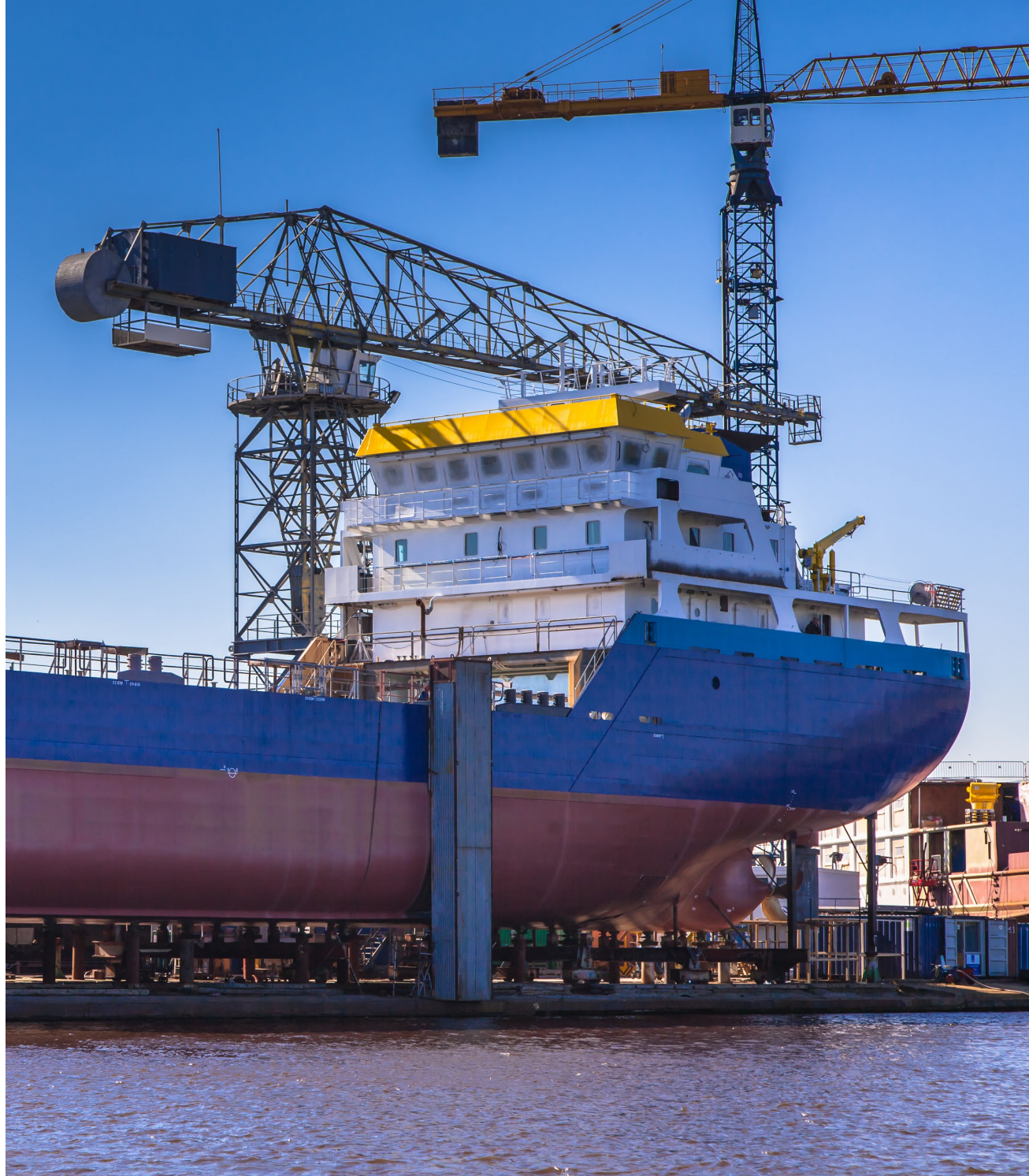
Advanced Manufacturing in Maine plays an important role in the state's economy, supporting innovation, exports, and high-quality jobs across rural and urban communities. Yet employers, particularly small and micro-manufacturers, continue to face persistent challenges in recruiting, training, and retaining skilled workers.

As many public, private, and industry partners work to strengthen this critical sector, it is increasingly clear that a coordinated, system-wide approach is needed to align workforce efforts and maximize collective impact. This Strategic Plan was developed to support that goal.

Grounded in labor market data, employer input, and stakeholder engagement, it provides industry and workforce partners with a clear roadmap for action.

This plan has four priorities, all supported by strategies, measurable outcomes, and strategic starting points that reflect the collaborative and multifaceted nature of Maine's workforce system and industry partnerships.

This system includes a wide range of partners, from state agencies and educational institutions to regional service providers, nonprofit organizations, and community-based groups. While this diversity is one of Maine's strengths, it also highlights the need for continued coordination to ensure that efforts are collaborative, well-aligned with employer needs, and able to scale effectively across the state.





# Implementation Through Industry Collaboration

While Maine benefits from industry associations and active workforce boards, no single entity is currently focused on connecting the full scope of the Advanced Manufacturing sector across workforce development, training, and employer engagement. Creating or designating a collaborative intermediary organization could enhance alignment, support shared investment in programs like apprenticeships, and help secure resources that benefit the sector as a whole.

Industry partners, whether based in economic development agencies, adult education programs, career centers, community colleges, or nonprofit networks, are essential to translating this plan into impact. By working together through this shared structure, partners can build on what already exists, address persistent gaps, and ensure that both employers and workers are well-supported. Recognizing a collaborative intermediary organization is not about starting over but about reinforcing the system through shared goals, better coordination, and sustained collaboration.

The planning process for this strategy brought together an interdisciplinary Advisory Group, which helped to gain perspective and recognize where there is work being done to support more than one priority. This must continue to be a collaborative implementation process, where the expertise, relationships, and tools shared among partners create a more inclusive, agile, and resilient manufacturing workforce. A workforce that supports economic opportunity today while leading the way for the innovations of tomorrow.



**Throughout the development of this Strategic Plan, an imperative for success emerged:**

The opportunity to strengthen industry-wide collaboration through a more unified organizing structure.

# Strategic Plan Summary

The Strategic Plan is comprised of four priorities, documented below.

## PRIORITY A

Increase access to existing resources for employers to recruit, retain, train, and upskill employees in Advanced Manufacturing, particularly micro-manufacturers.

## PRIORITY B

Grow the labor pool for Maine's Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

## PRIORITY C

Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

## PRIORITY D

Demonstrate the range of opportunities in Advanced Manufacturing for middle and high school students through workshops, promotions, and hands-on learning.

## Strategic Starting Points



This icon indicates where priorities align with existing plans and initiatives across organizations to build momentum and foster collaboration.

### A Guide to the Components of Each Priority:

#### PRIORITIES

Big ideas, what we hope to achieve

#### STRATEGIES

Projects designed to achieve our goals

#### Leading Partners

Key organizations driving priorities and/or strategies

#### Resources and Tools Needed

Support, tools, capacity for success

#### METRICS

How we measure our progress

## PRIORITY A

# Increase access to existing resources for employers to recruit, retain, train, and upskill employees in Advanced Manufacturing, particularly micro-manufacturers.

A wide range of services and resources are available to help businesses train employees directly or connect them with relevant training programs. However, effectively delivering these resources to existing businesses is essential to addressing workforce challenges and enabling business growth. For micro-manufacturers and small shops with 1–50 employees, accessing or qualifying for these resources can be particularly difficult. These smaller firms often lack the capacity or visibility to take advantage of broader training initiatives and will benefit more from concentrated outreach or customized support. By tailoring efforts to meet the specific needs of these niche manufacturers, which play a critical role within the broader industrial ecosystem, stakeholders can help them address workforce barriers and scale operations.

In contrast to larger, more established businesses that can independently develop internal training programs due to higher employee volumes, micro-manufacturers require external

assistance to address workforce development needs. Initiatives that focus on increasing the accessibility and visibility of training programs for these smaller firms are vital. Creating strategies that improve engagement and build collaborative solutions will not only help micro-manufacturers expand in Maine but also strengthen the regional supply chains they support.

Supporting data underscores the urgency of these efforts. Survey responses show that existing employer support programs are significantly underutilized, with 46% of respondents unaware of the programs listed and none reporting actual use of the available options. Additionally, interviews with business owners revealed disparities in access to resources and partnerships with educational institutions, particularly based on company size. This indicates a pressing need to bridge these gaps and ensure that workforce development resources reach businesses of all sizes equitably.

### Leading Partners

- Manufacturer's Association of Maine
- Maine Community College System
- Maine Department of Labor
- Maine Manufacturing Extension Partnership
- University of Maine

### Resources and Tools Needed

- Compensated on-site instructors for hands-on technical training
- Multilingual marketing materials to expand access among diverse business owners
- Centralized data-sharing system to track and communicate employer workforce needs

## PRIORITY A

Increase access to existing resources for employers to recruit, retain, train, and upskill employees in Advanced Manufacturing, particularly micro-manufacturers.

### STRATEGY 1A

Consistently collect and document real-time data from manufacturers that can be shared with partners across workforce, education, and industry partnerships.

#### HOW?

To strengthen Maine's manufacturing system and ensure it is responsive to workforce needs, **a coordinated approach to data collection and distribution is essential**. Leveraging existing business relationships, participation in annual statewide manufacturing association meetings such as those hosted by the Manufacturers Association of Maine (MAME), and engagement through commonly used digital platforms will allow for broad and efficient outreach to manufacturers. In addition, connections formed through current workforce and training program participation, along with newly established stakeholder meetings, provide valuable opportunities to gather insights directly from industry leaders.

Data collection efforts **should focus on key workforce indicators**, including the number of open positions reported annually, the types of roles that are most in demand, and the specific areas where manufacturers need support. These areas may include increased staffing capacity, access to qualified trainers, or additional funding to support workforce development initiatives.

This information should be tracked and updated systematically and shared with key partners, such as educational institutions, workforce boards, economic development organizations, and industry associations, on an annual basis. Distribution can occur through established events like the Manufacturers Association of Maine's Manufacturing Summit or through recurring meetings held by regional workforce boards and economic development councils.

#### MEASURING PROGRESS

To support Priority A, progress can be tracked using targeted performance metrics, including:

- Number of micro-manufacturer businesses supported
- Number of vacant jobs versus filled jobs for micro-manufacturers
- Number of businesses visited



## PRIORITY A

Increase access to existing resources for employers to recruit, retain, train, and upskill employees in Advanced Manufacturing, particularly micro-manufacturers.

### STRATEGY 2A

Customize outreach to employers with technical assistance support to lower barriers to existing resources.

#### HOW?

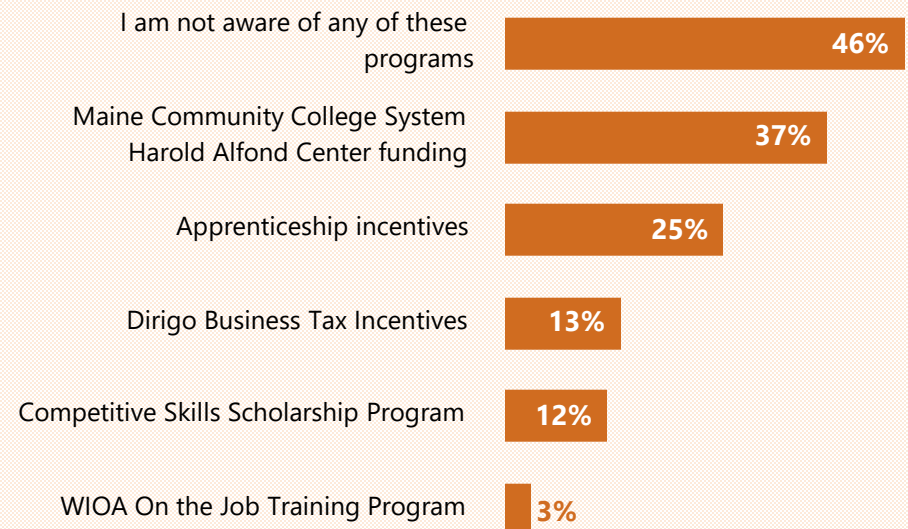
To amplify the reach and benefits of the state's existing resources, a coordinated effort **with regional and statewide partners will provide customized outreach with technical assistance and reduce barriers to accessing resources.** The technical assistance is particularly tailored to micro-manufacturers who typically have less bandwidth to search or engage with grants or apprenticeship programs. These efforts should focus on raising awareness of available workforce support services and clearly outlining the steps businesses can take to access them.

Outreach strategies can include on-site visits, informational webinars, user-friendly toolkits, and peer-to-peer engagement through employer ambassadors. In addition, connecting with businesses through hiring platforms they already use will help meet them where they are.

To ensure these efforts are inclusive and accessible, collaboration with partners will also be critical in developing multilingual marketing materials. These materials should be designed to improve the visibility and usability of workforce programs for a diverse range of business owners and HR professionals, making it easier for more employers to tap into the support available to them.

Additionally, information about incentive programs, training opportunities, and apprenticeships should be consistently shared through channels that businesses already trust and use. These include platforms such as Maine JobLink, Live + Work in Maine, LinkedIn, higher education institutions, and both local and state industry associations.

When asked about their awareness of existing Maine-based programs, 46% of company leaders did not know what resources were available.



**Survey question:** Are you aware of the following programs?

**Note:** The data shown will not total 100% because the question allowed respondents to select multiple answers.

## PRIORITY A

Increase access to existing resources for employers to recruit, retain, train, and upskill employees in Advanced Manufacturing, particularly micro-manufacturers.

### STRATEGY 3A

Partner with the Maine Community College System and the University of Maine to recruit additional on-site manufacturing facility trainers for in-demand occupations who are compensated for their time and travel to the facility.

#### HOW?

This strategy focuses on deploying targeted, facility-based training through partnerships with the Maine Community College System (MCCS) and the University of Maine System (UMaine).

Many employers, especially smaller manufacturers, face persistent challenges in recruiting and upskilling workers for high-demand technical roles such as machinists, welders, electrical engineers, and production managers.

While existing training providers offer valuable programs, access remains uneven, especially in rural areas, and current offerings do not always align with the timing, delivery methods, or occupation-specific needs of today's manufacturing environment.

To address these gaps, the **first step is to continue identifying and maintaining a pool of qualified instructors from MCCS, UMaine, and other partners who can deliver high-quality, hands-on training directly at manufacturing facilities.**

Workforce system partners should collaborate with regional and sector-based employer networks to assess specific skill needs and determine where instructional capacity can be matched to demand. These instructors should be compensated for their time and travel to ensure equitable deployment of training opportunities, particularly in underserved or geographically isolated areas.

### Strategic Starting Points



**Maine Community College System (MCCS)** | [Harold Alfond Center for the Advancement of Maine's Workforce](#) | [Maine Workforce Development Compact](#)

**Maine Department of Labor** | [Maine Career Center](#) | [Apprenticeship Incentives](#) | [Competitive Skills Scholarship](#) | [WIOA on the Job Training Program](#)

**Maine Office of Business Development** | [Dirigo Business Incentives](#)



## PRIORITY A

Increase access to existing resources for employers to recruit, retain, train, and upskill employees in Advanced Manufacturing, particularly micro-manufacturers.

### STRATEGY 3A

Partner with the Maine Community College System and the University of Maine to recruit additional on-site manufacturing facility trainers for in-demand occupations who are compensated for their time and travel to the facility.

### HOW? CONTINUED...

Implementation will require close coordination between training providers and manufacturers to align training content with specific technical competencies and operational requirements. A shared scheduling system can be developed to streamline logistics, minimize disruptions to production cycles, and identify potential equipment or space needs in advance.

Industry partners can further support delivery by offering flexible training formats, including evening or weekend sessions, stackable credential options, and co-delivered instruction with in-house staff.

By meeting manufacturers where they are and customizing training to fit both worker and employer needs, this strategy can improve participation, strengthen retention, and accelerate skills development across the state's manufacturing ecosystem.

### ACCELERATE WITH CREDENTIALS

**Ohio TechCred – Simplifying Employer Access to Grant Funding for Training and Upskilling** | A recent update to Ohio's TechCred program has enhanced access and efficiency for workforce providers supporting employer upskilling efforts. Grant agreements are now fully integrated into an online application portal, simplifying administrative processes.

Under the new structure, training for approved credentials can begin as early as the first day of the month following the close of the application period, allowing for quicker onboarding and implementation. Workforce providers must ensure that all training is completed within 12 months of the award date. Eligible credentials must be short-term (under 12 months or 900 clock hours/30 credit hours), industry-recognized, and technology-focused, covering high-demand areas such as cybersecurity, data analytics, broadband technology, and Advanced Manufacturing.

Providers can also work with employers to nominate new credentials not on the approved list, which are reviewed by a panel of experts. This flexibility allows workforce providers to align training with evolving industry needs while supporting rapid credentialing for Ohio's workforce.

[Learn more.](#)

## PRIORITY B

# Grow the labor pool for Maine's Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

Maine faces a critical workforce challenge in Advanced Manufacturing. Despite the availability of thousands of unfilled jobs, many individuals with specialized needs are unable to access these opportunities. This disconnect is compounded by broader demographic and economic trends that threaten the long-term vitality of the state's workforce.

The state's labor force participation rate has declined notably over the past decade, falling from 64.9% in 2013 to 59.2% in 2023, well below the national average. This decline is driven in part by Maine's aging population and the lingering effects of the COVID-19 pandemic, which have reduced the number of individuals actively engaged in the labor market. Additionally, Maine remains a net exporter of labor, with more residents leaving the state for work than moving in. These trends are particularly concerning as demand continues to grow for skilled professionals in key manufacturing roles such as engineering, engineering technology, and production management.

To sustain and expand its Advanced Manufacturing base, Maine must implement strategies that more effectively engage its current workforce

while also attracting new residents to live and work in the state. Addressing these workforce gaps is essential to ensuring the continued growth and competitiveness of Maine's manufacturing economy.

Strategic marketing, communications, and coordinated statewide outreach will be essential to shift perceptions and address persistent labor shortages. Recent survey data confirms this need: one-third of potential workers believe there are limited job opportunities in Maine, and another quarter are unsure. While the "Live and Work in Maine" campaign offers broad messaging, few efforts currently focus on elevating the visibility of the manufacturing sector specifically. A sustained, multi-channel communications strategy is needed to promote the industry's competitive wages, clear career pathways, and the quality of life Maine offers.

To succeed, messaging must consistently reach students, families, job seekers, and career influencers—both within and outside the state, through schools, social media, community events, and employer networks. Elevating the profile of Maine's manufacturing sector will not only attract skilled workers and investment but also ensure that the industry remains a cornerstone of Maine's economic future.

### Leading Partners

- Boots2Roots
- Live + Work in Maine
- Maine Defense Industry Alliance
- Maine Department of Labor
- Maine Department of Economic and Community Development
- The Roux Institute at Northeastern University

### Resources and Tools Needed

- Public-private partnerships to expand access to housing, childcare, and transportation
- Inclusive multimedia outreach toolkits for underrepresented populations
- SEO and paid advertising tools targeting skilled talent beyond Maine
- Campus-based outreach initiatives at out-of-state technical universities



PRIORITY B

Grow the labor pool for Maine’s Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

STRATEGY 1B

Expand targeted marketing and customized outreach to engage underrepresented populations, including immigrants, women, and younger workers.

HOW?

To continue and grow targeted marketing and informational campaigns that **engage underrepresented populations, including immigrants, women, and younger workers**, workforce system partners must prioritize inclusive, accessible, and community-centered outreach strategies. This work is critical to expanding workforce participation and building a more diverse, resilient labor pool for Maine’s Advanced Manufacturing industry.

One key action is to develop **multilingual multimedia toolkits** that workforce partners can easily adapt and deploy in their local engagement efforts. These toolkits should include professionally designed materials such as videos, flyers, and social media graphics that reflect the cultural and linguistic diversity of Maine’s communities. Content should highlight the benefits of manufacturing careers, explain how to access local training and support services, and provide actionable next steps. Toolkits should be made available in multiple formats (digital, printable, and mobile-friendly) and translated into the primary languages spoken across the state. Workforce partners are encouraged to customize the materials with local contact information and regional success stories to maximize relevance and impact.

Another critical component is to **build on the momentum of existing storytelling efforts**, such as those led by Live + Work in Maine. Partners can expand these campaigns by launching new storytelling initiatives that spotlight the real experiences of diverse workers and learners who have advanced through local training programs and into meaningful careers in manufacturing. These campaigns should include a mix of video interviews,

written profiles, and social media content that can be shared through employer networks, community organizations, schools, and trusted messengers.

Highlighting stories that reflect a range of ages, backgrounds, and career pathways will help break down misperceptions, inspire new interest, and show that manufacturing is an inclusive, future-oriented field with room for all.

Advanced Manufacturing jobs are largely held by older workers, aged 35-64, and men.

	Share of Workers Under 35	Women’s Share of Workforce
Production Management	19%	28%
Engineering & Engineering Tech	29%	18%
Production Occupations	29%	18%

Source: Lightcast 2024

## PRIORITY B

Grow the labor pool for Maine's Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

### STRATEGY 2B

Strengthen connections between manufacturers and job seekers, ensuring accessible pathways into the workforce.

#### HOW?

To strengthen connections between manufacturers and job seekers, workforce system partners must take intentional steps to ensure that entry points into the industry are visible, welcoming, and accessible to individuals from a wide range of backgrounds, experiences, and skill levels. Building trust and relevance into outreach and engagement efforts is essential to **opening doors for youth, career changers, and underrepresented populations**.

A key approach is to partner with **manufacturing employers to host industry information sessions, job fairs, plant tours, and manufacturing career days tailored to meet people where they are**, both geographically and in their career journey. These events should be hosted not only at employer sites but also **in community-based locations** such as libraries, high schools, adult education centers, religious institutions, and neighborhood organizations. Sessions should be scheduled at varied times, including evenings and weekends, to accommodate working individuals and caregivers. Events should emphasize hands-on learning and direct interaction with current employees, allowing attendees to ask questions, explore equipment, and gain a real sense of what manufacturing work involves. Outreach should include multilingual materials and culturally relevant messaging to ensure all communities feel welcome and informed.

Workforce partners should collaborate closely with career advisors across community colleges, training centers, and job centers **to guide individuals through manufacturing career pathways in a way that reflects their lived experience, language, and current skillsets**. Advisors should be equipped with updated labor market information, clear pathway visuals, and personalized support tools that help participants understand their options and take the next step. Workforce system partners can also provide training for advisors to strengthen their understanding of Advanced Manufacturing opportunities and the evolving needs of employers.

### JUMP-START CONNECTIONS WITH THE MAINE CAREERCENTER

**Maine CareerCenters** | The Maine CareerCenter offers a comprehensive suite of workforce programs designed to support job seekers, workers, and employers across the state. These services are free and accessible through a statewide network of physical CareerCenters and the online platform Work Source Maine Virtual CareerCenter.

#### Services for Job Seekers

- Career Counseling and Job Search Assistance
- Workshops and Training
- Maine JobLink (online job board)
- Veterans' Services
- Vocational Rehabilitation Services
- Youth Employment Services

#### Services for Employers

- Recruitment Assistance
- Training Programs
- Hiring Incentives
- Labor Market Information

[Learn more.](#)



## PRIORITY B

Grow the labor pool for Maine's Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

### STRATEGY 3B

Invest in and support public-private partnerships to expand access to housing, transportation, and childcare/eldercare.

#### HOW?

**Housing** | Talent attraction and retention hinge on the availability of adequate housing across a spectrum of affordability. Expanding access to affordable workforce housing begins with building regional collaborations among employers, developers, and local governments to identify priority locations near employment hubs. Employer investments, such as land contributions, funding support, or participation in housing tax credit programs, can be combined with local development incentives and streamlined permitting processes. Workforce partners can help facilitate these efforts and promote land access strategies that make housing development more feasible, particularly in rural or underserved areas.

**Transportation** | Addressing transportation barriers is equally critical. Workforce partners can conduct regional assessments to pinpoint transit gaps, especially for second and third-shift workers or those living in areas without public transportation. Coordinated solutions—such as employer-supported vanpools, regional shuttle systems, or ride-share partnerships—can be developed in collaboration with transit agencies and employers. Funding from transit grants and cost-sharing models can help sustain these services while increasing access to job opportunities.

**Childcare/Eldercare** | Improving access to childcare and eldercare is key to enabling broader workforce participation. Workforce partners can support employers in establishing on-site or nearby care facilities, expand provider capacity through targeted grants, and promote family-supportive workplace policies. Additionally, aligning caregiver training with workforce funding streams can help increase the supply of qualified care workers while supporting job growth in a high-demand sector.

### Strategic Starting Points



**FOR/Maine** | [The Forest Opportunity Roadmap for Maine Workforce Development Strategy](#)

**Live + Work in Maine** | [Online Resources](#)

**Maine Department of Economic and Community Development** | [Why People Move To Maine Study](#) | [Workforce Attraction and Recruitment Report](#)

**Maine Department of Labor** | [Maine CareerCenter](#)

## PRIORITY B

Grow the labor pool for Maine's Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

### STRATEGY 4B

Attract new Advanced Manufacturing talent to Maine.

#### HOW?

To attract new talent to Maine and ensure a strong pipeline of workers for the state's Advanced Manufacturing industry, workforce system partners must take a coordinated, proactive approach that not only markets the state's job opportunities but also supports individuals through every step of the relocation and integration process. Attracting talent, particularly from neighboring states and urban centers, requires clear messaging, streamlined support systems, and strong partnerships with education and workforce institutions.

A first step is to **promote clear pathways for relocation, including housing availability, job placement support, and resources for community integration.** Workforce partners can work with employers, housing developers, and local organizations to connect new residents with affordable housing options near employment hubs. During this process, it will be just as important that individuals and families relocating to Maine feel welcomed through introductions to local networks, community events, and cultural or recreational groups that help build a sense of belonging.

To support this, partners can expand the Live + Work Maine initiative **by creating a streamlined digital relocation guide with more resources** that provide practical, easy-to-navigate information on housing searches, **job opportunities in manufacturing**, available training programs, childcare options, and transportation resources. This guide should be mobile-friendly, visually clear, and accessible in multiple languages. It should also include **Advanced Manufacturing-specific information** with direct links to key services, such as job boards, workforce centers, and local chambers of commerce, and be distributed through employers, career fairs, education institutions, and social media.

#### ATTRACTING TALENT

**Grand Forks, ND** | The "Grand Forks is Cooler" talent attraction campaign includes an interactive website and a comprehensive relocation guide. The campaign is focused on creating a streamlined relocation process with various resources like real estate agents, transportation, utilities, libraries, etc.

Creating a simple relocation guide is a marketing tool to attract and equip potential residents.

[View relocation guide example.](#)

## PRIORITY B

Grow the labor pool for Maine's Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

### STRATEGY 4B

Attract new Advanced Manufacturing talent to Maine.

#### HOW? CONTINUED...

In addition, it is important to market and implement a data-driven branding campaign that **expands awareness of Maine's strengths and expertise across the manufacturing industry**. This initiative should both stand alone and align with the broader State of Maine's talent attraction strategy. By highlighting the full spectrum of the state's manufacturing economy, from historically rooted industries like boatbuilding to emerging fields such as bioforest products, the campaign can promote real career opportunities grounded in labor market demand.

For example, a concept such as "Made in Maine: From Boats to Bioforest Products" can serve as the foundation for storytelling and outreach efforts. Messaging should target audiences most likely to consider relocating or returning to Maine, including adult Mainers currently living out of state and students from regional universities with strong technical, engineering, and skilled trades programs. A **coordinated digital strategy**, leveraging search engine optimization (SEO) and paid advertisements targeting phrases like "manufacturing jobs in Maine" or "Maine skilled trades hiring," will help ensure the campaign reaches active job seekers effectively.

To increase inclusivity and reach, all campaign materials should be **accessible in multiple languages, and messaging should be shared through trusted, community-led organizations** to ensure cultural relevance. The campaign can be brought to out-of-state universities with relevant academic programs through career fairs, campus events, and targeted follow-up. Designated career ambassadors can help maintain relationships with prospective workers and share resources such as live job links and career pathway tools.

## MARKETING MANUFACTURING

### You Can in Michigan | State of Michigan

The Michigan Career Portal aggregates opportunities across industries as part of the State of Michigan's talent attraction campaign, "You Can in Michigan."

Specific information dedicated to Advanced Manufacturing documents, attractive job and wage stats, regional availability, and the businesses within the industry. The comprehensive approach also showcases the quality of the place, allowing individuals to see themselves thrive in Michigan.

The campaign has attracted substantial attention, racking up more than 660 million ad impressions and 3.5 million website views within its first year. It has also earned four International Economic Development Council Excellence Awards (2024). The Michigan Economic Development Corporation Talent Action Team was also named one of FASE Company's Most Innovative companies in 2024.

[Learn more.](#)



## PRIORITY B

Grow the labor pool for Maine's Advanced Manufacturing industry by expanding workforce participation efforts and attracting new talent to Maine.

### STRATEGY 4B

Attract new Advanced Manufacturing talent to Maine.

#### HOW? CONTINUED...

At the regional level, workforce system partners should also invest in **broader talent attraction campaigns across the Northeast**, positioning Maine as a destination of choice by emphasizing its combination of career opportunities, quality of life, and natural beauty. These campaigns can highlight real, diverse stories from individuals who have successfully relocated and built fulfilling careers in manufacturing. Messaging should be inclusive, aspirational, and grounded in the authentic benefits of living and working in Maine.

To ensure consistency and maximize impact, it will be important for partners to collaborate to **develop unified, branded messaging that promotes in-demand careers and available training opportunities**. While the messaging should be adaptable to reflect regional priorities, it must remain cohesive in tone and visual identity. Shared campaign assets, such as videos, testimonials, and social media templates, can help maintain statewide alignment while allowing for local relevance.

Strategic partnerships with technical schools, community colleges, and universities in neighboring states can be expanded to build pipelines for young manufacturing talent. These partnerships can include employer-hosted site visits, internship opportunities, co-branded recruitment materials, and alumni engagement strategies that position Maine as a premier destination for skilled trades and technical careers. By combining these efforts, **Maine can shift public perception, connect with new talent pools, and strengthen the long-term vitality of its manufacturing economy.**

#### MEASURING PROGRESS

To support Priority B, progress can be tracked using targeted performance metrics, including:

- Increase in overall labor force participation rate
- Increased participation in manufacturing jobs among 18-35-year-olds
- Greater workforce diversity [age, race, sex]
- Net in-migration of workers into Maine
- The number of out-of-state associations and educational institutions that are reached

## PRIORITY C

# Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

A critical challenge persists despite the availability of manufacturing jobs across Maine: a widespread lack of awareness about the industry among potential workers, current employees, and career advisors. Many individuals are unfamiliar with the roles available, where they are located, and what qualifications are needed. As a result, people are often unaware of the viable, rewarding career paths the manufacturing sector offers. Even though many employers provide on-site training and education reimbursement programs, these opportunities often go unnoticed. Without access to clear, accessible information, students and job seekers may never consider manufacturing as a viable career option.

The survey analysis revealed that one-third of potential workers believe that job opportunities in manufacturing are limited, while another quarter are uncertain about the sector altogether. Additionally, 30% cite a lack of relevant education or training as a significant barrier. However, many indicate that they would be more likely to consider manufacturing careers if there were better pay, improved benefits, and increased awareness of job openings.

However, analysis shows that the median hourly earnings for key manufacturing occupations were \$30.52 in 2024, about \$8 more per hour compared to the median across all occupations in Maine. This further demonstrates the need to highlight quality career opportunities to job seekers.

Career advisors play a crucial role in shaping perceptions of various industries, yet many are not well-versed in the opportunities available in Advanced Manufacturing. Nearly one-third reported being unfamiliar with the field, and over 60% said they are only somewhat familiar. The most common concerns voiced by students to these advisors revolve around a general lack of knowledge and exposure to manufacturing careers. Advisors themselves note that stronger connections with local employers and accessible career pathway materials would help them better support students considering the industry.

This lack of awareness comes at a time when Maine's labor force participation rate has been steadily declining over the past decade and is expected to continue to drop. Engaging current and potential workers and better equipping career advisors will be essential to strengthening the state's workforce and ensuring the continued growth of the Advanced Manufacturing sector.

### Leading Partners

- Maine Community College System
- Maine Department of Labor
- Maine Department of Economic and Community Development
- Maine Department of Education
- Maine Manufacturing Extension Partnership
- Manufacturer's Association of Maine
- Maine Maritime Academy

### Resources and Tools Needed

- Public-private-philanthropic training fund focused on Adult Education programs
- Technology-enabled event resources (e.g., tablets, QR codes linking to job boards)
- Coordinated social media campaign strategy highlighting in-demand jobs regionally

## PRIORITY C

Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

### STRATEGY 1C

Integrate the materials from this planning process into a statewide advisor toolkit with career pathways, job data, and guidance materials to support consistent, informed advising across the workforce and education partners.

#### HOW?

To support talent development in Maine's Advanced Manufacturing sector, workforce system partners **can turn this Strategic Plan and supporting data analysis, including career pathways, into a statewide workforce advisor toolkit** that includes in-demand career pathways, up-to-date jobs data, and guidance materials to support consistent, informed advising across education, training, and workforce partners. This toolkit is designed to equip career counselors, job center staff, educators, and community-based organizations with accessible, regionally relevant resources to help individuals navigate opportunities in Advanced Manufacturing and other in-demand sectors.

These materials, developed through this project, include industry-specific pathway visuals, regional labor market data, training program directories, and messaging tailored to various audiences. **The next step is to expand awareness and usage by distributing the toolkit across the workforce system and activating partners to integrate it into advising and outreach.** Community-based organizations will play a critical role in reaching priority populations, including immigrants, multilingual residents, and individuals underrepresented in the sector. Ensuring these partners have access to the toolkit in multiple languages and accessible formats will help connect more individuals to opportunities in Advanced Manufacturing.

Partners can support this effort by sharing the toolkit through their networks, hosting orientation sessions for advisors, and incorporating materials into community outreach and guidance activities. Ongoing collaboration will ensure the toolkit stays current and remains a trusted, go-to resource for promoting equitable access to high-quality Advanced Manufacturing careers across Maine.

### Strategic Starting Points



**Live + Work in Maine** | [Career Seeker Online Job Board](#)

**Maine Department of Labor** | [Maine Virtual CareerCenter](#) | [Maine JobLink](#)

**Manufacturers Association of Maine** | [Online Job Board](#)

**Maine Department of Labor, Center for Workforce Research and Information** | [Career Exploration Online Tool](#)



## PRIORITY C

Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

### STRATEGY 2C

Sustain and grow programs that enable adult learners to gain access to new training or skills.

#### HOW?

Workforce system partners **can implement a coordinated strategy to initiate a public-private-philanthropic fund that supports paid, employer-sponsored training specifically through Maine's Adult Education programs.** This fund would serve as a key mechanism to reduce financial barriers and increase participation in work-based learning opportunities such as short-term credential programs, on-the-job training, and adult-focused apprenticeships.

Partners can begin by bringing together employers, philanthropic organizations, adult education providers, and public agencies to design the structure of the fund, clarify roles and responsibilities, and establish shared investment priorities. Leveraging Maine's robust Adult Education network, the fund can support high-quality, locally accessible training aligned with in-demand manufacturing roles, ensuring that both employers' workforce needs and adult learners' career goals are met.

Workforce system partners will play a vital role in identifying employer partners willing to host or sponsor training, coordinating with adult education centers to deliver relevant programming, and promoting paid learning opportunities through job centers, career advisors, and community-based organizations. To promote equity and access, **priority should be given to rural and underserved communities, with stipends or wages available to support adult learners who cannot afford to participate otherwise.**

This strategy not only expands access to training for adult learners but also advances the broader goal of promoting widespread awareness of open jobs and career pathways, particularly among those who may not be connected to traditional education pipelines. By combining targeted investment, employer collaboration, and the reach of Maine's Adult Education system, workforce partners can create clear, supported pathways into Advanced Manufacturing careers statewide.

Pre-apprenticeships and apprenticeships are well-established entry points for adults transitioning into a new role or looking to gain additional on-the-job training. Expanding pre-apprenticeships and apprenticeships can provide a structured, supportive bridge into technical careers while earning a wage, which is an essential component for working learners managing other life responsibilities.

## PRIORITY C

Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

### STRATEGY 3C

Hold pop-up events, meet-ups, and forums that continue to illuminate industry opportunities and the diversity of positions available for growth.

#### HOW?

Workforce partners can integrate this strategy into existing community infrastructure and events to promote widespread awareness of open jobs and career pathways, especially those aligned with regional opportunities. By **identifying high-traffic gatherings such as local fairs, cultural festivals, neighborhood events, veterans' resource days, and tribal community functions**, partners can host accessible, low-barrier pop-ups that engage a wide range of current and potential workers.

Localized organizations such as Chambers of Commerce, Regional Planning Organizations, adult education programs, and community-based groups can help determine which events offer the greatest visibility and impact. **These trusted partners also provide valuable connections within their communities, helping to broaden reach and deepen engagement.**

To ensure consistent messaging and strong visibility, partners can share coordinated marketing materials that highlight regional career pathways, in-demand jobs, available training programs, and contact points for career navigation. Materials should be culturally relevant, multilingual where needed, and designed for clarity and accessibility.


**Embedding workforce outreach into familiar community spaces creates meaningful touchpoints that expand awareness, build trust, and spark interest in career opportunities**, particularly among individuals who may not engage with traditional workforce systems. This collaborative approach helps ensure that career information is visible, approachable, and locally relevant across all corners of the state.


#### EXAMPLE MARKETING MESSAGE


**No Experience? No Problem. Train for a High-Paying Manufacturing Job in Your Backyard.**

You don't need a four-year degree to land a great career.

Maine's manufacturers are hiring, and many offer paid training, benefits, and career advancement.

 Get skilled

 Get hired

 Get paid

Start your next chapter today!

*The future is being built in Maine—be part of it.*

## PRIORITY C

Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

### STRATEGY 4C

Increase the ability to conduct job-matching activities into career fairs, training events, and demonstrations, and career advisor sessions.

#### HOW?

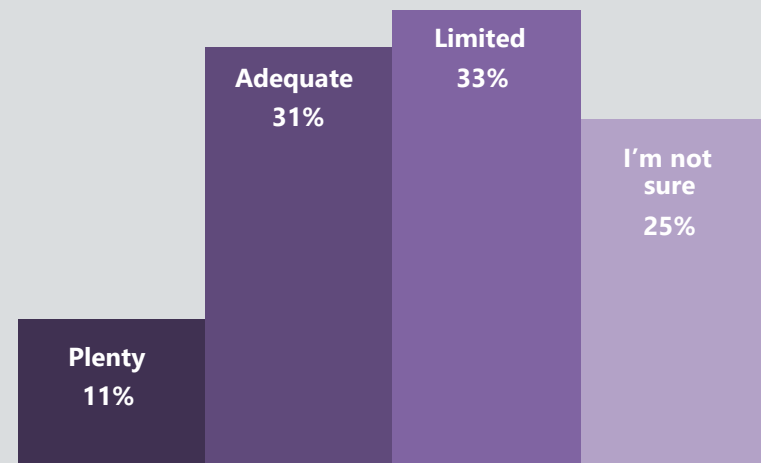
To strengthen job-matching efforts and connect job seekers with real-time opportunities, workforce partners can embed hiring tools and application support directly into community events and career exploration activities. **Career fairs, hands-on demonstrations, training events, and one-on-one advising sessions provide ideal platforms to help individuals move from interest to action.**

Workforce partners can work together to ensure that each event includes technology-enabled resources. For example, flyers and posters promoting the event can include QR codes that link directly to job boards featuring open manufacturing positions or region-specific opportunities. This creates **an easy entry point for attendees to explore jobs in real time using their own devices.**

At the event, **having laptops or tablets available on-site** allows job seekers to explore career pathway maps, fill out job applications, or create accounts on platforms like Maine JobLink. Resume review booths staffed by career advisors or trained volunteers can provide immediate support for job-ready candidates, helping them polish application materials and prepare for conversations with employers.

By making these resources readily accessible, events become more than just information-sharing; they become launchpads for employment. This integrated approach ensures that job seekers can take meaningful next steps toward manufacturing employment while their interest and momentum are high, reinforcing the impact of outreach efforts across the workforce system.

One-third of potential workers believe that job opportunities in manufacturing are limited.



**Survey Question:** How would you describe the current opportunities for advanced manufacturing jobs in Maine?



## PRIORITY C

Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

### STRATEGY 5C

Employ a coordinated social media approach across partners to elevate available job openings.

#### HOW?

Workforce system partners can enhance outreach and engagement by aligning their social media efforts around a **shared goal: making Advanced Manufacturing career opportunities more visible, accessible, and appealing to a wide audience.** By coordinating messaging and content, partners can reach more job seekers with timely, relevant information about open positions and career pathways across Maine.

One key tactic is to launch a **weekly social media series** that showcases in-demand jobs by region. Posts can include job titles, average wages, required or available training, and links to real-time postings. Whenever possible, content should also feature direct connections to HR professionals or career advisors who can support job seekers in taking the next step. This series helps normalize job-seeking behavior, **highlights career options across advanced manufacturing, and offers a practical guide to where and how to get started.**

To make posts more engaging, partners can collaborate with **employers to create short videos** that bring these opportunities to life. These videos might spotlight real employees sharing their job trajectory, describe the skills they've gained through on-the-job training, or highlight the quality of life associated with working in manufacturing in a particular region. Stories that are relatable and aspirational can help break down stereotypes and encourage more people to pursue these careers.

Importantly, content should emphasize the on-ramps to employment—what training is available, who to contact for support, and where these roles are located regionally. By working together to promote consistent, well-designed messaging across platforms and partners, the workforce system can build a stronger presence online, elevate employer needs, and help more Mainers find meaningful, well-paying work close to home.

#### HIGHLIGHT EMPLOYERS WITH TESTIMONIALS

**Boots2Roots** effectively leverages employer testimonials to attract transitioning military members by showcasing real-world success stories and endorsements from Maine-based employers.

These testimonials highlight the value that veterans bring to the workforce, emphasizing qualities such as motivation, discipline, teamwork, and safety—traits honed during military service.

[View video testimonials.](#)

## PRIORITY C

Promote widespread awareness of open jobs and career pathways for current or potential workers, emphasizing regional availability and opportunities.

### STRATEGY 6C

Integrate training sources and job postings specific to Advanced Manufacturing into Workforce Source Maine's Virtual Career Center.

#### HOW?

To better connect job seekers with opportunities in Advanced Manufacturing, workforce system partners can integrate advanced manufacturing-specific job postings and training resources into Workforce Source Maine's Virtual Career Center. For example, current training offerings and career pathways are planned to be hosted on a complementary site called MyWorkSource Maine.

This effort will make it easier for individuals to explore careers, understand skill requirements, and access local training options all in one place.

#### MEASURING PROGRESS

To support Priority C, progress can be tracked using targeted performance metrics including:

- Increased knowledge of manufacturing and connections between employers and career advisors
- Increase in job board interaction rates (more workers applying for jobs through digital platforms)
- Increase in career pathway interactions (downloads or views on a website)
- Increase in career advisors' awareness of jobs

## PRIORITY D

# Demonstrate the range of opportunities in Advanced Manufacturing for middle and high school students through workshops, promotions, and hands-on learning.

Maine is home to over 185,000 school-aged children, representing a significant opportunity to cultivate a strong and sustainable talent pipeline for the state's advanced manufacturing sector.

Early exposure to a broad range of manufacturing careers is essential to help students understand their options, discover their interests, and begin developing the skills they will need for future success.

Engaging students through hands-on workshops and interactive learning experiences not only demystifies the industry but also positions it as a viable and rewarding career path. To be effective, these efforts must also include parents and educators, who play a critical role in shaping students' career perceptions. Without accurate, up-to-date information about modern manufacturing environments, outdated stigmas from past decades can discourage interest and limit career exploration.

Data underscores the importance of early and accurate career exposure. Thirty-two percent of career advisors in Maine report unfamiliarity with

Advanced Manufacturing, and students frequently cite limited exposure and knowledge as major barriers to pursuing careers in the field.

Additionally, potential workers identify a lack of experience, perceived low wages, and limited job opportunities as deterrents—factors that may be addressed through better communication about existing pathways. Despite these perceptions, the reality is that most advanced manufacturing employers in Maine offer on-the-job training to reduce entry barriers.

With a projected workforce gap ranging from -1,372 to +60 in key manufacturing occupations over the next five years, increasing awareness of these opportunities is essential to closing the gap and ensuring a future-ready workforce. These actions are not standalone efforts—they must be implemented together to cultivate a robust culture of STEM, innovation, and career awareness among all of Maine's students, regardless of background or school setting.

### Leading Partners

- Educate Maine
- Maine Community College System
- Maine Department of Education
- Maine STEM Partnership
- Manufacturers Association of Maine
- University of Maine

### Resources and Tools Needed

- Career ambassador network representing key manufacturing occupations
- Mobile learning units and kits for in-school and community-based engagement
- Cross-sector partnerships to align apprenticeships and work-based learning



## PRIORITY D

Demonstrate the range of opportunities in Advanced Manufacturing for middle and high school students through workshops, promotions, and hands-on learning.

### STRATEGY 1D

Keep graduating students in Maine through on-the-job training opportunities like extended learning opportunities (ELOs), pre-apprenticeships, and apprenticeships.

#### HOW?

To support talent retention and strengthen the pipeline into Maine's Advanced Manufacturing sector, workforce system partners can **build on existing efforts by expanding access to on-the-job training pathways such as Extended Learning Opportunities (ELOs), pre-apprenticeships, and apprenticeships.** These programs give students the chance to apply what they're learning in the classroom to real-world settings, helping them develop technical skills, gain work experience, and provide an alternative to additional to post-secondary education.

In collaboration with schools, training providers, and manufacturers, partners can help align these opportunities with student interests and industry needs. This includes working with the Maine Department of Labor's Apprenticeship Program to connect students to paid, structured training options that lead to recognized credentials for in-demand occupations (e.g., engineering technicians, welding, etc.). Partners can also support the integration of pre-apprenticeships and ELOs within existing career pathways to provide students with early exposure to the manufacturing field.

By continuing to coordinate with education and industry partners, workforce system providers can expand access to work-based learning programs already in place, **making it easier for more students to gain experience and consider long-term careers in Maine's advanced manufacturing sector.**

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*90% of apprentices who complete their program are still working with their employer after one year.*

*~Maine Department of Labor*

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### Strategic Starting Points



**Maine Department of Labor** |  
[Apprenticeship Program](#)

**[National Manufacturing Day](#)** | Held the first Friday of October

**[Maine Manufacturing Month](#)** | October

**Maine State Chamber of Commerce** |  
["Dream It. Do It" Campaign](#)

**The Advanced Manufacturing Center** |  
[Workshops and Summer Camp Programs](#)

## PRIORITY D

Demonstrate the range of opportunities in Advanced Manufacturing for middle and high school students through workshops, promotions, and hands-on learning.

## STRATEGY 2D

Assign career ambassadors for each occupation within the designated career pathways.

### HOW?

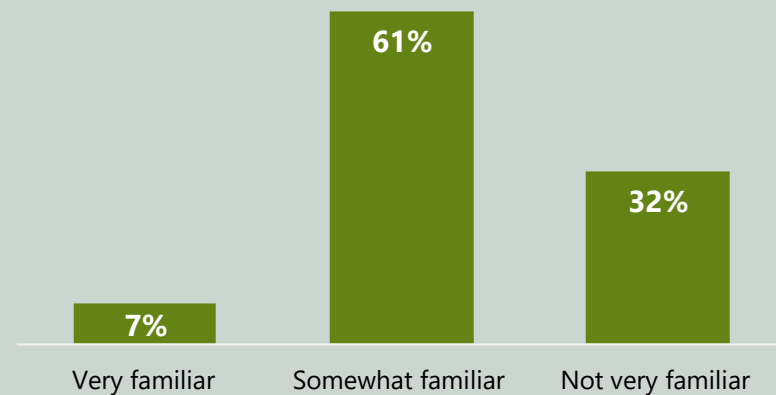
To strengthen student awareness and interest in advanced manufacturing careers, workforce system providers can implement a strategy to assign **career ambassadors for each key occupation within designated career pathways**. These ambassadors would serve as relatable, knowledgeable representatives who help bridge the gap between the classroom and the manufacturing workplace.

**Career ambassadors should be individuals actively engaged in the manufacturing ecosystem**, such as early-career professionals, skilled tradespeople, or supervisors, who can speak authentically about their roles and career paths. Their role would be to connect with students, teachers, and career advisors by offering real-world insight into manufacturing jobs, skills required, and advancement opportunities.

To achieve this, workforce system providers can partner with regional employers and industry associations to identify and prepare ambassadors, ensuring they represent a wide range of roles across the sector. Ambassadors would visit schools on a regular schedule through classroom talks, career fairs, or hands-on demonstrations to spotlight the breadth of opportunities available, particularly in lesser-known or emerging occupations.

**To maintain fresh perspectives and broaden student exposure, ambassadors should be rotated regularly, with attention to representing different subsectors, career levels, and backgrounds.** This approach not only supports career exploration but also strengthens connections between education and industry, helping students envision a future in manufacturing and access the resources to get there.

Thirty-two percent of career advisors in Maine report unfamiliarity with Advanced Manufacturing.



**Survey Question:** How familiar are you with career opportunities in advanced manufacturing in Maine?

## PRIORITY D

Demonstrate the range of opportunities in Advanced Manufacturing for middle and high school students through workshops, promotions, and hands-on learning.

### STRATEGY 3D

Host family-focused learning opportunities with on-site education and workforce development events for middle and high school students.

#### HOW?

Workforce system providers can **host family-focused learning opportunities** that combine education and workforce development in accessible, engaging formats for middle and high school students and their families. These events are most effective when they foster a shared learning experience between students and their parents or caregivers by building an understanding of modern manufacturing careers and the educational pathways that support them.

Workforce partners can begin by coordinating with schools and employers to host events that welcome families into both educational and workplace settings. This could include **career nights, facility tours, or open houses where parents are invited to engage directly with instructors, career advisors, and local manufacturers.** To ensure inclusivity, outreach, and event materials should incorporate cultural and language supports to meet the needs of diverse communities.

To broaden access and reach new audiences, **events should be held in a variety of locations beyond traditional schools**, such as after-school programs, youth-serving organizations like Girl/Boy Scouts, tribal community centers, and STEM competitions. These venues offer opportunities to engage students in familiar settings and create welcoming entry points for families who may not otherwise participate in workforce programming.

Manufacturers should be encouraged to participate directly by demonstrating their products and technologies and explaining the types of roles they hire for. Events can be enhanced with interactive components, such as virtual reality (VR) simulations or mobile training kits, that allow both students and parents to experience manufacturing processes firsthand.

Workforce partners can collaborate with groups like Educate Maine to **replicate successful models such as the Mobile Biolab, bringing portable, hands-on learning opportunities directly to schools and communities.**

In addition, events should include clear information about **career pathways, highlighting how students can access opportunities like internships, pre-apprenticeships, and apprenticeships.** Local, regional, and state officials can be invited to attend these events to help champion the efforts and observe the impact on students and families.

By combining community-based engagement with immersive learning experiences and clear connections to existing programs, workforce system providers can help families better understand and support students in pursuing rewarding careers in Advanced Manufacturing.

#### LOCAL PARTNERS

##### Town of Gorham | Aspire Gorham

In the Town of Gorham, a community-wide collaboration between the school district and local businesses aims to introduce students across the K-12 spectrum to pathways to reach emerging or growing professions. Supported through a Career Aspirations and Extended Learning Opportunity (ELO) Coordinator, the initiative brings in training, exercise, workshops, and speakers to expose students to real-life change makers to inspire their own journeys.

[Learn more.](#)

## PRIORITY D

Demonstrate the range of opportunities in Advanced Manufacturing for middle and high school students through workshops, promotions, and hands-on learning.

### STRATEGY 4D

Showcase pilot programs combining STEM and Manufacturing.

#### HOW?

Workforce partners can showcase pilot programs that combine STEM education with hands-on manufacturing experience. **Programs such as Ignite and STEM+M, already underway in parts of Maine, serve as strong examples of how integrated learning models can expose students to modern manufacturing technologies while building critical STEM competencies.**

Workforce partners can begin by identifying and documenting current pilot programs across the state that bring together schools, employers, and post-secondary institutions. This includes gathering data on student participation, skills gained, industry involvement, and overall outcomes. By tracking these metrics, partners can assess what elements of each program are most effective and determine how to replicate or scale those components in other regions.

**Highlighting success stories is an important step toward building broader support.** Providers can work with the University of Maine's Advanced Manufacturing Center and other key partners to spotlight promising models through videos, case studies, or live demonstrations at convenings and events. These stories can be used to build momentum with educators, industry, and funders.

To encourage further adoption, **workforce partners can facilitate knowledge-sharing by organizing site visits, webinars, or toolkits** that outline how the programs were implemented, what partnerships were critical to success, and what resources are needed to launch similar initiatives elsewhere. This strategy not only elevates effective practices but also strengthens statewide collaboration to grow Maine's future manufacturing workforce.

#### INDUSTRY-LED INITIATIVE

**ARMI** | BioFabUSA partners with Girl Scouts of the Green and White Mountains

In New Hampshire, the Advanced Regenerative Manufacturing Institute (ARMI) is transforming medicine and healthcare.

To advance the organization's ambitious goals, they have developed a series of tools and outreach campaigns around STEM and innovation for regional youth.

The Girl Scouts of the Green and White Mountains piloted a "Biofabrication Patch" that integrates curriculum and workshops around elements of the biofabrication field.

[Learn more.](#)



## PRIORITY D

Demonstrate the range of opportunities in Advanced Manufacturing for middle and high school students through workshops, promotions, and hands-on learning.

### STRATEGY 5D

Develop targeted outreach strategies to engage homeschooled students and their families in career exploration and hands-on learning.

#### HOW?

To ensure that all students, including those outside traditional school systems, have access to career exploration opportunities, **workforce partners can develop targeted outreach strategies that engage homeschooled students and their families in hands-on learning connected to Advanced Manufacturing and related fields.** This population often lacks access to the same career services and experiential learning opportunities as students in public or private schools, **so outreach must be intentional, flexible, and inclusive.**

Workforce partners can start by identifying and building relationships with homeschooling networks, local cooperatives, and parent-led organizations across the state. These groups can serve as **trusted entry points to share information** about available programs and events. Outreach materials should be tailored to this audience and distributed through platforms commonly used by homeschooling families, such as regional social media groups, online forums, co-op newsletters, and community bulletin boards.

Partners can invite homeschool families to participate in existing career fairs, manufacturing expos, or community-based events that feature employer demonstrations and interactive exhibits. Where possible, **flexible scheduling options**, including daytime and weekend programming, should be offered to accommodate a range of homeschooling routines. In addition, partners can **bring mobile learning experiences**, such as maker kits or STEM-focused workshops, directly to homeschool meetups, libraries, or community centers.

To strengthen impact, these events should highlight clear pathways into career-connected programs such as pre-apprenticeships, dual enrollment courses, or internships, and provide resources for parents to support their children's exploration of career options in Advanced Manufacturing. Engaging homeschool families in these hands-on learning experiences helps expand equitable access to career pathways and ensures more students are exposed to the opportunities available in Maine's Advanced Manufacturing sector.

#### MEASURING PROGRESS

To support Priority D, progress can be tracked using targeted performance metrics including:

- Increase the number of annual workshops, promotions, and learning opportunities
- Increase the number of workers, ages 18-24, over five years
- Increase the number of employer partnerships with K-12 schools

# ABOUT CAMOIN ASSOCIATES

As the nation's only full-service economic development and lead generation consulting firm, Camoin Associates empowers communities through human connection backed by robust analytics.

Since 1999, Camoin Associates has helped local and state governments, economic development organizations, nonprofit organizations, and private

businesses across the country generate economic results marked by resiliency and prosperity.

To learn more about our experience and projects in all of our service lines, please visit our website at [www.camoinassociates.com](http://www.camoinassociates.com). You can also find us on LinkedIn, Facebook, and YouTube.

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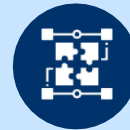
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## Service Lines



Strategic and  
Organizational  
Planning



Real Estate  
Development  
Services



Lead Generation  
and Relationships



Business  
Attraction and  
Retention



Entrepreneurship  
and Innovation



Industry and  
Workforce  
Analytics



Impact  
Analysis

