



North Carolina's Piedmont Triad Implementation Plan for the Workforce Innovation in Regional Economic Development Project

Version 4.0

September 12, 2006

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1.0 Executive Summary

The Piedmont Triad Partnership (Partnership) is one of 13 successful regional applicants nationally to the U.S. Department of Labor (DOL) for a Workforce Innovations in Regional Economic Development (WIRED) program. Through this initiative, the Partnership will implement an integrated plan for workforce, education, economic development, innovation and entrepreneurship (WIRED Project) that will result in the creation of high-skill, high-wage jobs across the 12-county Piedmont Triad region (Region) and significantly strengthen the Region's global competitiveness.

The WIRED Project will be implemented with the broad engagement of regional business leaders and numerous community and institutional partners. It will be supported as well by DOL and a national resource support team (DOL Team) and by the NC Commission on Workforce Development (Commission).

The Implementation Plan Version 4.0 (Plan) for the WIRED Project includes four goals with related strategies, activities, outcomes and metrics. The four goals are as follows:

Goal 1: Project Governance and Administration. Provide the project governance, engagement and administrative support necessary for successful implementation of the WIRED Project in the Region.

- WIRED Action Committee representing community/institutional partners and business leader interests in governance.
- Community and Institutional Partners engaged in subcommittees.
- Sr. Vice President/Project Manager directs plan implementation.

Goal 2: Leadership, Communication and Regional Integration. Build visionary leadership capacity and the broad community engagement necessary to transform the Region's economy and sustain the transformation beyond the three-year WIRED project.

- Engagement of, and strategies for, workforce and economic development resources.
- Leadership Development Initiative (LDI) led by Center for Creative Leadership (CCL).
- Public information and educational attainment campaigns.
- Sustaining the WIRED Project beyond the three-year grant period.

Goal 3: Economic Growth and Competitiveness. Accelerate the capacity to create new, high-skill, high-wage jobs through demand-driven services to targeted industry clusters, and to strengthen the entrepreneurial and innovative culture across the entire Region.

- Focus on four targeted industry clusters (Advanced Manufacturing, Creative Enterprises and the Arts, Health Care, Logistics/Distribution).
- Broaden support for entrepreneurial activity.
- Enhance research and commercialization activities by colleges and universities.
- Engage and benefit rural communities and underserved populations.

Goal 4: Education and Workforce Investment. Leverage all of the Region’s educational and training resources to transform and create a best-in-class workforce training delivery system.

- Facilitate collaboration among workforce training resources to build common strategies for service delivery.
- Conduct needs assessments and gap analyses.
- Develop the portal component of the WIRED website that allows users to search all the workforce training resources in the Region in the targeted industry clusters.
- Deliver significant levels of demand-driven workforce training and development services.
- Establish a school-to-work forum for K-12 programs.

To support the first year of the Plan, the Partnership has budgeted \$4,895,000. Less than 20% is allocated for administrative costs. Two-thirds of the budget resources are allocated to support the accomplishment of goals 3 and 4.

The WIRED Project represents a truly unique opportunity for business, community and institutional leaders of the Triad to transform and build a globally competitive region with enormous benefits for citizens. It is an opportunity that must be seized.

2.0 WIRED Project Goals

The WIRED Project goals in this Plan have been refined and enhanced based upon very substantial input from the DOL Team, the Commission staff, community and institutional partners and business leaders.

DOL Team input has been provided through both written comments and from important recommendations and suggestions made at the meeting of WIRED regional partners on July 24, 2006 in the Region. This meeting included plenary sessions and facilitated breakout group discussions that provided all participants with opportunities for input on the goals and strategies of Version 3.0 of the Implementation Plan. Written transcripts of the extensive input garnered from participants were provided to the DOL Team and were made available to the meeting participants.

Following the July 24 meeting, the Partnership conducted a series of focus groups and on-line surveys to gather further input from key partners around a set of questions related to transformation of the workforce training and development delivery system, barriers and challenges to transformation, current unmet training needs and opportunities for collaboration. The focus groups and online surveys were targeted to the following constituencies: (1) business leaders; (2) workforce boards and the Commission staff; (3) the Employment Security Commission; (4) community colleges; (5) chambers of commerce and economic development commissions; and (5) universities and colleges. These efforts not only provided valuable input, they provided a meaningful sense of engagement in the WIRED Project for the key partners and the business community in the Region.

This version of the Plan reflects the very significant input provided through these efforts. It has also been shared with the community and institutional partners for review and comment prior to submission to DOL.

There are four goals for the WIRED Project in the Region. These are:

Goal 1: Project Governance and Administration. Provide the project governance, engagement and administrative support necessary for successful implementation of the WIRED Project in the Region.

Goal 2: Leadership, Communication and Regional Integration. Build visionary leadership capacity and the broad community engagement necessary to transform the Region's economy and sustain the transformation beyond the three-year WIRED Project.

Goal 3: Economic Growth and Competitiveness. Accelerate the capacity to create new, high-skill, high-wage jobs through demand-driven services to targeted industry clusters, and to strengthen the entrepreneurial and innovative culture across the entire Region.

Goal 4: Education and Workforce Investment. Leverage all of the Region's educational and training resources to transform and create a best-in-class workforce training delivery system.

These goals and related strategies are briefly discussed below and are supported and amplified in the Implementation Plan Matrix that appears in **Attachment A**. This matrix addresses in detail

all of the elements required by DOL for each of the WIRED Project goals, including activities, responsible partners, timeframes, resources required, outcomes and metrics.

Metrics that are developed will include the DOL Employment and Training Administration's traditional metrics, including job placement, retention and wage increases. Additional, less traditional metrics are needed to measure the transformational, leadership and cultural elements of the Plan.

It is important to note that all outcomes and metrics cannot be fully expressed at this time because the engagement and discovery process built into key plan elements needs to be launched first. For instance, targeted industry cluster roundtables will need to be formed and engaged in identifying demand-driven needs and in establishing metrics and outcomes, including the specific workforce training programs and providers supported by the WIRED project.

Goal 1: Project Governance and Administration

Provide the project governance, engagement and administrative support necessary for successful implementation of the WIRED Project in the Region.

This goal aims to establish the governance, broad community engagement and the project management infrastructure needed to successfully implement the WIRED Project. Three strategies with related activities support accomplishment of this goal.

The first strategy – creates the platform for governance and engagement of partners and business leaders in the project. A standing committee of the Piedmont Triad Partnership Board of Directors—the WIRED Action Committee—will have lead project oversight responsibility. The committee will be comprised of 11 members, representing business leaders from targeted industry clusters and key community and institutional partners, and the committee will be chaired by a member of the Partnership Board of Directors.

The WIRED Action Committee will initially meet on a monthly basis to provide the WIRED Project Manager with guidance on strategic direction, resource allocation and progress measures. The Committee will have a lead role in the development of new strategies, activities and metrics based on findings from cluster roundtables, employer needs assessments, gap analyses and other factors. Working subcommittees will be tasked with supporting WIRED project staff in carrying out Plan goals and strategies.

A more extended discussion of the governance and engagement of partners in the WIRED Project is set forth in the Project Governance section (3.0) of this Plan.

The second strategy – establishes the senior management and administrative support necessary to implement the Plan. This includes hiring of the Project Manager, administrative staff and financial management support. It also includes establishing and equipping the project's offices in a central regional location that can support the collaborative organizational infrastructure essential for the WIRED Project to be successful.

A more detailed discussion of overall project management is set forth in the Project Management section (4.0) of this Plan.

The third strategy – addresses the need for exceptional levels of communication with the DOL Team, the Commission, many federal, state, regional, and local partners and the other WIRED regions to support WIRED Project success.

Goal 2: Leadership, Communication and Regional Integration

Build visionary leadership capacity and the broad community engagement necessary to transform the Region’s economy and sustain the transformation beyond the three-year WIRED Project.

This goal aims to transform the Region’s economy by building exceptional, visionary leadership capacity and broad engagement of the key workforce and economic development assets in the Region. Four strategies with related activities support accomplishment of this goal.

The first strategy – engages and supports collaboration among the multiple workforce training and development and economic development assets of the Region in unprecedented ways.

The key workforce development assets in the Region include:

- 6 workforce development boards
- 16 Employment Security Commission offices
- 9 community colleges
- NC Department of Commerce – workforce development resources
- NC Department of Labor apprenticeship resources

These important workforce development resources need to be engaged in developing strategies and a service delivery approach which is region-centric and “demand” driven. The WIRED Project will provide a platform for unprecedented collaboration among these resources that will transform the current fragmented approach to the delivery of workforce training services within the Region.

The key economic development assets in the region include:

- NC Department of Commerce – community development, existing industry and recruitment resources
- 13 local economic development agencies that together represent the Economic Development Advisory Committee of the Partnership
- 22 Chambers of Commerce
- Universities and community colleges – Small Business Centers, the Small Business and Technology Development Center, the Industrial Extension Services/Manufacturing Extension Partnership, technology transfer offices and other resources

These robust economic development resources also need to be engaged in developing strategies and a service delivery approach which is region-centric and “demand” driven. The WIRED Project will provide a platform for unprecedented collaboration among these resources that will transform the current fragmented approach to economic development within the Region.

Finally, this strategy will provide a platform for action, collaboration and integration of both workforce and economic development resources to meet region-wide objectives in a new and powerful way to ensure that the Region’s workers have access to the training and to possess the

skills necessary to support the growth of the Region’s four target industry clusters and to create more jobs and higher wage employment in the future.

The second strategy – provides a region-wide leadership development initiative focused on building leadership capacity and fostering regional collaboration.

The Center for Creative Leadership (CCL), a globally recognized leadership development organization headquartered in the Region, will lead the WIRED Leadership Development Initiative (LDI). CCL will utilize innovative “action learning” methods with senior leaders from throughout the Region to both enhance leadership capacity and build skills in “whole system collaboration.” The stated goal of LDI is “to change the behavior, relationships, activities, and actions of the people, groups, and organizations that comprise key components of the regional economic development system.”

The learning experience of participants will span the three years of the WIRED Project. It is expected that these experiences will not only engage and enhance support for the WIRED Project, but also create the capacity for ongoing leadership in the Region beyond the three-year WIRED grant focused on strengthening regional economic competitiveness through collaboration.

The third strategy – establishes an integrated leadership communication and public information plan to support the WIRED Project.

Activities will include a public information and outreach campaign that focuses on transforming the Region’s economy to enhance competitiveness and the requisite process to build leadership and Region-wide collaboration among leading workforce and economic development resources. This campaign will be supported with collateral materials and a website. It will also include a Region-wide “Education Attainment” campaign aimed at reducing school dropout rates and increasing two- and four-year college going rates for the Region’s residents.

The fourth strategy – aims to create the leadership and funding capacity to sustain the goals of the WIRED Project beyond the three-year grant period.

A WIRED Action Committee subcommittee will be created to lead this effort. The subcommittee will be comprised of community and institutional partner representatives, business and other leaders who are participating in the LDI. They will work closely with federal, state, regional and local partners to develop actionable strategies for WIRED Project sustainability.

Goal 3: Economic Growth and Competitiveness

Increase the capacity to create new, high-skill, high-wage jobs in targeted industry clusters through demand-driven services, and strengthen the entrepreneurial and innovation culture across the entire Region.

This goal increases the capacity to create new high-skill, high-wage jobs across the entire Region through a focus on targeted industry clusters and a stronger entrepreneurial and innovation culture. The recently completed Vision Plan for the Region, mandated by the North Carolina General Assembly and used as a foundation for the Region’s WIRED proposal, supports a cluster-based and entrepreneurial strategy as critical to the Region’s global competitiveness. Five strategies support the accomplishment of this goal.

The first strategy – focuses attention and significant support on four targeted industry clusters in the Region which have the potential for creating new, high quality jobs and growing the Region’s economic competitiveness.

The four targeted industry clusters are as follows:

■ **Advanced Manufacturing**

The Region’s manufacturing base remains a leading component of the Region’s economy. While severe manufacturing job losses have occurred over the past decade in the traditional commodity apparel, furniture, textile, and tobacco manufacturing industries, core manufacturing strength’s remain. Many of the Region’s traditional industries have embraced advanced manufacturing technologies and strategies to remain globally competitive, and the Region has seen substantial manufacturing growth in the pharmaceutical, semiconductor, food processing, chemicals and plastics, and transportation equipment sectors, among others. Biotechnology, including industrial biotechnology, nanotechnology, and medical devices are emerging advanced manufacturing technologies in the Region. The Region’s mid-Atlantic location and logistics capabilities, including the new FedEx hub, provide excellent opportunities for the Region to grow its manufacturing base, particularly in the manufacture of high-value, delivery-sensitive goods for East Coast markets. This opportunity is particularly evident in companies across the Region that are maintaining their competitiveness and adding high quality jobs by utilizing “advanced manufacturing” methods and systems and maximizing value chains through sophisticated logistics processes.

■ **Creative Enterprises and the Arts**

This cluster is based on the Region’s strengths in both higher education and private sector creative companies. The Region’s higher education resources include the North Carolina School of the Arts, a world-class performing arts magnet college. A new Center for Design Innovation, part of the National Institute of Design, has just been launched and will provide a focal point for region-wide creativity and design activities, including activities in the digital animation field. Other public and private universities, theatres and performing and creative arts venues and projects contribute to the emerging strengths of this cluster. In addition, the Region is home to the High Point Market, which is the world’s leading home furnishings center, which has attracted numerous creative companies, including home furnishings design and photography companies. The Piedmont Triad Film Commission and the new Bricolage regional arts festival are collocated with the Partnership and provide new avenues for collaboration in this cluster. The benefits of leveraging this cluster include not only job creation and higher incomes, but enhancing the reputation of the Region as an attractive place for talented and creative people to live and for knowledge-driven companies to locate.

■ **Health Care**

The Piedmont Triad is a national leader in health care. This cluster includes the existing, robust health care resources of the Region led by the Wake Forest University Medical Center and other regional hospitals and by college and university nursing and allied health educational programs. This cluster is extended, as well, by the rapidly emerging public and private life science research and development activities in the region and the

growth of life sciences and medical technology companies in the Region. Several Wake Forest University Health Sciences programs rank among the nation's finest, and many new health care technologies have been commercialized from Wake Forest and other Piedmont Triad universities.

■ **Logistics/Distribution**

This cluster represents a leading economic driver in the Region with world-class potential. The Region's mid-Atlantic location and outstanding network of Interstate highways, combined with the new FedEx Express Mid-Atlantic Sorting Hub that will become operational in 2009, give the Region a differentiating competency. The economic impact analysis conducted as part of the environmental impact statement for the FedEx facility projects that the hub will cause nearly 20,000 new jobs to be created in the first 16 years after operations are commenced. The Region is already seeing the benefits of the hub as representatives of several companies that have located in the Region during the last year have cited the hub as influencing their decision to choose the Region for their facility. The Region's strengths in the logistics, distribution, and transportation sectors are augmented by increasing higher education training and educational support in the Region's community colleges and universities.

Cluster roundtables will be organized for each of these four target industry clusters. Each of the roundtables will be organized and supported by a full-time Target Industry Cluster Director. The Cluster Directors will report to the Sr. Vice President/Project Manager. The Cluster Directors will be supported by a team of community and institutional partners and through contractual services. Each cluster will develop strategies to address (i) employee workforce training and development needs and (ii) other needs affecting global competitiveness.

A sample of the approach to be taken by each of the clusters is set forth at **Attachment B**. This reflects early work done by the Health Care Cluster Leadership Roundtable in the Region and includes background information on the cluster organization and a set of strategic recommendations reflecting the industry's needs. Although the Health Care cluster roundtable has not been expanded to its ultimate size, the preliminary discussions of the industry-led focus group provide guidance on the strategies that will be employed in the Health Care and other industry roundtables. The cluster roundtables will be closely connected to the workforce training system, the Higher Education Innovations Council and the entrepreneurial networks across the region.

The second strategy – establishes the leadership for the entrepreneurship, innovation and outreach-related strategies and activities of the WIRED Project.

A Vice President for Innovation and Outreach will be hired to organize and lead these activities. The Vice President will report to the Sr. Vice President/Project Manager.

The third strategy – broadens and integrates regional entrepreneurship development activities across the region into the WIRED Project.

The Piedmont Triad Entrepreneurial Network (PTEN) has co-located with the WIRED Project staff and will lead the WIRED Project's efforts to increase the level of entrepreneurial activity, new business start-ups, and job creation across the Region. PTEN will work with an entrepreneurs' advisory panel to identify workforce and other non-workforce needs to support the development and growth of entrepreneurial companies. PTEN will also connect entrepreneurs

with capital and management and technical assistance and educational services. In addition, contracted services will be provided to support WIRED Project staff on rural entrepreneurship opportunities and best practices and in the development of strategies for the rural outreach component of the plan.

The fourth strategy – establishes a Higher Education Innovations Council (HEIC) to enhance research and the capacities of the region’s two- and four-year colleges and universities and to increase commercialization of technology and knowledge.

The University system’s Small Business and Technology Development Center (SBTDC) will lead the establishment of HEIC, which will be comprised of the region’s 11 four-year and 9 two-year institutions. Through HEIC it is expected that strategies for increasing the level of research activities and, particularly, collaborative research activity, will be developed. Of particular interest will be research activity that can strengthen the WIRED Project’s targeted industry clusters and the commercialization in the Region of technology and knowledge from the higher education institutions. The recent selection of the Region as a demonstration pilot for an interagency DOL/NIST/Manufacturing Extension Partnership-led collaboration in technology transfer and advanced manufacturing is very complementary to this strategy and to the expansion of the advanced manufacturing cluster in the Region.

The fifth strategy – reflects the WIRED Project’s commitment that the Region’s rural areas and underserved/minority populations are fully engaged in and benefit from the WIRED Project.

Contracted services will be secured to support WIRED Project staff in the development of strategies for rural outreach and engagement and minority outreach and engagement, respectively. These strategies will be implemented by the Vice President for Innovation and Outreach with support from community and institutional partners and senior leaders across the Region. Both strategies will include an emphasis on public schools and workforce training, as well as entrepreneurship. In addition, because many of the rural counties of the Region have identified tourism development as a priority economic development strategy, the Partnership will continue to support the development of a regional tourism strategy that will focus on the diverse and unique tourism assets of the Region’s rural counties, including arts, cultural heritage, and recreational assets. The North Carolina Rural Economic Development Center will consult with the Partnership on the rural outreach strategy of the Plan, and the North Carolina Institute for Minority Economic Development will consult on the Region’s minority outreach strategy.

Goal 4: Education and Workforce Investment

Leverage all of the Region’s educational and training resources to transform and create a best-in-class workforce training delivery system.

This goal aims to transform and create a best-in-class workforce delivery system across the Region. Its focus ranges from strategies to transform the traditional workforce delivery system to improvements in K-12 school-to-work programs. Three strategies with related activities support accomplishment of this goal.

The first strategy – engages the six workforce development boards and other workforce resources in the Region in a transformational process to provide demand-driven programs and services at the regional level. It includes development of a set of common strategies for service delivery to

accomplish WIRED Project objectives. Strategies will be based on research on “best-in-class” systems.

Led by the Vice President of Workforce Development, workforce boards and other partners will collaborate to develop innovative team-based models and approaches to overcoming barriers, coordinating their services, and carrying out WIRED Project objectives.

Requests for proposals (RFP’s) will be developed and addressed to key partners, primarily community colleges, universities and other public and private sector training resources. In all, over \$1.7 million in RFP-based analysis, curricula development and service delivery is planned. Proposals in response to RFP’s demonstrating evidence of engagement and collaboration with and between multiple resources will be given priority in the selection process. Requests for proposals will include:

- Needs assessments, gap analyses and identification of training and development programs needed.
- Curricula and program development.
- Delivery of demand-driven workforce training and development programs and services.

In addition, a “regional workforce development portal” will be designed and integrated into the WIRED website. The portal will allow users to search all workforce training resources in the Region (e.g. community college services and course offerings, university and college services and course offerings, and private sector services and trainings) in the target industry clusters.

The second strategy – calls for the development of metrics for benchmarking workforce training and development activities and transformation. This effort will be closely coordinated with the four targeted industry cluster groups and supported by a WIRED subcommittee on metrics.

The third strategy – establishes a school-to-work forum to enhance programs in the Region’s K-12 systems and make them more responsive to the future workforce needs of business and industry.

Activities will include support through the Piedmont Triad Education Consortium and other K-12 resources based in the Region for surveys of school-to-work practices and collaboration with the targeted industry clusters to map the future needs of business. A school-to-work forum will be organized and provide a basis for facilitating interaction among the public schools around best practices modeling of programs and for interaction with business and industry. The forum will also provide a platform for the Educational Attainment campaign described previously in the Plan, as well as a vehicle for sharing input from the private sector cluster roundtable participants regarding K-12 issues and challenges.

3.0 WIRED Project Governance

The governance plan for the WIRED Project is designed to accomplish three objectives. **First**, it provides prudent and effective management oversight of Plan implementation through the Board of Directors and senior management of the Partnership. **Second**, it effectively engages a broad range of community and institutional partners in support of the implementation of the goals and strategies for the WIRED Project. **Third**, it provides a platform for, and facilitates the level of, partner engagement and collaboration necessary to better integrate workforce training and development, innovation, education, economic development and entrepreneurship programs and activities within the Region.

An organizational chart reflecting the governance plan for the WIRED Project is shown on page 15. The key components of the organizational chart are described below and include a brief description of roles and responsibilities for each.

Piedmont Triad Partnership Board of Directors

The Board of Directors of the Partnership, a 501(c)(3) corporation, has management oversight and fiduciary responsibility for the operations of the Partnership, including the WIRED Project. This Board has recently been reorganized and streamlined and new bylaws have been adopted at the recommendation of the North Carolina Department of Commerce and North Carolina Auditor. The Board now consists of 20 voting members comprised as follows:

- 4 officers (3 are business representatives)
- 3 county representatives (rotated annually)
- 2 economic developers (rotated annually)
- 5 business representatives
- 3 municipal representatives
- 2 at-large
- 1 immediate past chairman

A membership roster of the Board appears in **Attachment C**.

The Board has established a number of committees, including the following: Executive; Finance; Personnel; Regional Leadership and Advocacy; Economic Developers Advisory Committee (EDAC); Investors; Long-range Planning; Government Relations; and Travel/Tourism/Sports/Film. Most important to the WIRED Project, the Board established a standing committee for WIRED Project oversight. Called the WIRED Action Committee, this committee will remain active throughout the period of the WIRED Project.

WIRED Action Committee

The WIRED Action Committee will be chaired by a member of the Partnership's Board of Directors. Ten additional members will be selected to serve on the WIRED Action Committee. Representatives will include:

- 4 business leaders, one representing each targeted industry cluster
- 1 community college representative
- 1 university representative

- 1 K-12 representative
- 1 economic development commission or Chamber of Commerce representative
- 1 workforce development board representative
- 1 Employment Security Commission representative

The WIRED Action Committee will initially meet on a monthly basis, in person or by conference call, to provide the WIRED Project Manager with guidance on strategic direction, resource allocation and progress measures. This Committee’s meetings will also focus on project status, address open issues and problems, and suggest ways in which to effectively engage community and institutional partners. The Committee will have a lead role in the development of new strategies, activities and metrics, based on findings from cluster roundtables, employer needs assessments, gap analyses and other factors.

In addition, the Committee will have responsibility for organizing working subcommittees tasked with supporting WIRED Project staff in carrying out critical Plan goals and strategies. These subcommittees will be particularly helpful in areas where the engagement of key community and institutional partners affords opportunities to build and support integration and transformational activities.

Several working subcommittees are initially planned. These may include: Workforce Training Integration; Metrics; Communications; Sustainable Funding; Entrepreneurship; Higher Education Innovations Council; Rural Strategies; Minority Strategies; and School-to-Work.

WIRED Project Community and Institutional Partners

A list of community and institutional partners (Community and Institutional Partners) is shown on **Attachment D**. The Community and Institutional Partners represent the substantial and well-distributed base of “supply-side” resources in the region for workforce training and development, innovation, education, economic development and entrepreneurship. Well over 40 partners have been engaged in the WIRED planning process to date. This has included the involvement of a number of partners in the development of the initial WIRED proposal to DOL and much broader partner engagement in WIRED planning sessions held in March, April, May and July, 2006, and in numerous one-on-one meetings held regularly since the February 1 announcement. During August, facilitated focus groups were convened for a final round of partner input for the Plan. Groups convened includes representatives from: (i) private businesses; (ii) workforce boards/Commission; (iii) Employment Security Commission; (iv) community colleges; (v) universities and private colleges; and (vi) Chambers of Commerce and economic development organizations. Online surveys were also used with group representatives unable to participate in the focus groups.

The Community and Institutional Partners will continue to be the supply-side sounding board for WIRED. They will be convened by the President and CEO of the Partnership and WIRED Project Manager for at least one, and more likely two, “summit” meetings each year at which they will receive status reports on the WIRED Project and be afforded the opportunity for comments, suggestions and concerns about the project. They will receive regular, intervening communication regarding the Plan. Finally, they will represent the universe from among which members for the WIRED Action Committee and its working subcommittees will be recruited.

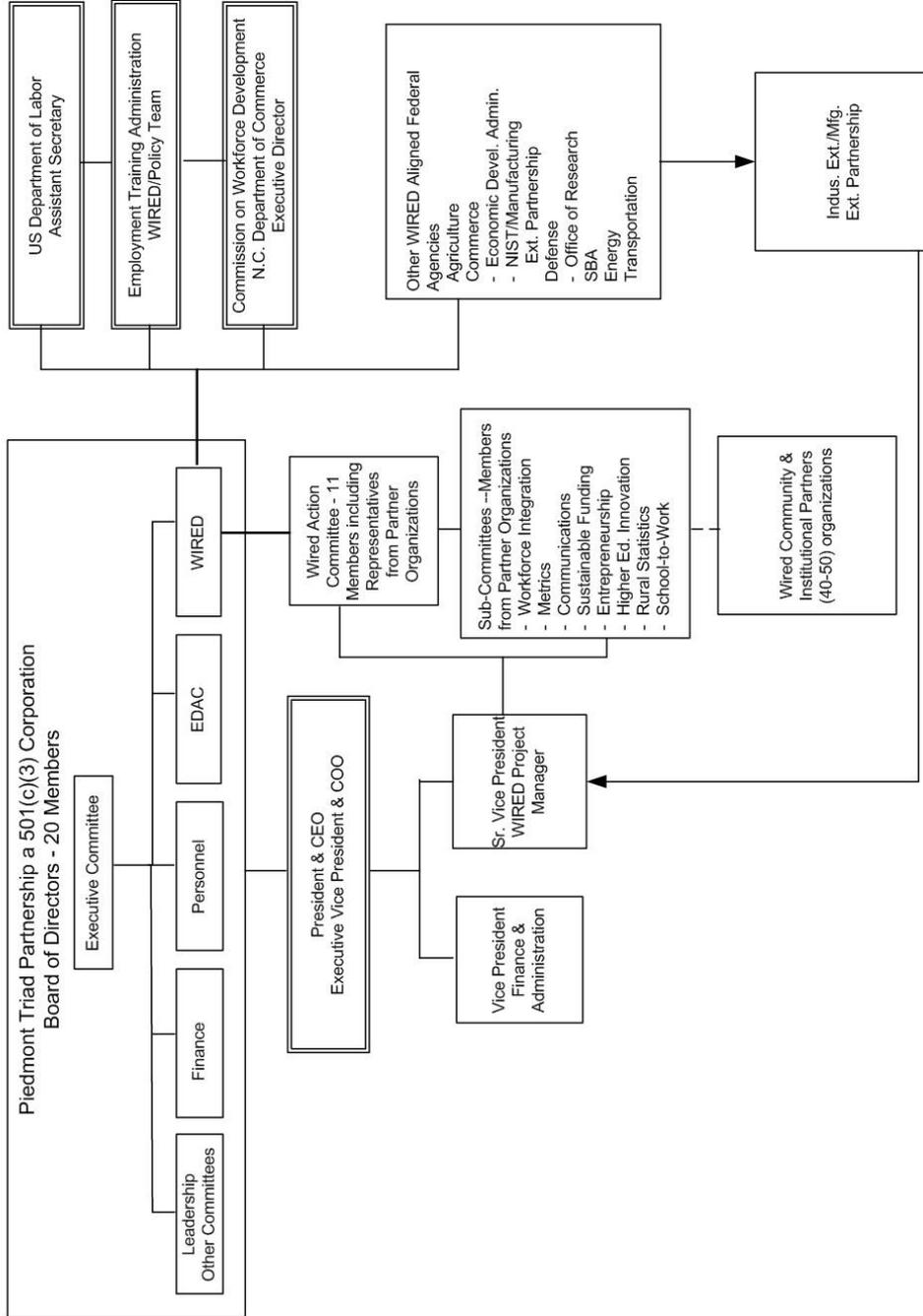
Aligned Federal Agency Support for WIRED Activities

At present, six federal agencies have agreed to provide, where appropriate, financial and program support for the national WIRED projects. In the Region, for instance, the U.S. Commerce Department's Manufacturing Extension Partnership (MEP) program, administered through the National Institute of Science and Technology, has agreed to provide additional support to the NC State University Industrial Extension Service (IES) to enhance its capacity to support the WIRED Project. In addition, as previously described, the Region has been selected by a federal interagency working group among DOL/NIST/MEP to be a national demonstration pilot for technology transfer and advanced manufacturing.

Representatives of the Economic Development Administration and Department of Agriculture Rural Development have also attended WIRED meetings in the Region and offered support for regional projects that enhance the global competitiveness of the Region. This enhanced level of IES/MEP and other federal agency activity in the Region will be closely coordinated with the WIRED Project. This will ensure that activities and federal funding are demand-driven, aligned with WIRED Project goals and strategies, and offered in collaboration with other program and service delivery initiatives of the Plan.

This initial governance plan for the WIRED Project may be adjusted in the future based upon changing needs and strategies.

WIRED Governance



4.0 WIRED Project Management

The WIRED Project will be managed on a day-to-day basis by the Sr. Vice President and Project Manager. This position reports to the Partnership's Executive Vice President and COO who, in turn, reports to the President. The President and CEO of the Partnership has ultimate staff authority and responsibility for the WIRED Project and for the success of the Plan. An organizational chart reflecting project management appears on page 18.

The **Project Manager** will initially supervise a staff of eight. This will include:

- 2 administrative specialists
- 1 Vice President of Innovation and Outreach
- 1 Vice President of Workforce Development
- 4 Target Industry Cluster Directors

All of these project positions have been approved by DOL. Job descriptions have been developed for each position, and the positions are currently being recruited through Triad JobLink, a regional employee-recruitment website managed by the Northwest Piedmont Workforce Development Board.

In addition to the staff supervisory role of the Project Manager, this position will have lead responsibilities for:

- Developing and managing the WIRED Project budget
- Providing general administrative oversight required by the WIRED Project
- Ensuring compliance with all applicable governmental regulations
- Reporting on WIRED Project progress against the Plan and ensuring that performance metrics are met
- Hiring, managing and evaluating all WIRED staff
- Maintaining the DOL Team and Commission relationships
- Engaging and supporting the WIRED Action Committee, subcommittees, and Community and Institutional Partners
- Recommending and managing contracted services identified in, and required to implement, the Plan
- Being the public spokesperson for WIRED and leading the regional advocacy and media and public relations efforts supporting WIRED

The **Vice President of Innovation and Outreach** position will have lead responsibility for implementation of Plan strategies and activities related to innovation (the Higher Education Innovations Council), minority and rural outreach, and entrepreneurship.

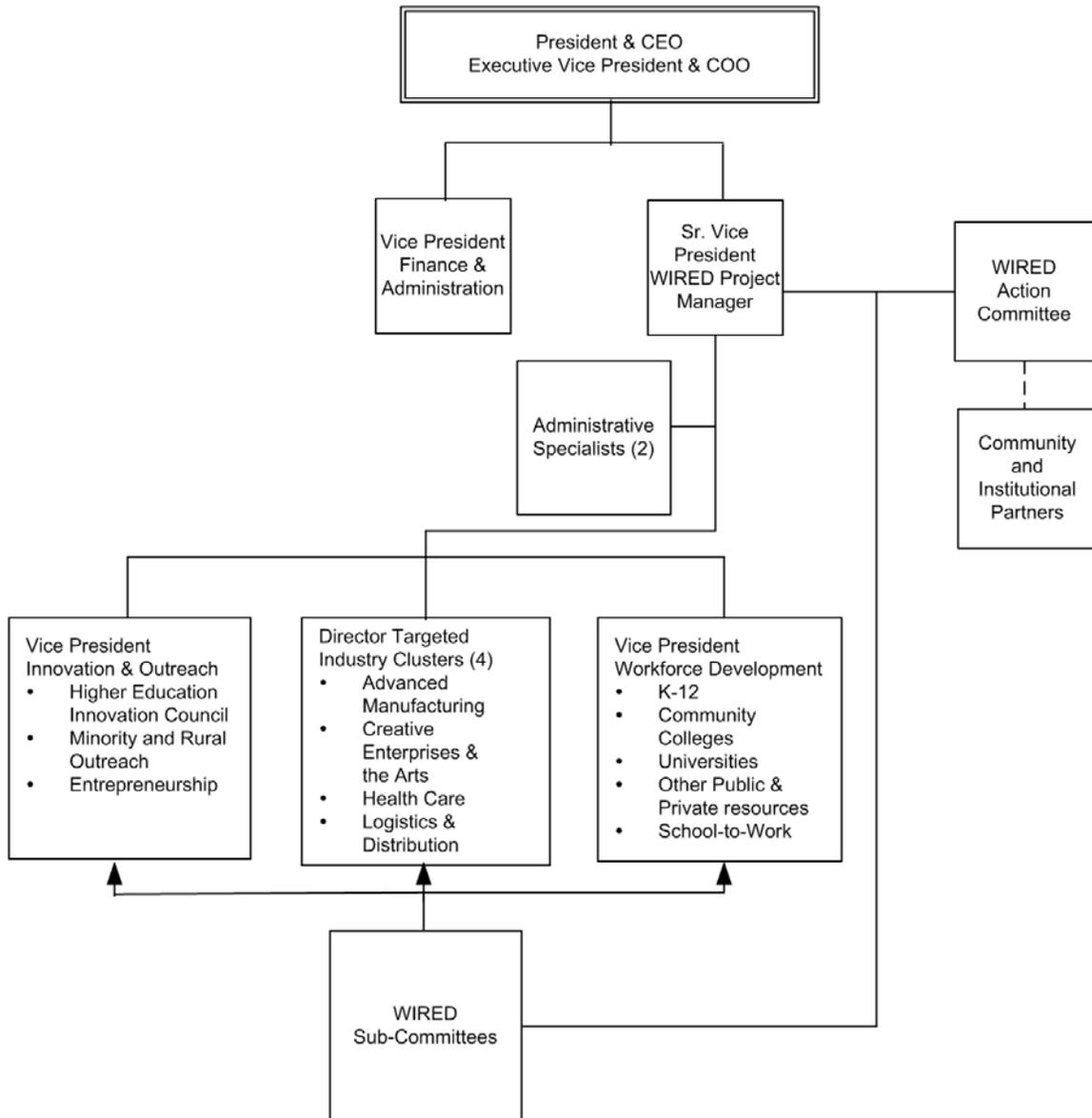
The **Vice President of Workforce Development** will have lead responsibility for implementation of Plan strategies and activities related to workforce training and development and the K-12 school-to-work forum. This will include administrative oversight and management of significant funds to support demand-driven workforce training and development needs identified by the targeted industry clusters and other needs-based assessments. These funds will be distributed to public and private training and development resources based on responses to requests for proposals. Finally, this position will be responsible for development of the WIRED website's regional workforce development portal.

The four **Target Industry Cluster Directors** will each have lead responsibility for organizing and sustaining an industry cluster roundtable. The roundtables will serve as the primary “demand” side of the WIRED Project. Each will identify training and workforce development needs of the cluster, provide leadership in the development of cluster-focused training and skill development curricula and support the broadest possible access to this curricula. In addition, industry cluster roundtables will be encouraged to identify non-workforce related needs that, if addressed, can support the competitiveness and growth of cluster companies and the overall cluster within the Region.

The two **administrative specialist** positions will provide support to the Project Manager and the other professional positions of the WIRED Project.

This Plan may be modified in the future based upon business and industry needs and new strategies and activities to address them. This may require additional staffing and reallocation of resources for the WIRED Project, which will be reflected in modifications to the Plan and subject to the approval of the DOL Team and Commission staff.

WIRED Project Management



5.0 Technical Assistance Needs

To support the success of the 13 national WIRED projects, the DOL has assembled a world-class project resource support team. All WIRED regions have been asked to identify in their implementation plan the technical assistance they will need from this team. The WIRED Project's projected technical assistance needs in the first year are set forth below by goals:

Goal 2: Leadership, Communication and Regional Integration

Strategy 2.3 – WIRED Communications Campaign

- Provide consultative support to the WIRED Project and help enhance the communications plan through two to three leadership forums focused on regional approaches to global competitiveness.

Strategy 2.4 – Sustaining WIRED Beyond Three Years

- Identify federal agency funding opportunities to support WIRED Project goals and complementary activities (beyond Collaborative Workspace references).
- Identify national foundations and other potential partners that may provide funding to support WIRED Project goals and complementary activities.

Goal 3: Economic Growth and Competitiveness

Strategy 3.1 – Targeted Industry Clusters

- Provide consultative support on the definition of, and identification of companies within, the four target clusters—“advanced manufacturing,” “creative enterprises and the arts,” “health care,” and “logistics/distribution” and on best practices in the implementation of cluster-focused initiatives in each target cluster.
- Provide support for GIS mapping of the four targeted clusters.

Strategy 3.4 – Higher Education Innovations Council

- Facilitate a speaking engagement on “The New American University” by Michael Crow, President of Arizona State University, as a part of the formal launch of the Project's Higher Education Innovations Council.

Goal 4: Education and Workforce Investment

Strategy 4.1 – Regional workforce training system

- Identify best practices for coordinated regional delivery of workforce training services and programs.

As the WIRED Project work unfolds over the first 12 months, it is anticipated that additional technical assistance needs from the DOL resource support team will be identified for years 2 and 3 of the Project.

ATTACHMENT A: Implementation Plan Matrix

Goal 1: Project Governance and Administration: Provide the governance, engagement and administrative support necessary for the successful implementation of the WIRED project.

Strategy 1.1 Create a platform through the Piedmont Triad Partnership (PTP) Board of Directors for effective project governance.

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
1.1.1 Utilize PTP and its structure, a 501(c)(3), to serve as the WIRED grant recipient.	PTP President	2/1/06	9/1/06	\$0
1.1.2 Approve reorganization of the Board of Directors of PTP and adopt new bylaws.	PTP Board, Legal Counsel	7/1/06	10/1/06	\$0
1.1.3 Establish a WIRED Action Committee (WAC) for plan implementation with 11 members, chaired by a member of the PTP Board of Directors with other members to include business leaders and community and institutional partners.	PTP President	7/1/06	10/31/06	\$0
1.1.4 WIRED Action Committee holds monthly facilitated sessions to review implementation progress and, when needed, develop new strategies, activities and metrics based on findings from cluster roundtables, employer needs assessments, gap analyses, etc.	Project Manager	10/1/06	12/31/09	\$10,000
1.1.5 Establish appropriate subcommittees of WIRED Action Committee consisting of business leaders and community and institutional partners to provide support in the accomplishment of the project goals and strategies; subcommittees meet as needed.	Project Manager	11/1/06	12/1/06	\$0
1.1.6 Engage the region's community and institutional partners in forums, conferences and on the WIRED Action Committee and subcommittees.	Project Manager	10/1/06	12/31/09	\$0
<i>Strategy 1.1 subtotal</i>				<i>\$10,000</i>
<u>Desired Outcomes</u> Effective project governance.	<u>Metrics</u> High rankings at annual review of project by the WIRED Action Committee. Clean audit reports. Quarterly reports to US DOL approved.			

Implementation Plan Matrix

Strategy 1.2 Provide the senior management leadership and support necessary to successfully implement the WIRED Project.

<u>Activities</u>		<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
			<i>Launch</i>	<i>Complete</i>	
1.2.1	Finalize an agreement with the NC Department of Commerce (DOC) on the level of PTP indirect salary cost allocation.	Project Manager	3/1/06	5/1/06	\$200,000
1.2.2	Hire Senior Vice President/Project Manager.	PTP President	3/1/06	5/1/06	\$193,200
1.2.3	Determine budget and procedures for SVP travel and other expenses.	PTP President	5/1/06	6/1/06	\$3,600
1.2.4	Hire 2 full-time (FTE) administrative assistants.	Project Manager	8/1/06	11/1/06	\$82,800
1.2.5	Finalize agreement with NC DOC on level of PTP indirect cost allocation for facilities.	Project Manager	3/1/06	5/1/06	\$352,000
1.2.6	Equip offices and order computer equipment and software.	Project Manager	5/1/06	12/1/06	\$45,000
1.2.7	Establish procedures for costs of meetings.	Project Manager	3/1/06	10/1/06	\$12,000
<i>Strategy 1.2 subtotal</i>					\$888,600
<u>Desired Outcomes</u> Management hired and fully operative.		<u>Metrics</u> Annual performance review of WIRED management and staff.			

Implementation Plan Matrix

Strategy 1.3 **Maintain exceptional levels of communication with US DOL, NC Commission on Workforce Development and the WIRED regions.**

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
1.3.1 Utilize the primary federal and state partners as key resources to assist in the introduction and implementation of WIRED.	Project Manager, WIRED Staff, PTP President	2/1/06	12/31/09	\$0
1.3.2 Attend Town Hall meeting.	PTP Staff	2/27/06	2/27/06	\$7,000
1.3.3 Hold formal WIRED Project kick-off meeting.	PTP Staff	2/1/06	3/31/06	\$6,000
1.3.4 Participate in US DOL Workforce Innovations conference.	WIRED Staff	6/30/06	12/31/09	\$20,000
1.3.6 Participate in quarterly WIRED Academy meetings and other USDOL WIRED meetings as required.	WIRED Staff, WIRED Partners	2/1/06	12/31/09	\$45,200
1.3.7 Schedule meetings as appropriate with NC Commission on Workforce Development and other state partners; attend annual NC Workforce Development Conference.	WIRED Staff	1/1/07	12/31/09	included in 1.3.6
<i>Strategy 1.3 subtotal</i>				<i>\$78,200</i>
<u>Desired Outcomes</u> Free-flow of 2-way information, support and guidance between the project sponsors (US DOL) and participants/stakeholders.		<u>Metrics</u> Effective website. Regular, informative, widely distributed e-mails to, and meetings with, participants, stakeholders, etc. Evaluations (anonymous via surveymonkey) from participants at meetings.		

Goal 1 total

\$976,800

Implementation Plan Matrix

Goal 2: Leadership, Communication & Regional Integration: Build visionary leadership capacity and the broad community engagement necessary to transform the Region's economy and sustain the transformation beyond the three-year WIRED Project..

Strategy 2.1 Fully engage and support collaboration among the key workforce training and development and economic development resources within the region.

<u>Activities</u>		<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
			<i>Launch</i>	<i>Complete</i>	
2.1.1	Provide ongoing facilitated sessions for workforce development professionals to foster communication, share successes, and address challenges.	Project Manager	1/1/07	12/31/09	\$4,000
2.1.2	Provide ongoing facilitated sessions for economic development professionals to foster communication, share successes and address challenges.	Project Manager	1/1/07	12/31/09	\$4,000
<i>Strategy 2.1 subtotal</i>					\$8,000
<u>Desired Outcomes</u> Gain support and engagement of workforce and economic development professionals.		<u>Metrics</u> # attendees (and repeat attendees) at facilitated sessions and positive evaluations from them.			

Implementation Plan Matrix

Strategy 2.2 **Conduct the WIRED Leadership Development Initiative utilizing Innovative "action learning" methods for senior leaders, individuals, and teams across the region.**

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>	
		<i>Launch</i>	<i>Complete</i>		
2.2.1	Contract with the Center for Creative Leadership to design and begin implementation of Leadership Development Initiative (LDI).	PTP President	2/1/06	10/1/06	\$400,000
2.2.2	Create a “compelling” message for leadership "Action Learning" to draw the targeted leadership audience.	PTP Staff, WIRED Staff, Marketing Consultant	10/1/06	12/31/06	\$6,000
2.2.3	Hold an LDI kick-off meeting and provide "call to action" by NC Governor Easley and US DOL Assistant Secretary Emily DeRocco to galvanize support, and gain active leadership participation for the WIRED project.	CCL, Project Manager	1/1/07	1/31/07	included in 2.2.1
2.2.4	Develop and administer evaluation assessments to benchmark progress on the LDI.	CCL, Project Manager	10/1/06	12/1/06	included in 2.2.1
2.2.5	Integrate the target audience of leaders for “whole system collaboration.”	CCL, PTP President, Project Manager	10/1/06	12/31/09	included in 2.2.1
2.2.6	Create a cohort-based structure to include “Advisory Board” and “Senior Executives.”	CCL, PTP President, Project Manager	10/1/06	12/31/09	included in 2.2.1
2.2.7	Sustain action learning through Senior Executive Action Learning Teams.	CCL	1/1/07	12/31/09	included in 2.2.1
2.2.8	Design and deliver initial sessions for Advisory Board and Senior Executives.	CCL	10/1/06	3/31/07	included in 2.2.1
2.2.9	Follow through on the initial sessions with ongoing “Action Learning” for Advisory Board members and Senior Executives.	CCL	3/1/07	12/31/09	included in 2.2.1

Implementation Plan Matrix

2.2.10	Link cohort groups for transfer of knowledge to enhance system capabilities.	CCL	3/1/07	12/31/09	included in 2.2.1
<i>Strategy 2.2 subtotal</i>					<i>\$406,000</i>
<u>Desired Outcomes</u> Increased system wide capacity to collaborate through an effective LDI program.		<u>Metrics</u> Benchmarking assessments - administered periodically to determine change/effectiveness at individual, team and system level. Dissemination of tools/techniques into wide range of organizations in region. In-depth examination of real life issues around regional collaboration that have proved useful to the WIRED project's participants. % retention of cohort members. % involvement of Advisory Board as mentors to cohorts. CCL/LDI "graduates" volunteer to stay involved after their cohort/Advisory Board experience.			

Strategy 2.3 Establish an integrative leadership communication and public information campaign.

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
2.3.1 Contract communications consultant for both internal and external campaign.	Project Manager	10/1/06	12/1/06	\$74,000
2.3.2 Conduct facilitated sessions to gain input from WIRED Community and Institutional Partners on the leadership communication and public information campaign.	Project Manager, Communications Consultant	11/1/06	12/1/06	\$18,000
2.3.3 Sustain WIRED leadership groups through the semi-annual "summits."	Project Manager, Communications Consultant	1/1/07	12/31/09	\$6,000
2.3.4 Convene WIRED communications subcommittee.	Project Manager, Communications Consultant	11/1/06	12/1/06	included in 2.3.1
2.3.5 Create public information and outreach campaign that articulates a new regional paradigm.	Communications Consultant	11/1/06	1/15/07	included in 2.3.1

Implementation Plan Matrix

2.3.6	Design and implement integrative communications campaign emphasizing PT as a creative, competitive region.	Communications Consultant	11/1/06	12/31/09	included in 2.3.1
2.3.7	Design and implement “Education Attainment” campaign.	Communications Consultant	11/1/06	12/31/06	\$90,000
2.3.8	Create WIRED website to serve clusters, subcommittees and the regional workforce training and development system.	Communications Consultant	3/3/07	5/1/07	\$60,000
2.3.9	Conduct meetings and events.	Communications Consultant	1/1/07	12/31/09	included in 2.3.1
2.3.10	Develop collateral materials and graphics.	Communications Consultant	11/1/06	12/31/06	\$30,000
<i>Strategy 2.3 subtotal</i>					<i>\$278,000</i>
<p><u>Desired Outcomes</u> Establish an effective public information campaign for the PTP WIRED Project. Creation and maintenance of a WIRED website. Designed materials as part of a comprehensive public information campaign. Effective Education Attainment campaign.</p>			<p><u>Metrics</u> Market research on WIRED recognition. # hits on website, analysis of downloaded material from the website and movement of visitors to website through its pages. Evaluation of participants in, and recipients of, the Education Attainment campaign. Engagement of regional stakeholders in WIRED meetings and subcommittees.</p>		

Implementation Plan Matrix

Strategy 2.4 Engage the Triad's leadership in sustaining the goals of WIRED beyond the three years of the grant.

<u>Activities</u>		<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
			<i>Launch</i>	<i>Complete</i>	
2.4.1	Build upon successful outcomes and expand the reach of the WIRED Leadership Development Initiative to encompass more individuals and groups.	Project Manager, PTP President	5/1/07	1/1/09	\$0
2.4.2	Establish a core of mentors and coaches.	Project Manager, PTP President	5/1/07	6/1/07	\$0
2.4.3	Establish a WIRED sustainable funding subcommittee from key Community and Institutional Partners and Federal Technical Assistance Partners.	Project Manager, PTP President	5/1/07	6/1/07	\$0
2.4.4	Identify key potential funding sources and criteria.	Project Manager, PTP President	6/1/07	12/31/07	\$0
2.4.5	Gain intelligence from other WIRED regions on funding strategies.	Project Manager	6/1/07	12/31/07	\$0
2.4.6	Build outcomes and metrics of the WIRED initiative into targeted funding proposals.	Project Manager	1/1/08	6/1/08	\$0
<i>Strategy 2.4 subtotal</i>					\$0
<u>Desired Outcomes</u> A team to take the WIRED initiative beyond 2009 is formed (partly selected, partly self-selected).		<u>Metrics</u> WIRED success data and stories are documented. CCL/LDI "graduates" volunteer to stay involved after their cohort/Advisory Board experience. Funding sources are identified and a database of their contacts and information is updated regularly. Regular interchange of information among the 13 WIRED projects. Funding proposals established in communicable format.			

Goal 2 Total

\$692,000

Implementation Plan Matrix

Goal 3: Economic Growth and Competitiveness: Increase the capacity to create new, high-skill, high-wage jobs in targeted industry clusters through design and delivery of demand-driven services, and to strengthen the entrepreneurial and innovative culture across the entire 12-county Region.

Strategy 3.1: Establish a targeted industry cluster approach to create and sustain high-wage, high-skill jobs and to enhance industry competitiveness.

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
3.1.1 Hire four full-time cluster directors.	Project Manager	8/1/06	11/1/06	\$331,200
3.1.2 Establish procedures for staff travel and other expenses.	Project Manager	8/1/06	11/1/06	\$14,400
3.1.3 Train cluster directors in facilitation techniques and cluster management.	Facilitation Consultant	11/1/06	12/31/06	\$25,000
3.1.4 Identify and utilize cluster network best practices from NC and beyond.	Cluster Directors	10/1/06	12/31/09	\$0
3.1.5 Provide cluster roundtable support for the four targeted clusters (Advanced Manufacturing, Creative Enterprises and the Arts, Health Care, Logistics/Distribution).	Cluster Directors	11/1/06	12/31/09	\$24,000
3.1.6 Identify cluster participants (to be comprised of industry, workforce and K-12, and higher education representatives).	Cluster Directors	11/1/06	12/1/06	\$0
3.1.7 Hold bi-monthly cluster roundtable meetings	Cluster Directors	12/1/06	12/31/09	included in 3.1.5
3.1.8 Develop strategies to identify industry support and competitiveness needs for each cluster (4) and ways to address them.	WIRED Staff	11/1/06	12/31/07	\$160,000
3.1.9 Establish mechanism to share information between cluster roundtables, the Higher Education Innovation Council, entrepreneurial networks and the workforce training subcommittee.	Cluster Directors, VP Innovation and Outreach, VP Workforce Development	12/1/06	12/31/06	\$0

Implementation Plan Matrix

3.1.10	Conduct annual cluster summit.	Cluster Directors	annually	included in 3.1.5
<i>Strategy 3.1 subtotal</i>				\$554,600
Desired Outcomes Creation of new, high-skill, high-wage jobs in the targeted industry clusters. Design and delivery of demand-driven services. Strengthened entrepreneurial and innovative culture across the entire 12-county region.		Metrics Cluster director effectiveness evaluated by participants of the events they organize and facilitate. Comprehensive compilation of best practices. Action points from cluster roundtable meetings are communicated to other parts of the WIRED team. Plans developed and communicated for each cluster through a regular facilitated process. # new jobs in targeted clusters. # expansions in targeted clusters. # collaborations formed. # innovations derived from collaborations. Benchmark and survey perceptions of entrepreneurial/innovation culture in region.		

Strategy 3.2 **Provide leadership for the entrepreneurship, innovation and outreach related activities for the WIRED project.**

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
3.2.1 Hire VP Innovation & Outreach.	Project Manager	8/1/06	11/1/06	\$117,300
3.2.2 Establish procedures for staff travel and other expenses.	Project Manager	8/1/06	11/1/06	\$3,600
3.3.3 Oversee plan of work for rural and minority outreach, entrepreneurship development and higher education innovation.	VP Innovation and Outreach	11/1/06	12/31/09	\$0
3.3.4 Monitor and report performance.	VP Innovation and Outreach	11/1/06	12/31/09	in kind donations from PTP
<i>Strategy 3.2 subtotal</i>				\$120,900

Implementation Plan Matrix

<p><u>Desired Outcomes</u> Effective leadership in support of entrepreneurship and outreach activities.</p>	<p><u>Metrics</u> Evaluations of outreach activities conducted by third party contractor. Evaluations by participants in outreach and entrepreneurial programs. Employment of high-barrier populations - rural and minority.</p>
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Strategy

3.3 Integrate regional entrepreneurship development activities into WIRED project.

<u>Activities</u>		<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
			<i>Launch</i>	<i>Complete</i>	
3.3.1	Develop an advisory panel of entrepreneurs in region to learn about their workforce needs and other needs.	VP Innovation and Outreach	11/1/06	12/1/06	\$0
3.3.2	Connect entrepreneurs to capital and technical and educational services.	VP Innovation and Outreach	11/1/06	12/31/09	\$0
3.3.3	Contract with Piedmont Triad Entrepreneurial Network (PTEN) to design and deliver courses to address needs of entrepreneurs, and delivery of such entrepreneurial services.	Project Manager	11/1/06	12/31/09	\$65,000
3.3.4	Co-locate PTEN staff in new regional outreach center to integrate and coordinate activities between PTP, PTEN and the WIRED Project.	PTP President	6/1/06	9/1/06	included in 1.2.5
3.3.5	Establish mechanism to share information between PTEN, Higher Education Innovation Council (HEIC), cluster roundtables and workforce training subcommittee.	PTEN President, SBTDC, VP Innovation and Outreach, Cluster Directors	12/1/06	12/31/06	\$0
3.3.6	Convene regional entrepreneurship strategy conference.	PTEN President, VP Innovation and Outreach	4/1/07	9/1/07	\$35,000
<i>Strategy 3.3 subtotal</i>					<i>\$100,000</i>

Implementation Plan Matrix

<p><u>Desired Outcomes</u> Improved integration of regional entrepreneurial activities through the WIRED project.</p>	<p><u>Metrics</u> Amount of risk capital (VC and Angel money in formal groups) based in the region. # spin-offs from companies. # IP referrals to attorneys or universities. # entrepreneurs accessing regional service providers. Coordination with rural entrepreneurial efforts of Rural Economic Development Center.</p>
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Strategy 3.4 **Establish a Higher Education Innovation Council (HEIC) to enhance the research and development capacities of the region's colleges and universities and increase commercialization of technology and know-how from these institutions.**

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
3.4.1 Contract with the Small Business and Technology Development Center (SBTDC) for support in organizing and facilitating Council activities.	Project Manager	10/1/06	11/1/06	\$55,200
3.4.2 Invite the region's 11 4-year and 9 2-year institutions to participate.	SBTDC	11/1/06	11/30/06	\$0
3.4.3 Hold bi-monthly meetings of the HEIC.	SBTDC	11/1/06	12/31/09	\$2,400
3.4.4 Identify existing innovations and research at institutions.	SBTDC	3/1/07	5/1/07	included in 3.4.1
3.4.5 Support enhanced levels of federal R&D activity by small businesses (SBIR/STTR) in the region.	SBTDC	11/1/06	12/31/09	included in 3.4.1
3.4.6 Work proactively with university technology transfer offices to increase awareness of their roles and strengthen connections with businesses in the region.	SBTDC	11/1/06	12/31/09	included in 3.4.1

Implementation Plan Matrix

3.4.7	Establish mechanism to share information between PTEN, HEIC and cluster roundtables, and workforce training subcommittee.	SBTDC, PTEN President, Cluster Directors, VP Workforce Development	12/1/06	12/31/06	\$0
3.4.8	Hold annual meeting with broad participation from businesses and higher education institutions.	SBTDC	5/1/07	5/31/07	\$2,400
3.4.9	Convene community colleges to develop model regional organization.	SBTDC	11/1/06	11/30/06	included in 3.4.1
<i>Strategy 3.4 subtotal</i>					<i>\$60,000</i>
<u>Desired Outcomes</u> Enhanced innovation capacity at region's higher education institutions. Enhanced collaboration on research and development between region's higher education institutions. Increased innovation collaboration between industry clusters and higher education institutions.		<u>Metrics</u> R&D activity. # inter-institutional collaborative research/innovation projects. # industry/academic collaborative research/innovation projects. # spin-offs. # patents and licenses.			

Strategy 3.5 **Assure that rural areas and other underserved populations of the region are fully engaged in, and benefit from, the WIRED Project.**

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		Launch	Complete	
3.5.1 Develop and implement strategy for effective rural outreach and engagement.	Project Manager/VP Innovation and Outreach	11/1/06	12/31/09	\$77,000
3.5.2 Develop and implement strategy for effective minority community outreach and engagement.	Project Manager/VP Innovation and Outreach	9/1/06	12/31/09	\$77,000
3.5.3 Target county decision makers (e.g., County Commissioners) to gain their endorsement and participation in WIRED outreach.	VP Innovation and Outreach	11/1/06	6/30/07	\$0
3.5.4 Identify best practices in rural and minority workforce and economic development outreach and engagement.	NC Rural Center, Institute for Minority Economic Development	11/1/06	12/31/06	Included in 3.5.1 and 3.5.2

Implementation Plan Matrix

3.5.5	Leverage the WIRED Leadership Development Initiative (LDI) participants for synergies in the outreach strategies.	VP Innovation and Outreach, CCL	11/1/06	12/31/09	\$0
3.5.6	Focus the outreach strategies on the four targeted clusters.	VP Innovation and Outreach	1/1/07	4/1/07	\$0
3.5.7	Encourage an enhanced role of other outreach and extension service activities such as those provided by the Industrial Extension Services (IES), Cooperative Extension and the SBTDC.	VP Innovation and Outreach	11/1/06	12/31/09	\$0
3.5.8	Develop needs assessments for use with counties and underserved populations.	VP Innovation and Outreach	1/1/07	3/1/07	included in 3.1.5 and 3.1.2
3.5.9	Assess county needs for other federal program opportunities.	VP Innovation and Outreach	1/1/07	3/1/07	\$0
3.5.10	Convene a Rural Economic Development Summit.	VP Innovation and Outreach	8/1/07	9/1/07	\$6,000
<i>Strategy 3.5 subtotal</i>					<i>\$160,000</i>
<u>Desired Outcomes</u> Effective strategies that identify key activities that maximize the benefits of the WIRED project for rural areas and other underserved populations of the region.		<u>Metrics</u> # of county decision-makers involved and supportive (minutes of County Commissioner meetings). Comprehensive compilation of best practices. Collaboration with CCL LDI on the Cohort/Advisory Board activities and leverage of practical ideas from their "Active Learning" sessions. Collaboration with the 4 cluster groups (sharing of minutes - attendance at meetings/summits). Involvement through delivered services of other organizations (e.g. IES, Cooperative Extension and SBTDC) - # clients, evaluations of services by recipients, # events.			

**Goal 3
Total**

\$995,500

Implementation Plan Matrix

Goal 4: Education and Workforce Investment: Leverage all of the Region's educational and training resources to transform and create a best-in-class workforce training delivery system.

Strategy 4.1 Establish a transformational system of regional workforce training and development programs for delivery of demand-driven services.

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
4.1.1 Hire VP of Workforce Development.	Project Manager	8/1/06	11/1/06	\$117,300
4.1.2 Establish procedures for staff travel and other expenses.	Project Manager	8/1/06	11/1/06	\$3,600
4.1.3 Conduct regional research on “best in class’ workforce training development delivery systems.	VP Workforce Development	1/1/07	5/1/07	\$0
4.1.4 Convene workforce systems summit to identify roles, challenges, and action strategies.	VP Workforce Development	1/1/07	2/1/07	\$6,000
4.1.5 Contract with appropriate party to develop a common strategy for the region’s alignment of Workforce Boards to accomplish WIRED Project objectives.	VP Workforce Development	2/1/07	3/1/07	\$40,000
4.1.6 Convene workforce boards and related programs to have them develop innovative team-based models and approaches.	VP Workforce Development, Consultant	3/1/07	8/1/07	\$0
4.1.7 Sustain interaction among workforce system partners through monthly facilitated sessions.	VP Workforce Development	1/1/07	12/31/09	\$10,000
4.1.8 Coordinate with Employment Training Administration (ETA) to employ pertinent competency models (e.g., Advanced Manufacturing).	VP Workforce Development	11/1/06	12/31/06	\$0

Implementation Plan Matrix

4.1.9	Publish RFPs addressed to key partners, primarily community colleges, universities and other public and private sector training organizations to conduct training and development needs assessments and gap analyses, and identify training and development programs needed.	VP Workforce Development, Project Manager	2/1/07	3/1/07	\$120,000
4.1.10	Publish RFPs addressed to key partners, primarily community colleges, universities and other public and private sector training organizations, to develop curricula, and deliver demand-driven workforce training and development for clusters and other training development needs.	VP Workforce Development, Project Manager	1/1/07	2/1/07	\$120,000
4.1.11	Develop the "regional workforce development portal" component of the WIRED website (2.3.8) to aggregate and display detailed information about the Region's workforce training resources for the four targeted industry clusters.	VP Workforce Development, Consultant	1/1/07	7/1/07	\$170,000
4.1.12	Deliver demand-driven workforce training.	community colleges, 4-year colleges and universities, private sector training organizations and others.	1/1/07	12/31/09	\$1,483,800
<i>Strategy 4.1 subtotal</i>					<i>\$2,070,700</i>
<p><u>Desired Outcomes</u> By the end of the 3-year project, WIRED will have developed a highly efficient and effective workforce development model with proven results. The workforce development efforts will result in the creation of a large new pool of trained workers who will have become employed in the target industry clusters.</p>		<p><u>Metrics</u> Comprehensive compilation of best practices. Workforce systems summit evaluation by participants. Cooperation between the WFB that develops a common strategy for WIRED objectives. % and # attendance at WIRED meetings and committees. Developed and analyzed needs assessments at intervals over the 3-year project timeframe. Curricula developed by key partners (# courses delivered, # trainees, # certified/graduated). Employer and employee satisfaction surveys. Regional workforce development portal in operation - on time, within budget. Portal/website tracking, # hits, movement between pages. Traditional WIA 17 performance standards. # trained in clusters. <i>Other key traditional and transformation-based metrics as finalized by the Metrics and Workforce Integration Subcommittees.</i></p>			

Implementation Plan Matrix

Strategy 4.2 Develop metrics for benchmarking workforce training and development activities and transformation.

<u>Activities</u>		<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
			<i>Launch</i>	<i>Complete</i>	
4.2.1	Coordinate with Cluster groups and workforce training subcommittee to identify relevant metrics.	VP Workforce Development, Cluster Directors	2/1/07	3/31/07	\$0
4.2.2	Convene a WIRED metrics workgroup and hold facilitated sessions to establish key metrics.	Project Manager	2/1/07	3/31/07	\$3,000
4.2.3	Develop performance metrics for WIRED activities.	Metrics Subcommittee	6/1/06	10/1/07	\$7,000
4.2.4	Monitor performance and report results.	Project Manager	2/1/06	12/31/09	\$0
<i>Strategy 4.2 subtotal</i>					<i>\$10,000</i>
<u>Desired Outcomes</u> Benchmarks that reflect national regional standards, and the practical needs of the cluster industries.		<u>Metrics</u> Facilitated sessions of metrics subcommittee are evaluated as successful by participants. Outputs of metrics subcommittee are evaluated as practical, applicable and inclusive of both traditional and transformation-based measures by participants, target cluster industries and US DOL.			

Implementation Plan Matrix

Strategy 4.3 Establish a K-12 School-to-Work Forum.

<u>Activities</u>	<u>Responsible Parties</u>	<u>Timeframe</u>		<u>Financial Resources</u>
		<i>Launch</i>	<i>Complete</i>	
4.3.1 Organize and support a K-12 School-to-Work Forum.	VP Workforce Development, PT Education Consortium	10/1/06	12/31/06	\$90,000
4.3.2 Use an RFP process to identify consultants to design and facilitate the School-to-Work Forum.	VP Workforce Development, Project Manager	1/1/07	3/1/07	\$20,000
4.3.3 Develop needs assessment/gap analysis in collaboration with Cluster groups to identify future needs of their industries.	VP Workforce Development, Cluster Directors	3/1/07	6/1/07	\$30,000
4.3.4 Conduct a survey of the 12 county's school-to-work practices.	VP Workforce Development	1/1/07	3/1/07	\$10,000
4.3.5 Identify and implement best practices in school-to-work.	VP Workforce Development	3/1/07	12/31/09	\$0
<i>Strategy 4.3 subtotal</i>				<i>\$150,000</i>
<u>Desired Outcomes</u> Improvement in the K-12 curricula's relevance to workplace needs. Improved regional education attainment levels.	<u>Metrics</u> Development of a needs assessement/gap analysis that sets a benchmark and allows change to be measured. Survey of 12-county school-to-work practices completed. Best practices generated from survey results and shared with counties and cluster groups. Effectiveness of a K-12 School-to-Work Forum - evaluation from teachers & employers.			

Goal 4 total

\$2,230,700

Grand Total

\$4,895,000

ATTACHMENT B

Health Care Cluster Roundtable - Model

Piedmont Triad Region Health Care Cluster Leadership Roundtable

Issues Management System Issues → Roundtable / Forum → Plans & Actions = Change

- Roundtable Meetings (Quarterly)
- Forum (Annual)
- Communications (Regular)
- Network Participant Database
- Integrated Regional Health Care Strategy (Ultimate Goal)
- Portfolio of Issues
 - >One-Page Issue Briefs
 - >White Paper / Action Plans
 - *Task Forces
 - *Institutional Partners
 - *Associations
 - *Consultants, Lobbyists
 - >Tracking Table of Issues Portfolio (Biotechnology Model)

First-Cut On Categories and Issues (Must Be Translated Into Specific Initiatives Led By Champions)

1. Shaping Our Unique Image, Identity and Place

- Set Goal of Being Second to None In Health Care Quality, Availability and Jobs
- Regional Theme and Campaign: Healthy Lifestyles, Wellness, Upscale Retirement

2. Preparing the Workforce

- Physician Recruitment and Retention
- Allied Health Workforce K-14 System
- “Model Employee” and Workforce Innovations
- Aggressive Search For Foundation and Other Funding

3. Economic Development

- Health Care As Primary Growth Cluster
- NC Biotechnology Center Interface
- Entrepreneur Deal-Flow (Medical Devices)
- WFUMC-IdeaAlliance “Biopolis” To Compete With Kannapolis

4. Serving Clients

- Workforce Health Via Major Employer Liaison
- Rural Health Care Improvement Via Multi-Institution Cooperation
- Uninsured Needs

5. Alliances On State and National Issues

- E-Health / IT initiatives link to NC Health Care Information & Communications Alliance

Strategic Recommendations:

Optimizing Health Care for the Piedmont Triad Community

Draft 1.0

Health Care Cluster Advisory Committee members have addressed a key question: how can Health Care in the Piedmont Triad be effectively strengthened in both the short- and longer term? Varied activities, ideas, and strategies have been discussed. Some are immediately feasible and practical; others are more visionary and challenging to implement. The Health Care Cluster Leadership Roundtable’s objective is to optimize the Health Care cluster for the Piedmont Triad Region and the Region for the cluster. Thus, the focus is on health care as one of the Region’s dominant economic clusters. The goal is to develop an overarching Health Care strategy that benefits the entire Region and its Health Care institutions. It is expected that this list will necessarily evolve over time, as recommendations are accomplished, modified, or added.

Strategic Area 1 • Preparing the Workforce

<i>Activity or Idea</i>	<i>Description</i>	<i>Strategic Value</i>	<i>Expected Timeline</i>	<i>Status</i>	<i>Involved Partners</i>	<i>Required Resources</i>	<i>Project Team</i>
1: Physician Recruitment and Retention	Create strategies to recruit and retain qualified physicians to areas of need	Qualified physicians employed in needful locations will greatly improve access to Health Care for citizens	Immediate	Create a Team to implement	Physicians, hospitals, clinics, medical associations		Health Care Workforce Development Team
2: Develop Allied Health Workforce in the K-14 System	Inventory all of the region’s K-14 allied health training programs and support existing innovative programs and create new ones	Our skilled workforce in allied health will be greatly improved for better citizen Health Care	Immediate for inventory; Mid-term for new programs	Create a Team to implement	Colleges, Industry, Hospitals Universities		Health Care Workforce Development Team

3: Develop “Model Employee” Job descriptions in three key allied health occupations	Use these models to create a framework within which to gather organize training and education requirements for key jobs	Will bring attention to the spectrum of knowledge required by key entry level allied occupations to support a seamless career technical education	Mid-term	Create a Team to implement	Industry, hospitals, clinics, colleges Universities, NC Biotech Center		Health Care Workforce Development Team
4: Develop initial and sustaining funding for workforce development of health occupations	Permanent funding to sustain long term workforce development is needed at local and state levels	With proper funding, workforce initiatives will reach a high level of success					Health Care Workforce Development Team

TIMELINE: Immediate: 1 year; Mid-term: 1-3 years; Long-term: 3-5 years

Strategic Area 2 · Shaping our Unique Identity and Place

<i>Activity or Idea</i>	<i>Description</i>	<i>Strategic Value</i>	<i>Expected Timeline</i>	<i>Status</i>	<i>Involved Partners</i>	<i>Required Resources</i>	<i>Project Team</i>
1: Annual Health Care Forum for the Region	Convene key Health Care cluster leaders into a one-day forum	Produce a profile plan to optimize Health Care for the region	Immediate by late spring 2006	Planning stage by the Roundtable			Health Care Marketing Project Team
2: Health Care Leadership Roundtable Creation	A discussion and advisory group comprised of Health Care leaders	Optimize Health Care for all citizens in the region through planned, effective leadership	Immediate and ongoing	In process. Meetings are being planned for 2006			Health Care Leadership Roundtable
3: Regional Health Care Marketing Campaign	Develop a portfolio of marketing themes and briefs for regional Health Care						Health Care Marketing Project Team

Strategic Area 3 . The Economic Development of Health Care: Supporting Companies and Enterprise Development

<i>Activity or Idea</i>	<i>Description</i>	<i>Strategic Value</i>	<i>Expected Timeline</i>	<i>Status</i>	<i>Involved Partners</i>	<i>Required Resources</i>	<i>Project Team</i>
1. Recruit/Attract/Nurture entrepreneurs in strategic strengths	Create strategies to fully develop business enterprises around our Core strengths	An Entrepreneurial climate is critical to keeping the Health Care cluster vibrant and alive with creative people	Mid to long term	Create an Economic Development Team to interact with existing entities to increase development of this sector			Economic Development Project Team
2: Assess Health Care Cluster sector components strengths, weaknesses and opportunities	Develop a full inventory of economic, academic and industry data from primary and secondary data sources	Provide data for marketing and growth strategies for Health Care for the region and show gaps	Immediate				Economic Development Project Team
3: Support regional Health Care development efforts such as WIRED, research parks, etc that will lead to economic development	Provide Health Care sector liaisons to participate in regional efforts and coordinate with the Roundtable	Regional collaborative efforts directed at Health Care development are critical for the cluster	Immediate				Economic Development Project Team

Strategic Area 4 . Producing Successful Outcomes with Health Care Clients

<i>Activity or Idea</i>	<i>Description</i>	<i>Strategic Value</i>	<i>Expected Timeline</i>	<i>Status</i>	<i>Involved Partners</i>	<i>Required Resources</i>	<i>Project Team</i>
1.	Create strategies to						Project Team
2:							Project Team

Strategic Area 5 . Developing Communications Linkage on State and National Health Care Issues

<i>Activity or Idea</i>	<i>Description</i>	<i>Strategic Value</i>	<i>Expected Timeline</i>	<i>Status</i>	<i>Involved Partners</i>	<i>Required Resources</i>	<i>Project Team</i>
1.	Create strategies to						Public Issues Project Team
2:							Public Issues Project Team

ATTACHMENT C



Board of Directors and Officers (2006-2007)

Officers

Chairman: **Keith Vaughan**, Womble Carlyle Sandridge and Rice
Vice Chairman: **Judy Mendenhall**, former President, High Point Market Authority and High Point Chamber of Commerce; former High Point Mayor
Secretary: **Jim Walker**, President, John S. Clark Company
Treasurer: **Chuck Greene**, Area Director, BellSouth

County Representatives

Lance Metzler Montgomery County Manager
Phil Kemp Randolph County Commissioner
Keith Duncan Rockingham County Commissioner

City Representatives

Keith Holliday Mayor, Greensboro
Strib Boynton Manager, High Point
Dan Besse Council Member, Winston-Salem

Other Private Sector Representatives

Cantey Alexander BB&T
Spence Broadhurst SunTrust Bank
Martin Schlaeppli Dixon Hughes
Sarah Sinclair Forsyth Medical Center
Steve Strawsburg R.J. Reynolds

Economic Development Representatives

Dan Lynch Greensboro Economic Development Alliance
Lisa Perry Rockingham County Partnership for Economic and Tourism Development

At-Large Representatives

Evelyn Acree Mechanics and Farmers Bank
David Cheek Alamance Community College

Past-Chairman

Watts Carr

ATTACHMENT D



Piedmont Triad WIRED Project Community and Institutional Resource Partners

State Agencies

- NC Community College System
- NC Department of Commerce
 - North Carolina Commission on Workforce Development
 - Policy and Research Division
 - Employment and Training Division
- NC Department of Labor
- NC Employment Security Commission
- NC State University Industrial Extension Service/Manufacturing Extension Partnership
- Office of the Governor
- University of North Carolina System and SBTDC

Other State Allies

- E-nc (Internet Access Authority)
- NC Institute of Minority Economic Development
- NC Rural Economic Development Center

Regional Allies

- Workforce development boards – 6-workforce board outreach mechanism
- Community Colleges – 9-college outreach mechanism
- Economic Developers Advisory Committee of the Piedmont Triad Partnership – 12-county outreach mechanism
- Employment Security Commission Regional Offices – 16-office outreach mechanism
- NC Biotechnology Center Regional Office
- NC Department of Commerce Regional Office
- Piedmont Triad Chambers Group – 22-chamber outreach mechanism
- Piedmont Triad Education Consortium – K-12 outreach mechanism
- Piedmont Triad Entrepreneurial Network – entrepreneurship outreach mechanism
- Universities and 4-year colleges – 11-institution outreach mechanism planned through the Higher Education Innovations Council