

# Coastal Counties Workforce Board



# Regional Plan

2016 - 2020

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## Coastal Counties Workforce Board (CCWB)

### WIOA Regional Plan

#### Introduction

This Regional Plan addresses the requirements of the Workforce Innovation and Opportunity Act (WIOA) secs. 106(c)(1)(A-H) and incorporates the local planning requirements identified for local plans at WIOA secs. 108(b)(1)-(22). The Regional Plan serves as a primary vehicle for communicating the Coastal Counties Workforce Board's (hereinafter Workforce Board) vision for the local workforce system and aligning and integrating local service delivery across federal programs in the region to foster better alignment of Federal investments in job training, integrate service delivery across programs, and ensure that the workforce system is job driven and matches employers with skilled individuals. The Coastal Counties Workforce Board's (CCWB) Regional Plan aligns with and supports the vision and goals of the State of Maine's Unified State Plan under Title I of WIOA.

#### Maine's Strategic Vision for 2020

*Maine leads in talent, technology, and innovation, attracting investment from all over the world. We partner strategically to compete globally. Our renowned work ethic, culture, and innovative approach to learning and working meet the needs of the global economy; creating a strong sense of community and quality of life. As a result, Maine's economy and communities are thriving.*

*Maine's economy is fueled by an education system which is inclusive and meets the needs of diverse learners. Through partnership with industries and the workforce development system, Maine workers are continuously well prepared with the skills necessary to succeed in current and future careers.*

*The Maine workforce development system is a highly visible, easily-accessed network of programs and activities designed to increase the employment, retention, and earnings of Maine workers. It is data- and demand-driven, providing multiple points of seamless entry and service for job seekers and workers requiring help to obtain, maintain, and advance employment. It supports the attainment of recognized credentials which result in an improved quality of the workforce, meets the skill requirements of employers, and enhances the productivity and competitiveness of Maine.*

## Local Area and Regional Designation

On May 22<sup>nd</sup> 2015, the CCWB Chief Elected Officials (CEO), with concurrence by the Coastal Counties Workforce Board Chair, requested local area designation from the Governor (see **Appendix 1 & Appendix 2**). The letter established that based on the criteria established in WIOA, this local area (Coastal Counties) meets the designation requirements.

In addition, in November of 2015, the Maine Department of Labor on behalf of the Governor, issued Policy No. 15-09 (**Appendix 3**) which established the following three regions as per WIOA Sections 106(a) and 106(b)(1)(B) Proposed Rule 20 CFR 679-210:

- **Northeastern** – shall be made up of Aroostook, Washington, Piscataquis, Penobscot, and Hancock counties
- **Central Western** – shall be made up of Kennebec, Somerset, Androscoggin, Oxford, and Franklin counties
- **Coastal Counties** – shall be made up of Knox, Waldo, Lincoln, Sagadahoc, Cumberland, and York counties

## The CCWB Region Overview

The Coastal Counties Region is comprised of six counties along the southern coast of Maine, beginning in York County at the New Hampshire border and extending through mid-coast into Waldo County. The region is also comprised of all or parts of 3 economic development districts defined by the Economic Development Administration (EDA), including Southern Maine, Greater Portland, and Mid-Coast regions.

Inter-regional commuting patterns provide some insights into the extent of economic integration of both the CCWB labor market and counties it comprises. Approximately 13 percent of workers in the CCWB region commute across county lines, with Cumberland County and the greater Portland area being the largest receiver of commuters (64 percent), particularly from commuters in the neighboring counties of York and Sagadahoc. About 10 percent and 11 percent of workers commute into Sagadahoc County and York County, respectively. The northern counties of Lincoln, Knox, and Waldo are slightly more integrated with each other, though it varies by county. In general, these patterns are somewhat reflective of two sub-regions in the CCWB region, the northern mid-coast region, which aligns with the Mid-Coast Economic Development District, and a southern area that makes up Cumberland and York counties.

The CCWB region is the most economically productive area of the state – it is Maine’s economic engine, accounting for over 55 percent of the state’s output as measured by gross domestic product. Likewise, it is the only part of the state that has seen real growth in output over the last 5 years, while the rest of the state’s output has declined. A heavy burden to carry, the fortunes of



other regions of the state are, in part, dependent upon what happens in the CCWB and greater Portland regions.

Historically, the region has been home to a diverse set of industries that differ by county. For instance, boat building and fishing have been critical to the northern part of the region, while Portland is an economic hub and service center with port access and York County boasts a strong manufacturing and tourist base. On the whole, the CCWB regional economy is diverse and calls for a variety of work and skill sets to support regional competitiveness.

### **Regional Coordination - WIOA secs. 106(c)(1)(A-H)**

**(1) Regional planning:** The Local Workforce Board and Chief Elected Officials in the Coastal Counties Region engaged in a regional planning process. At the September 2015 CCWB quarterly meeting, Lydia Sy, Board Chair, appointed five CCWB members to serve on the Regional Planning Committee of the Workforce Board:

The committee, primarily comprised of private-sector business members, met on October 19, 2015 and November 16, 2015 to review regional labor market information, draft goals and strategies for the Regional Plan, and set a timeline and direction for development and approval of the completed Regional Plan draft. Between October 2015 and March 2016, representatives of the CCWB and Coastal Counties Workforce, Inc.(CCWI), the non-profit agency administering the work of the CCWB and CEO, met with a variety of regional stakeholders including CCWI's WIOA services provider (Goodwill Industries of Northern New England), the Maine Department of Adult Education, the Maine Department of Labor/Bureau of Employment Services and Bureau of Rehabilitation Services, and representatives of education and economic development in order to address the requirements of the regional and local planning process.

This process resulted in:

#### **(A) The preparation of a Regional Plan.**

The draft Regional Plan was prepared by CCWI staff with support from an independent contractor. The draft plan was presented on March 10, 2016, to the full CCWB membership which includes representative from business, economic development agencies, education providers and organized labor.

CCWI provided the Workforce Board and stakeholders meeting notices so that they were able to participate in relevant meetings. At Board meetings, it is customary to allow all attendees to fully participate on workgroup and committee activity and this includes any

stakeholders who are not board members. As a result, stakeholders participated in the March meeting mentioned above.

On May 5, 2016, CCWI posted the final Regional Plan on its website and placed a public notice in the Portland Press Herald (Portland), The Times Record (Brunswick), The Free Press (Rockland) to inform the general public of the 30-day comment period. In addition, CEOs posted signage at the county municipal offices in each of the six counties in the Coastal Counties region. The Notice of Public Comment Period instructed interested parties on how to submit comments in reference to the Regional Plan, no later than June 5, 2016. Any public comments will be included as Appendix 7.

The Regional Plan final draft was also posted to the Coastal Counties Workforce, Inc. website and reference has been made to it via the agency's Facebook, Linked-In and Twitter page.

The final Regional Workforce Plan is to be voted on at the June 10, 2016, Coastal Counties Workforce Board meeting. If passed, the plan will be submitted on June 15, 2016 to the Maine Department of Labor for final approval.

**(B) The establishment of regional service strategies.**

To address the challenges and opportunities of the region's labor market and workforce, CCWI worked with representatives of the Coastal Counties Workforce Board to formulate goals and strategies targeted to employers, job seekers and workers, and the workforce development system. The following goals will play a key role in how CCWI, our Chief Elected Officials (CEO) and Workforce Board guide investments in order to maximize workforce preparation and skill development and address demand concerns of our local employers. These goals and regional service strategies align and support the State of Maine's Unified Plan (draft).

***Goal 1: Employers are actively engaged with the regional workforce system that understands and appropriately responds to their skilled workforce needs.***

- *Develop and deploy a data-driven, collaborative, and replicable Sector Partnership model for identifying and addressing existing and emerging in-demand sector workforce needs.*
- *Assess employer needs for upgrading their current (incumbent) workforce and develop an approach for making training available.*

- *Coordinate and align the four core partners' outreach/response to business needs with other business service providers in the region.*
- *Collaborate with other professional boards, groups, chambers, and associations, etc. in the region to connect and leverage workforce development opportunities.*

***Goal 2: Job seekers and current workers can easily access and participate in workforce services relevant and appropriate to their career goals and align them with the skilled workforce needs of the local economy.***

- *Outreach to and ensure priority of service for recipients of public assistance, low-income individuals, individuals who are basic-skills deficient, and veterans.*
- *Grow and diversify the labor force available to meet demands from employers for skilled workers through improved access by, and engagement of people with disabilities, New Mainers i.e., immigrants, veterans, out-of-school youth, and older workers.*
- *Collaborate with education providers to respond to worker skill needs as identified by businesses and employers, and develop career and education pathways leading to industry-recognized or post-secondary credentials.*
- *Increase access to workforce services across a broader geographic area by utilizing workforce solutions sites in addition to One-Stop Career Centers*
- *Develop and deploy transitional employment opportunities for job seekers, including but not limited to internships, work experience, on-the-job training, and customized training.*
- *Increase coordination and collaboration between Business Services Representative and Case Managers across program silos to refer job seekers to in-demand employment opportunities.*

***Goal 3: Regional workforce system partners align and integrate services and resources to create a “no wrong door” employment and training network easily accessed by workers and employers.***

- *Coordinate access to and provision of appropriate services for job seekers by core partners and other providers.*

- *Utilize WIOA Title I funds to leverage additional public and private resources to support worker and job seeker training as applicable.*
- *Develop criteria for one-stop certification which ensures the continuous improvement of core partner services through the system and ensures that these partners meet the employment needs of local employers, workers, and job seekers.*
- *Implement America's Job Link Alliance (AJLA) to track and report performance accountability measures.*

**(C) The development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.**

Through the CCWB, CCWI is taking an employer-focused approach to address the skilled worker shortage in our region. CCWI contracted with the Council for Adult and Experiential Learning (CAEL) to review data sources (e.g. EMSI, CWRI, BLS data) in order to assess which target sectors represent the best opportunity for the region and which may be best poised to participate in collaborative efforts with CCWI/CCWB.

As a result, CCWI identified five key industry sectors which are critical to the growth of our regional economy: Advanced Manufacturing, Banking and Financial Services, Transportation and Logistics, Health Care, and Information Technology. These five sectors were identified as economic engines that create high-demand, high-opportunity jobs.

The goal of CCWI's **Sector Partnership Strategy** is two-fold:

1. Understand the immediate hiring needs of regional employers in order to create a pipeline of qualified candidates, and;
2. Identify and map career pathways within each industry sector

As part of their work with CCWI, CAEL identified employers as well as intermediaries and education/training institutions and their employer partners to form and convene Sector Teams. CCWI has been working with these teams to validate, revise, and deepen the intelligence gathered for pathway development and to connect to local/regional stakeholders in the target sectors.

Articulated career pathways have been (and still are) being developed for the three prioritized target sectors. These products will help job seekers to understand the current and future skills and workforce needs and serve as a guide for workforce developers, educators, and industry in focusing skills development and credentialing efforts.

This past fall, CCWI hosted industry-specific listening sessions to gather information from employers about the challenges and opportunities they are experiencing. Employers representing the Transportation/Logistics sector and the Banking/Financial Services sector, as well as our community partners, came together for these initial listening sessions. Over the upcoming year, CCWI will host listening sessions for employers in Information Technology, Health Care, and Advanced Manufacturing.

After the initial listening session, employers were contacted to have a more in-depth discussion about their particular workforce development priorities and to determine what career pathways exist within their organization. These in-depth conversations have identified key hiring needs, skills-gap challenges, and opportunities for partnerships and employer engagement at a deeper level. For example, employers in the banking sector expressed a willingness to participate in networking sessions for job-seekers such as informational interviewing, career info sessions, and employer engagement with training programs through curriculum review.

CCWI will continue to engage employers in the five key sectors by creating an advisory group for each industry. Members of the group will include industry-specific employer partners, education and training partners, representation from our One-Stop system staff and CCWI. These sector advisory groups will meet regularly to address key needs in hiring and training, and set goals to address those needs. Agendas and goals for the year will be employer-driven, with the mission of creating a pipeline of qualified candidates who meet industry need for in-demand occupations.

**(D) The collection and analysis of regional labor market data.**

To evaluate the current conditions of the Coastal Counties Workforce Region, CCWI completed an extensive data analysis of the region's labor market, industrial structure, occupational mix, and skill requirements, and inventoried the region's workforce training capacities. The analysis employed readily available secondary data from a variety of federal, state, and local sources, as well as data provided from Coastal Counties Workforce, Inc. sourced from Economic Modeling Specialists International (EMSI).

A number of challenges, as well as opportunities, are present in the region as it adjusts to broader economic shifts in the global economy and within the state of Maine. As the state's economic center, the success of the Coastal Counties region will drive the success of Maine.

The analysis justifies three overarching themes:

1. *The regional labor market is beginning to show signs of stress, driven largely by a population that is aging and showing minimal growth.*

The challenges of population demographics in the region and state are not new. There is a dearth of younger populations entering the labor force to replace aging workers that will soon be reaching retirement age. ***Without a steady increase of workers migrating to the region, the labor pool will continue to shrink.*** This has two implications for workforce development. The first is that training will likely focus on existing employer needs and upskilling to bolster productivity. Secondly, it is expected that market forces will correct some of these imbalances; however, targeted training programs will be increasingly important to help maintain regional competitiveness and halt the loss of firms in the region that will seek talent elsewhere.

2. *While key industrial strengths remain healthy in the region, new industries are emerging that are service and knowledge intensive, in addition to continued strengths in production-based industries.*

Industry employment trends since 2010 highlight a continued transition from traditionally more trade and hands-on oriented skills toward service and social skills. ***The region retains relative specializations in healthcare, retail, and accommodation and food services, as well as finance and insurance.*** In-demand industries comprise a diverse mix of traditional, production-based sectors such as manufacturing, in addition to industries in finance and banking, information technology, and management of companies. There has also been strong growth in transportation and warehousing.

3. *Occupations that are in-demand and pay higher wages require skills sets and training that appear to reflect the industrial structure and place greater emphasis on problem solving and cognitive functions.*

***By 2022, it is projected that three quarters of the jobs in the CCWB region will require less than a four year degree; that ratio will be four out of five for the State as a whole.*** This includes a majority of the fastest growing 20 occupations in the region, while the same fraction ( $\frac{3}{4}$ ) pay less than the regional median wage. In-demand occupations reflect various in-demand industries, including healthcare workers and advanced manufacturing workers, as well as computer specialists. The average skill levels of in-demand occupations requiring less than a four-year degree reflect a mix of basic communication, cognitive thinking, social interaction, and other soft skills, such as time management and service orientation. Skill requirements of in-demand occupations requiring a bachelor's degree or higher emphasize cognitive problem solving skills.

**(E) The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.**

Since the local area and the region are one in the same, there is no need for administrative cost arrangements with another local workforce board. However, a key goal of WIOA is to improved alignment and integration of services and resources by the four core partners: Adult Education and Family Literacy Act program, Vocational Rehabilitation, Wagner-Peyser Employment Services, and WIOA Adult, Dislocated Worker, and Youth programs. Currently, these core partners have a varying presence in the Portland One-Stop and contribute a variety of resources to the One-Stop delivery system:

**WIOA:** Goodwill Industries of Northern New England, Workforce Solutions is the WIOA primary service provider for the Coastal Counties Region. The regional One-Stop is located on Lancaster St. in Portland, providing immediate and direct access to WIOA staff and counselors for clients who are eligible for WIOA services. Through the One-Stop, eligible clients also-have access to other CCWB discretionary grant resources in addition to Goodwill's non-WIOA employment and training programs and supportive services.

**Adult Education:** Adult Education will designate a contact person whom One-Stop staff can call on behalf of the client, introduce them, explain their needs, and ensure that the client is clear on their next steps. Portland Adult Education has plans to offer English as Second Language classes at the One-Stop, as well as provide a staff person on-site during specific, scheduled hours.

**Vocational Rehabilitation:** Counselors from Vocational Rehabilitation are available to meet with clients at the One-Stop as needed and convenient to the client. The Maine Bureau of Rehabilitation Services (BRS) is currently co-located at other affiliate sites such as CareerCenters in the Coastal Counties Region including Brunswick, Saco, Springvale, Rockland, and South Portland.

**Employment Services:** The Maine Bureau of Employment Services (BES) is the Employment Services provider for the Coastal Counties Region. Currently, BES accesses space at the One-Stop to provide workshops on topics such as interview skills, resume writing, and job search. BES, Workforce Solutions and CCWI are currently evaluating the need for regular BES on-site presence. However, the services provided by Wagner-Peyser are currently available at the One-Stop. Job seeking, career exploration, and labor market information services are available daily at the One-Stop. In addition to BES staff, a CareerCenter Consultant for Food Supplement-Employment and Training program is scheduled weekly at the One-Stop.

CCWI will work with the One-Stop Operator (OSO) to develop a Memorandum of Understanding (MOU) with the four core partners which specifies alignment of resources including any financial contributions, coordination of referrals, co-enrollment, and communication between and among core partners, job seekers, and employers.

**(F) The coordination of transportation and other supportive services, as appropriate, for the region.**

As Maine's labor market continues to tighten, more career-ready workers will find and be placed in jobs. As a result, CCWB's emphasis will likely shift toward workers that have higher barriers to employment including: non-native English speakers, people with disabilities, ex-offenders, youth, veterans, and older workers. These groups will require supportive services beyond pure skills training including English language programs, transportation, developmental education, work readiness, and employment supports.

To support the outreach and engagement of these groups, CCWI through its Board will revise its local Supportive Services Policy as needed to provide more flexibility for our WIOA service provider to customize support services to align with the specific needs of the client.

**(G) The coordination of services with regional economic development services and providers.**

CCWI works in conjunction with our regional economic development providers to support and address the employment and training needs of current and potential businesses. To effectively coordinate workforce investment activities carried out in the Region with economic development activities, CCWI will:

- Establish and implement a working agreement with Economic Development Districts, chambers of commerce, and other economic development entities to identify and respond to emerging needs/growth so that future workforce needs are more effectively handled through joint, collaborative efforts.
- Obtain employer information on workforce needs from chambers of commerce, Economic Development Agencies, industry associations, and other relevant providers, and share with CCWI's Business Service Representatives to ensure workforce development focus is on target.
- Pool resources with partners to support intraregional efforts to obtain real-time labor market data, effectively identifying gaps in skills needed by employers and implementing composite datasets.



Through proactive integration with the Economic Development Districts (EDDs) in the region, CCWI is demonstrating that workforce development and economic development are no longer mutually exclusive efforts, but rather inextricably intertwined. CCWI's EDD colleagues understand this and are active participants in the Region's workforce development efforts. Coordination and alignment with the Region's EDDs will enable earlier identification of new employment opportunities via multiple cross-referral mechanisms that will identify new job opportunities, workforce training and education needs, and skill needs as expansion and commercial relocations occur.

**(H) The establishment of an agreement concerning how the planning region will collectively negotiate and reach an agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for local areas or the planning region.**

Because the regional planning region is aligned with the local area, a separate agreement is not necessary. CCWI, on behalf of the Local Workforce Development Board, will continue to negotiate with the Governor on performance on an annual basis. On a quarterly basis, CCWI will continue to provide the Maine Department of Labor with performance reports for all WIOA programs as required.

#### **Local Planning - WIOA secs. 108(b)(1)-(22)**

##### **(1) Description of the strategic planning elements consisting of—**

- (A) Analysis of the regional economic conditions including--***  
***(i) existing and emerging in-demand industry sectors and occupations; and***  
***(ii) the employment needs of employers in those industry sectors and occupations***

To evaluate the current conditions of the Coastal Counties Workforce Region, CCWI completed an extensive data analysis of the region's labor market, industrial structure, occupational mix, and skill requirements, and inventoried the region's workforce training capacities. The analysis employed readily available secondary data from a variety of federal, state, and local sources, as well as data provided from Coastal Counties Workforce, Inc. sourced from Economic Modeling Specialists International.

A number of challenges, as well as opportunities are present in the region, as it adjusts to broader economic shifts in the global economy and within the state of Maine. As the state's economic center, the success of the Coastal Counties region will drive the success of Maine.

### *Regional Economic Conditions and in-demand industries*

Industry employment trends since 2010 highlight a continued transition from traditionally more trade and hands-on oriented skills, toward service and social skills. The region retains relative specializations in healthcare, retail, and accommodation and food services, as well as finance and insurance. In-demand industries comprise a diverse mix of traditional production-based sectors such as manufacturing, in addition to industries in finance and banking, information technology, and management of companies. There has also been strong growth in transportation and warehousing. However, there are major wage discrepancies across some of these industries including information, finance and insurance, management of companies, and transportation and logistics, in addition to professional and technical services; a majority of which are often considered high-skilled, innovative industries.

It is critical that a successful workforce strategy addresses the region's industry and employment sector strengths, as well as how the region's industries are changing. In the CCWB region, health care, government, and retail are the three dominant industries by employment size. Together, these three core industries comprise 41 percent of the region's employment base, with 50,658 jobs in health care and social assistance (15 percent), 46,519 in government (14 percent), and 41,160 in retail trade (12 percent). The regional share of employment in the health care and retail trade industries is significantly higher than national shares, suggesting a relative specialization. Likewise, the region is specialized in tourism-based industries of retail trade, and accommodation and food services. Compared to other major sector industries, the professional, scientific, and technical services industry had the largest number of establishments (3,068) in the CCWB region. Relative to national shares, this industry is less specialized, although it has experienced 11 percent growth over the last five years from 2010 to 2014. Other core industries of the region include manufacturing (26,524 jobs) and accommodation and food services (31,918 jobs), the latter of which is highly concentrated in the region relative to the nation.

Growth in the region's employment base has been lackluster from 2010 to 2014, during which the CCWB region grew by only 2 percent, compared to 6 percent nationally. The fastest growing sectors in the region make up a collection of industries that are representative of a service-based economy, including professional, scientific, and technical services, and management of companies and enterprises, as well as administrative support services and educational services. Transportation and warehousing also grew significantly over the period in line with national growth. Growth in health care, the largest employer and a key driver of employment growth over much of the 2000's, grew by just 2 percent relative to the nation (9 percent). The most significant drop in employment occurred in the information sector (-28.4 percent). In part, this reflects the internalization of information technology into business operations in other industries, though this still signals a steep drop in employment over a relatively short period.

**Table 1: Employment, growth, and wages in the CCWB Region by major industry classification, 2014**

Code	Industry description	Jobs	Growth rate 10-14		Avg. annual wage	
			CCWI Region	United States	CCWI Region	United States
62	Health Care and Social Assistance	50,658	1.9%	9.0%	\$43,383	\$45,036
90	Government	46,519	-4.3%	-2.0%	\$45,283	\$49,358
44	Retail Trade	41,160	-0.1%	5.0%	\$25,435	\$28,206
72	Accommodation and Food Services	31,918	5.3%	12.0%	\$18,914	\$18,525
31	Manufacturing	26,524	-0.7%	5.0%	\$56,224	\$61,988
23	Construction	21,485	-1.6%	6.0%	\$37,552	\$47,546
54	Professional, Scientific, and Technical Services	18,818	11.0%	10.0%	\$58,405	\$79,689
56	Administrative & Support & Waste Management	17,547	16.5%	14.0%	\$32,546	\$33,721
81	Other Services (except Public Administration)	16,093	6.0%	-1.0%	\$23,748	\$26,546
52	Finance and Insurance	15,885	-3.5%	2.0%	\$69,609	\$93,344
61	Educational Services	10,120	13.2%	7.0%	\$31,167	\$37,525
42	Wholesale Trade	9,954	7.8%	6.0%	\$57,313	\$69,421
48	Transportation and Warehousing	8,633	10.8%	9.0%	\$37,498	\$48,841
71	Arts, Entertainment, and Recreation	6,367	4.5%	8.0%	\$23,408	\$31,701
53	Real Estate and Rental and Leasing	5,294	2.4%	3.0%	\$39,911	\$47,351
55	Management of Companies and Enterprises	4,992	16.0%	15.0%	\$80,609	\$111,971
11	Crop and Animal Production	4,534	1.9%	3.0%	\$28,475	\$28,329
51	Information	4,306	-20.2%	1.0%	\$44,893	\$87,938
22	Utilities	620	-28.4%	-1.0%	\$86,451	\$97,204
21	Mining, Quarrying, and Oil and Gas Extraction	121	24.7%	27.0%	\$57,568	\$100,363
	Total	341,546	2%	6%	\$44,920	\$48,518

Source: EMSI, 2015.2 – includes QCEW employees, non-QCEW employees, and self-employed; MCBER calculations

Overall, average annual wages in the region are lower (in some cases significantly) than the nation in most all sectors, with the exception of accommodation and food services and crop and animal production, which are traditionally lower paying industries. This is a critical challenge for the region as it attempts to attract workers. Although parts of the region offer a high quality of life and overall lower costs, relative pay differences to competitor regions is substantial. Within the region, sectors that pay above the regional average wage are in manufacturing; professional, scientific, and technical services; finance and insurance; and management of companies and enterprises, the latter of which has seen wages increase by 16 percent over the last 5 years.

### *Occupational overview and in-demand occupations*

Industry employment captures all workers in an industry regardless of the types of jobs they engage in. Some jobs can transcend industries, while others are specific and specialized to a certain industry. Occupational data measures the number of workers that do similar jobs across all industries. These data can be used to identify the things that people do in a region and the skills and knowledge that is required by workers in the region.

The largest occupational groupings in the region are in office and administrative support, sales and related, and food preparation and serving related, which is in line with national shares (Table 5). These occupations make up over a third of workers in the region. The latter of which is somewhat concentrated in the region, as might be expected given the industry specialization in restaurants and food services (1.12). The region is also somewhat concentrated in personal care and service (1.23), healthcare (1.13), and community and social services (1.16). Nearly all occupational categories grew at a slower pace than the nation. These concentrations also happen to comprise occupations that tend to pay lower wages, with the exception of healthcare practitioners (\$38/hour median wage), although healthcare support workers are paid a median hourly wage of \$13.49 per hour. Occupations that tend to pay higher wages are in groupings that are generally referred to as STEM jobs that require specialized skill sets, higher training, or are more knowledge / cognitive function based.

**Table 2: Summary of major occupational groupings in the CCWB Region, 2014**

Code	Occupation description	Jobs	Median hourly	Growth 2010-14		Female to Male Ratio
				CCWI	US	
43	Office and Administrative Support	49,522	\$16.37	1.5%	4.3%	3.14
41	Sales and Related	30,603	\$14.55	1.2%	5.4%	1.20
35	Food Preparation and Serving Related	29,862	\$10.51	4.3%	11.1%	1.36
29	Healthcare Practitioners and Technical	19,370	\$38.06	4.4%	5.1%	3.02
25	Education, Training, and Library	18,498	\$22.24	0.0%	0.8%	3.08
51	Production	17,752	\$18.42	1.3%	7.7%	0.35
11	Management	16,801	\$39.86	3.6%	6.4%	0.63
53	Transportation and Material Moving	16,746	\$15.24	4.2%	8.6%	0.20
47	Construction and Extraction	12,483	\$19.69	6.5%	9.8%	0.03
39	Personal Care and Service	12,465	\$10.91	5.1%	8.9%	3.20
49	Installation, Maintenance, and Repair	12,339	\$21.18	5.2%	7.4%	0.03
13	Business and Financial Operations	12,259	\$29.81	1.2%	6.4%	1.28
37	Building and Grounds Cleaning and Maintenance	12,132	\$12.86	9.5%	4.3%	0.60
31	Healthcare Support	10,039	\$13.49	2.6%	7.8%	7.54
21	Community and Social Service	6,026	\$19.79	3.3%	5.2%	2.19
15	Computer and Mathematical	5,884	\$33.96	3.2%	10.6%	0.40
33	Protective Service	5,715	\$17.31	0.7%	1.6%	0.28
17	Architecture and Engineering	5,260	\$36.30	0.8%	5.3%	0.15
55	Military	4,733	\$20.96	-12.3%	-2.6%	0.10
27	Arts, Design, Entertainment, Sports, and Media	4,058	\$18.16	-1.6%	4.7%	0.84
23	Legal	1,948	\$33.33	0.5%	2.1%	1.11
19	Life, Physical, and Social Science	1,937	\$28.17	-0.5%	3.4%	0.73
45	Farming, Fishing, and Forestry	1,249	\$13.09	4.0%	6.0%	0.43
Total		307,682	\$20.11	2.6%	6.1%	1.0

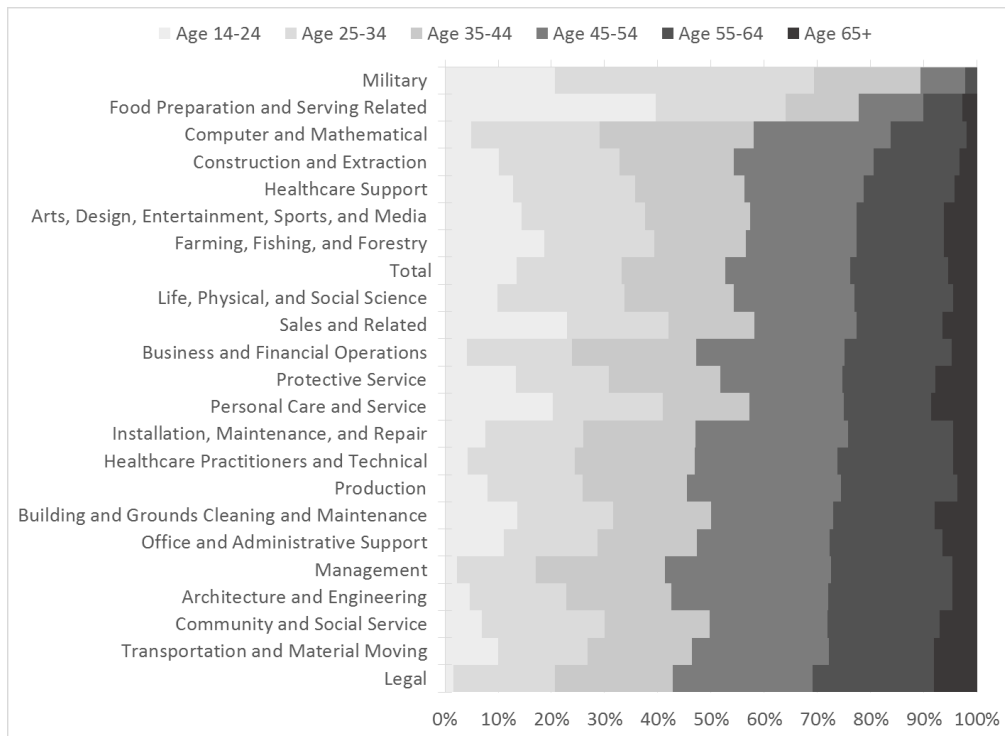
Source: EMSI - 2015.2 – QCEW + non-QCEW employees; MCBER calculations. Data on job postings provided by EMSI is from a snapshot in time, July 2015, and caution should be used in interpretation due to the nature of the data sources.

*Age and gender distributions across occupational groupings*

As is the national pattern, gender concentration is present across occupational groupings. Healthcare, education, and office and administrative support are female dominated, ranging from 7 to 3 female workers for every male. Alternatively, male occupations are concentrated in construction and extraction, transportation, installation and maintenance, architectural and engineering, and protective services. This has implications for developing workforce strategies that target specific occupations that may be traditionally dominated by a particular sex.

Table 3 shows the age distribution across major occupational categories. Of particular interest are the occupational groupings with a greater share of dark blocks that make up the over 55 age cohorts. The larger these groupings are, the greater the share of the workforce in a respective grouping that is fast approaching retirement age, if not there already. Specific groupings with larger shares of older workers include education, legal, transportation and moving, office and administrative, and various STEM groupings, which suggests the aging issue is a broader challenge rather than isolated to specific groupings, such as production oriented. However, this data is limited in the information about the age of new workers entering into specific occupational groupings, aka the replacement workers. Unfortunately, statistically reliable data on the age of new workers is not easily accessible.

**Table 3: Age distribution of major occupational categories, 2014**



Source: EMSI, 2015.2 – includes QCEW employees, non-QCEW employees, and self-employed; MCBER calculations

### *Detailed occupational analysis*

A look at detailed occupations within occupational groupings allows us to identify key skill levels and educational requirements, while gaining a more nuanced understanding of the growing and in-demand occupations in the region. As such, this section first looks at the fastest growing occupations regardless of wages or skill requirements. Occupations are then identified as high wage and in-demand, broken out by educational requirements.

### *Fastest growing occupations*

All occupations grew at a faster pace than at the national level, in particular the number of workers in transportation increased at a higher rate between 2010 and 2014 (Table 4). Among the top fastest growing are occupations that tend to pay lower wages and have lower educational requirements on average. A quarter of these occupations require less than a high school degree, while only 2 occupations require greater than a bachelor's degree. Most occupations require some degree of on-the-job training, whether short-term or more intensive. Over half of the fastest growing occupations are concentrated in the region relative to the nation.<sup>1</sup> Median hourly wages highlighted are above the median hourly wage for the region. Five out of the top twenty pay wages above the median hourly for all occupations in the region. Two of those require a Bachelor's degree or more.

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<sup>1</sup> Similar to measures of industry specialization, the measure of occupational concentration uses location quotients to gauge the presence of an occupation in the region compared to the nation. A ratio greater than 1.2 suggests an occupation is concentrated in the region, while a ratio below .80 suggests an underrepresented occupation. A ratio at or close to 1 suggests a similar share of occupations in the regional workforce relative to the nation.

**Table 4: Fastest growing detailed occupations 2010-14 and projected growth through 2022**

Code	Occupation description	Jobs	Growth, 10-14		Median hourly	Concentration	Education requirements (entry)
			CCWI	US			
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	92	37.3%	5.2%	\$11.30	0.54	Less than high school
37-3013	Tree Trimmers and Pruners	279	36.8%	13.6%	\$16.94	3.31	HS diploma or equivalent
47-3013	Helpers--Electricians	276	33.3%	12.4%	\$16.17	1.80	HS diploma or equivalent
53-6099	Transportation Workers, All Other	89	30.9%	5.2%	\$12.73	1.00	HS diploma or equivalent
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	131	28.4%	10.7%	\$13.74	2.50	Less than high school
49-2098	Security and Fire Alarm Systems Installers	145	27.2%	11.6%	\$22.68	1.10	HS diploma or equivalent
37-2021	Pest Control Workers	128	25.5%	9.8%	\$15.61	0.87	HS diploma or equivalent
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	86	22.9%	8.1%	\$15.27	1.62	HS diploma or equivalent
39-2021	Nonfarm Animal Caretakers	350	22.4%	14.6%	\$9.73	0.96	Less than high school
29-2056	Veterinary Technologists and Technicians	407	21.9%	14.3%	\$16.50	2.01	Associate's degree
39-6011	Baggage Porters and Bellhops	97	21.3%	9.6%	\$8.87	1.03	HS diploma or equivalent
29-2081	Opticians, Dispensing	195	20.4%	12.4%	\$16.02	1.25	HS diploma or equivalent
31-2022	Physical Therapist Aides	83	18.6%	11.4%	\$11.84	0.79	HS diploma or equivalent
37-3011	Landscaping and Groundskeeping Workers	2,562	17.8%	8.0%	\$14.09	1.31	Less than high school
47-2131	Insulation Workers, Floor, Ceiling, and Wall	222	17.5%	8.6%	\$19.03	4.16	Less than high school
13-1131	Fundraisers	275	17.0%	6.8%	\$24.55	1.53	Bachelor's degree
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	237	16.7%	8.7%	\$22.29	1.09	HS diploma or equivalent
29-1123	Physical Therapists	588	16.7%	9.8%	\$37.05	1.36	Doctoral or professional
31-2021	Physical Therapist Assistants	130	16.1%	12.0%	\$25.51	0.78	Associate's degree
43-4131	Loan Interviewers and Clerks	535	16.1%	5.4%	\$15.69	1.17	HS diploma or equivalent
Total		307,682	2.6%	6.1%	20.11	1.00	-

Source: EMSI, 2015.2 – includes QCEW employees, non-QCEW employees, and self-employed; MCBER calculations. Note: highlighted median hourly wages are those above the total workforce median. Highlighted concentration ratios are occupations concentrated in the region (a measure greater than 1.20).

***(B) Analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations;***

By 2022, it is projected that three-fourths of the jobs in the CCWB region will require less than a four year degree; that ratio will be four out of five for Maine. This includes a majority of the fastest growing 20 occupations in the region, while the same fraction ( $\frac{3}{4}$ ) pay less than the regional median wage. In-demand occupations reflect various in-demand industries, including healthcare workers and advanced manufacturing workers, as well as computer specialists. The average skill levels of in-demand occupations requiring less than a four-year degree reflect a mix of basic communication, cognitive thinking, social interaction, and other soft skills, such as time management and service orientation. Skill requirements of in-demand occupations requiring a bachelor’s degree or higher emphasize cognitive problem solving skills.

## *High-wage, in-demand occupations and their skill and knowledge requirements*

Occupations that are projected to grow significantly over the next 5 to 10 years and that pay higher wages on average are good targets for a workforce strategy. Considering absolute numbers of projected growth is a better indicator of the overall demand of the occupational mix. It is also important to consider the various roles in the workforce system and the educational and training requirements of occupations. Universities that award Bachelor's and advanced degrees train different kinds of workers than the community college system or other training centers. Furthermore, university trained workers/students are more footloose upon graduation and less tied to the region in many cases than career pathways training programs.

### *In-demand, high-wage occupations with an Associates or lower educational requirement*

Table 5 shows in-demand, high-wage occupations that require less than a 4 year university degree, including 2 year awards and below. The occupations identified include a number that are specialized to the industries we previously identified as in-demand, including healthcare workers, workers in advanced manufacturing, information technology-related, and business operations. There are also a number of vocational trades that are identified as in-demand.

**Table 5: In-demand, high-wage occupations with low formal educational requirements**

Code	Occupation description	Region Jobs	Median growth	Concent hourly	ration	Education requirements (entry)	Annual openings	Projected growth '22
29-1141	Registered Nurses	6,586	1.7%	\$31.18	1.13	Associate's degree	238	862
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,639	1.9%	\$22.74	0.85	HS diploma or equivalent	85	188
15-1151	Computer User Support Specialists	1,095	6.4%	\$22.44	0.82	Some college, no degree	41	187
41-4012	Sales Reps, Wholesale and Manufacturing, Except Technical and Scientific Products	1,723	5.6%	\$25.42	0.56	HS diploma or equivalent	56	174
47-2111	Electricians	1,227	14.8%	\$23.98	0.97	HS diploma or equivalent	49	142
41-3099	Sales Representatives, Services, All Other	1,193	-1.6%	\$23.53	0.63	HS diploma or equivalent	49	121
29-2061	Licensed Practical and Vocational Nurses	622	-3.1%	\$21.79	0.41	Postsecondary non-degree award	26	107
13-1199	Business Operations Specialists, All Other	1,474	-2.0%	\$30.21	0.71	HS diploma or equivalent	33	98
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,189	6.8%	\$26.76	1.08	HS diploma or equivalent	27	88
47-2081	Drywall and Ceiling Tile Installers	197	15.9%	\$20.78	1.04	Less than HS	12	82
47-2152	Plumbers, Pipefitters, and Steamfitters	1,011	6.2%	\$23.71	1.21	HS diploma or equivalent	29	72
29-2021	Dental Hygienists	591	5.3%	\$32.25	1.39	Associate's degree	25	71
29-2034	Radiologic Technologists	468	3.1%	\$27.51	1.12	Associate's degree	15	64
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	970	5.3%	\$22.67	1.68	Postsecondary non-degree award	38	62
47-2141	Painters, Construction and Maintenance	728	4.7%	\$20.31	1.57	Less than HS	25	55
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	955	3.2%	\$30.01	1	HS diploma or equivalent	32	51
51-4041	Machinists	703	7.5%	\$20.72	0.83	HS diploma or equivalent	28	49
31-2021	Physical Therapist Assistants	130	16.1%	\$25.51	0.78	Associate's degree	9	49
29-2055	Surgical Technologists	221	5.2%	\$20.91	1.03	Postsecondary non-degree award	8	49
49-9041	Industrial Machinery Mechanics	455	5.8%	\$25.86	0.66	HS diploma or equivalent	19	44

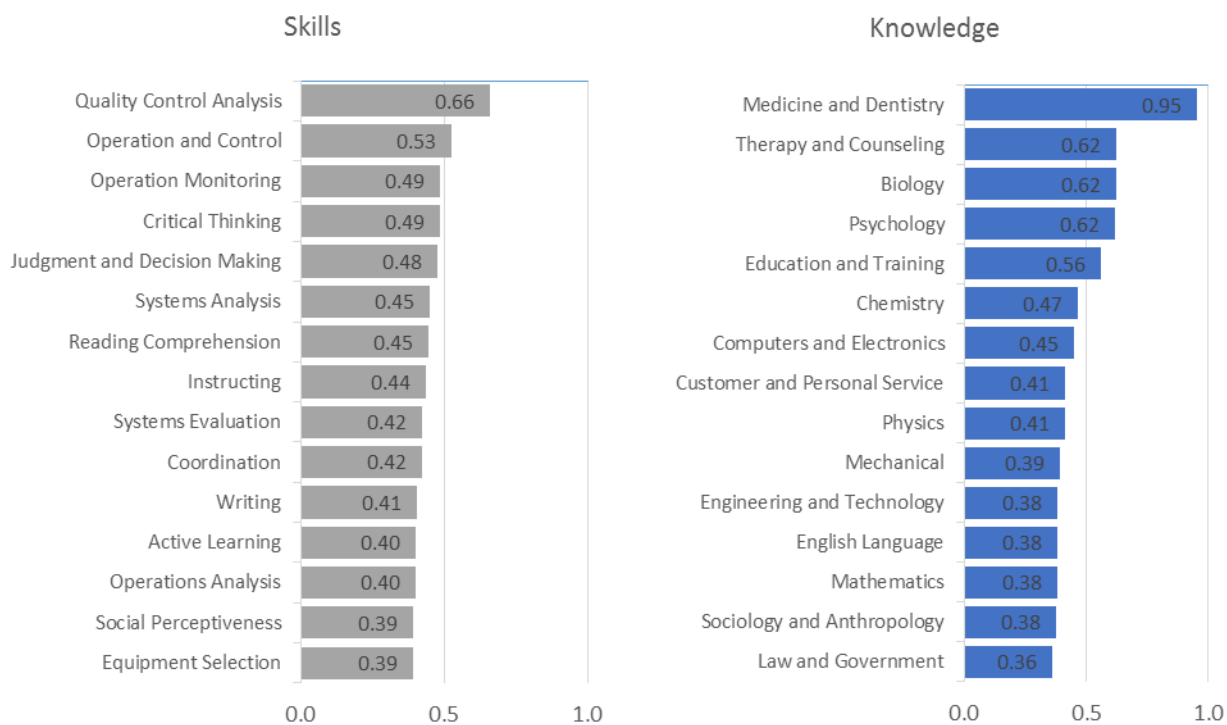
Source: EMSI, 2015.2 – includes QCEW employees, non-QCEW employees, and self-employed; MCBER calculations.



Information about the types of broad skill and knowledge requirements of the projected workforce are key to directing training and program initiatives that address workforce demands. The skill and knowledge requirements of in-demand occupations are essentially the key skill and knowledge domains that are in demand in the region.<sup>2</sup>

Table 6 lists the top 15 most important skills and knowledge areas required of the in-demand and high wage occupations that require less than a 4 year degree. The average skill levels reflect a mix of basic communication, cognitive thinking, social interaction, and other soft skills, such as time management and service orientation. These are reflective of a more service based, cognitive oriented skill set. This is not to say that other skills are not important to specific occupations or industries. Similarly, the types of knowledge required of the in-demand, high-wage occupations include a mix across knowledge domains, but are also reflective of respective industries and skill requirements represented by this group of occupations, such as healthcare, STEM jobs, administrative and clerical, as well as production and processing.

**Table 6: Top skill and knowledge requirements of in-demand and high-wage occupations with below a Bachelor’s degree educational requirement, 2022**



Source: EMSI, 2015.2; US BLS O\*Net database, Version 20; MCBER calculations

<sup>2</sup> The skill and knowledge occupational requirements do not represent the full range of necessary skills and knowledge, but rather this analysis provides a snapshot of the skills that will likely be more important to in-demand workers than the remainder of the workforce. The measures reflect the difference between weighted average skill levels of in-demand occupations relative to the weighted average skill importance of all occupations.

*In-demand, high-wage occupations with a Bachelor's or higher educational requirement*

In-demand, high-wage occupations that generally require a Bachelor's or advanced degree are shown in Table 7 below. About 7 of these occupations require an advanced degree; a doctoral or master's level. Among the most common are occupations in healthcare, as well as business and professional services, and educational services. It is worth noting that a majority of healthcare-related occupations are highly concentrated in the region relative to national shares. This reflects the nature of the region as an urban service center, but also indicative of a healthy pool of workers doing these types of occupations.

There are also several information technology related occupations that are in-demand, such as software developers and computer systems analysts. These occupations are likely reflective of demand across a number of industries rather than reflective of projected growth in the information technology industry sector, as IT is increasingly being absorbed in-house as opposed to growth in specific IT industries.

**Table 7: In-demand, high-wage occupations with high educational requirements**

Code	Occupation description	Jobs	Region growth	Median hourly	Concent ration	Education requirements	Annual openings	Projected growth '22
25-1099	Postsecondary Teachers	2,325	3.2%	\$31.00	0.73	Doctoral or prof	77	335
11-1021	General and Operations Managers	5,767	5.2%	\$38.55	1.28	Bachelor's	151	240
13-2011	Accountants and Auditors	2,287	3.6%	\$28.59	0.86	Bachelor's	95	210
15-1132	Software Developers, Applications	841	4.7%	\$42.34	0.56	Bachelor's	30	163
15-1121	Computer Systems Analysts	847	5.3%	\$36.85	0.74	Bachelor's	32	153
25-2021	Elementary School Teachers, Except Special Ed	3,163	0.5%	\$25.13	1.1	Bachelor's	97	151
29-1123	Physical Therapists	588	16.7%	\$37.05	1.36	Doctoral or prof	34	140
13-1161	Market Research Analysts and Marketing Specialists	429	0.5%	\$33.12	0.42	Bachelor's	16	110
11-9111	Medical and Health Services Managers	853	2.5%	\$41.68	1.26	Bachelor's	34	99
29-1069	Physicians and Surgeons, All Other	1116	2.8%	\$101.66	1.64	Doctoral or prof	42	86
29-1171	Nurse Practitioners	573	8.5%	\$46.95	2.17	Master's	22	77
17-2051	Civil Engineers	536	4.9%	\$37.84	0.93	Bachelor's	24	75
13-1111	Management Analysts	592	-5.4%	\$31.66	0.46	Bachelor's	18	75
29-1071	Physician Assistants	475	10.5%	\$50.47	2.39	Master's	18	72
29-1051	Pharmacists	592	4.2%	\$66.73	0.94	Doctoral or prof	25	68
15-1133	Software Developers, Systems Software	210	-10.3%	\$54.00	0.25	Bachelor's	9	67
11-3021	Computer and Information Systems Managers	618	3.9%	\$48.37	0.85	Bachelor's	18	64
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	431	5.6%	\$40.56	0.57	Bachelor's	18	62
29-1122	Occupational Therapists	403	10.7%	\$32.48	1.68	Master's	15	59
25-2022	Middle School Teachers, Except Special and Career/Technical Education	1143	0.0%	\$26.02	0.86	Bachelor's	35	56

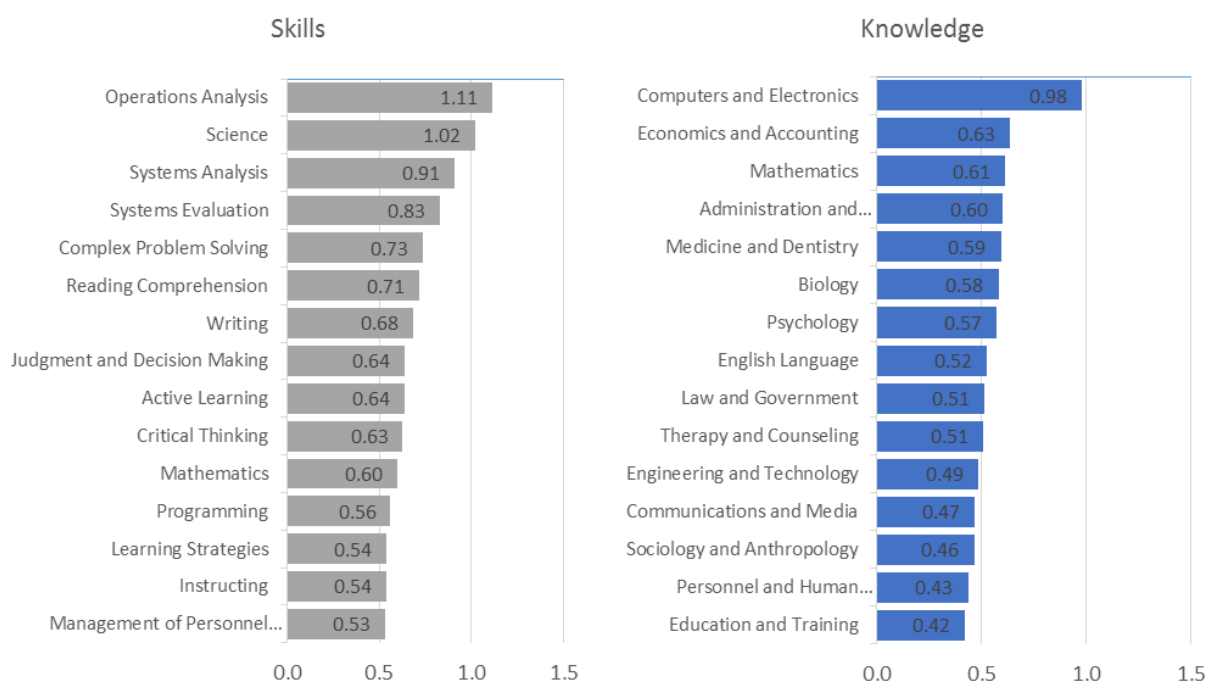
Source: EMSI, 2015.2; US BLS; ME DOL CWRI; MCBER calculations

The skills and knowledge requirements of the occupations in Table 7 are shown in Table 8 below. The skill mix is slightly different than in-demand occupations with below a four year

degree requirement. Skills of most importance to these occupations include critical thinking and cognitive problem solving skills, systems and operations thinking, as well as basic skills in science, math, and writing. Relative to the broader workforce, it is these skills that will be in the most demand over the projection period through 2022.

Similarly, the in-demand knowledge requirements of the more educated workforce are somewhat different than in-demand occupations that require less than a four year degree. While science and health-based knowledge is important, knowledge related to computers and electronics, math, engineering, and communications all rank high on the list.

**Table 8: Top skill and knowledge requirements of in-demand and high-wage occupations with a Bachelor’s degree or higher educational requirement, 2022**



Source: EMSI, 2015.2; US BLS O\*Net database, Version 20; MCBER calculations

*In demand, high-wage occupations in CCWB-identified focus industries*

Coastal Counties Workforce Inc. has identified five focus industries for the Region.<sup>3</sup> These include advanced manufacturing, healthcare, transportation and logistics, information technology, and finance and banking (including insurance).

Table 9 provides a list of in-demand, high-wage occupations that require less than a four year degree specific to the target industries. Of interest, a majority of these occupations are

<sup>3</sup> Working NAICS industry definitions for these sectors are found in Table A3 in the Appendices.

concentrated in respective industries. This is measured by the share of workers in a particular occupation that are employed in a respective industry. This has implications for targeted training programs. There may be broader industry-wide support around training programs targeting occupational skills concentrated in a sector, such as machinists or registered nurses. Whereas, occupations ubiquitous across industries, such as computer user support specialists, allow for a more transferable skill set and less reliant on industry fortunes. This is particularly true considering the share of growth projected in the sector versus the region as a whole. Only 7 computer user support specialists are expected to be added in the finance and banking sector through 2022, though 159 in total across all industries is projected to be added. These types of skill sets transferable across industries are good targets for training programs and career pathways. A more detailed analysis of the skills demanded of these industries will be included in our review of interview focus groups and collection of surveys.

**Table 1: In-demand, high-wage occupations with low education requirements in focus industries, 2015-2022**

Industry	Occupational description	Change 2015-22			Share in industry	Educational requirements	Med hourly
		Jobs 2015	In sector	In region			
Manufacturing	Computer-Controlled Machine Tool Operators, Metal and Plastic	537	22	22	95.9%	High school diploma or equivalent	\$23.40
Manufacturing	Machinists	611	21	28	84.4%	High school diploma or equivalent	\$20.72
Manufacturing	Industrial Machinery Mechanics	164	16	23	34.5%	High school diploma or equivalent	\$25.86
Manufacturing	Mixing and Blending Machine Setters, Operators, and Tenders	121	15	12	65.4%	High school diploma or equivalent	\$22.52
Manufacturing	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	206	8	-2	74.9%	High school diploma or equivalent	\$27.09
Healthcare	Registered Nurses	5,724	820	829	86.5%	Associate's degree	\$31.18
Healthcare	Licensed Practical and Licensed Vocational Nurses	529	94	100	84.1%	Postsecondary non-degree award	\$21.79
Healthcare	Dental Hygienists	584	63	64	97.7%	Associate's degree	\$32.25
Healthcare	Radiologic Technologists	443	62	62	94.3%	Associate's degree	\$27.51
Healthcare	First-Line Supervisors of Office and Administrative Support Workers	340	48	143	12.7%	High school diploma or equivalent	\$22.74
Healthcare	Surgical Technologists	220	44	45	97.8%	Postsecondary non-degree award	\$20.91
Healthcare	Physical Therapist Assistants	133	43	44	98.5%	Associate's degree	\$25.51
Transport	Aircraft Mechanics and Service Technicians	65	25	20	43.6%	Postsecondary non-degree award	\$22.16
Transport	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	90	19	22	31.0%	High school diploma or equivalent	\$25.63
Transport	Commercial Pilots	19	12	15	48.7%	High school diploma or equivalent	\$23.76
Transport	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	115	12	17	25.9%	High school diploma or equivalent	\$24.37
Transport	Transportation, Storage, and Distribution Managers	81	9	10	29.8%	High school diploma or equivalent	\$36.34
Finance	Computer User Support Specialists	99	7	159	8.8%	Some college, no degree	\$22.44

Source: EMSI, 2015.2; US BLS O\*Net database, Version 20; MCBER calculations

***(C) Analysis of the workforce in the region, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;***

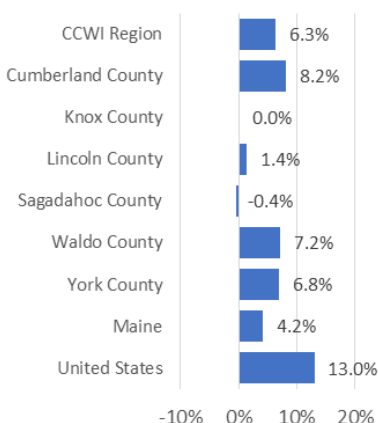
Collectively, the current labor market trends and demographic projections pose very difficult challenges for the CCWB region and the greater state of Maine in terms of competitiveness and

economic development. The challenges of population demographics in the region and state are not new. There is a dearth of younger populations entering the labor force to replace aging workers that will soon reach retirement age. While impacts of these trends are beginning to show in the labor market, they will continue to affect the supply of workers in the years ahead restricting access. Specific industries will be affected the most, such as manufacturing and to some degree education and health care, which tend to have higher median ages than other professions. Without a steady increase of workers migrating to the region, the labor pool will continue to shrink. However, low wages and difficulties with trailing household members securing professional employment makes it difficult to attract significant numbers of people to work in the region.

Another critical implication of these trends is the loss of skills and experience in the workforce from retiring workers. This creates additional competitive disadvantages for the region and state. These impacts will likely vary across industries in the region, affecting mature industries to a greater extent than other more knowledge-intensive and innovation-based industries. Furthermore, filling these skill and worker voids may increasingly rest upon the workforce system and training programs to keep the region’s industrial drivers competitive. This has two implications for workforce development. The first is that training will likely focus on existing employer needs and upskilling to bolster productivity. Secondly, while it is expected that market forces will correct some of these imbalances, targeted training programs will be increasingly important to help maintain regional competitiveness and halt the loss of firms in the region that will seek talent elsewhere.

In general, the CCWB regional economy is healthy and expanding, although very slowly. This runs contrary to the remainder of the state, which has seen a decline in real output since prior to the recession. Employment in the region has yet to reach pre-recession peaks almost 5 years after the recession technically ended. However, unemployment rates are falling and approaching full employment levels. Labor force participation rates are above the national and state averages. These indicators suggest a fast tightening labor market compounded by the population

**Table 10: Population change in the CCWI Region, 2000 - 2014**



demographics in the region. These conditions will present positives mainly in the form of increased wages and opportunities for previously discouraged workers to re-enter the labor market, as well as other dislocated individuals. It may also provide greater opportunity for underemployed individuals seeking more work.

*An older population and low population growth restrict the labor market*

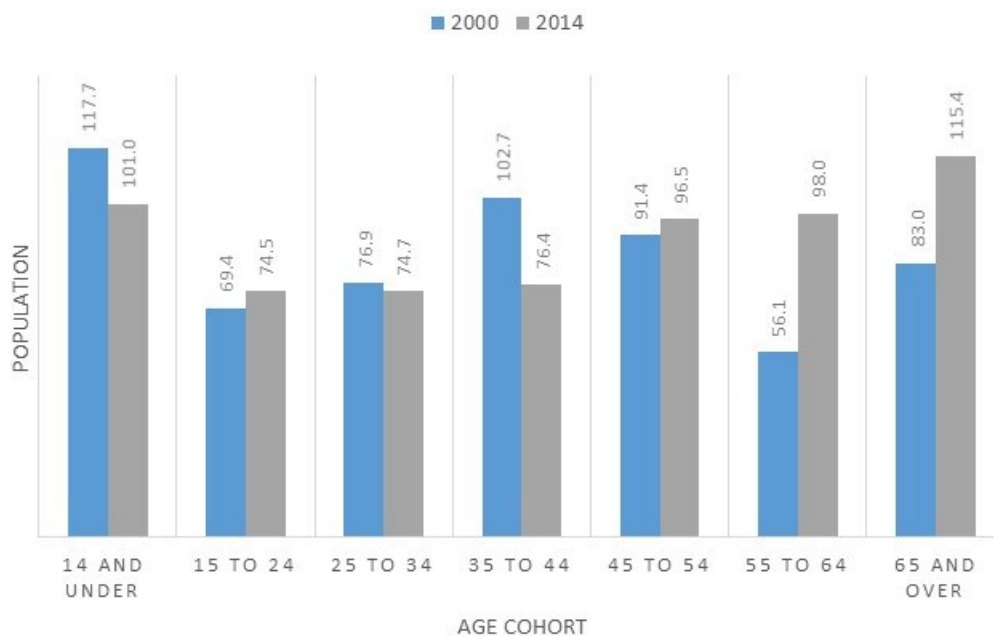
Population demographics are not a new known challenge in Maine, but pose very real and near term implications for the

Source: US Census, CPS 2014 & Decennial Census 2000

labor market. The CCWB region’s population as of 2013 was about 636,000, a majority of which is concentrated in the larger counties of York and Cumberland. Population growth rates in the CCWB region (6.3 percent) have been well below national averages (13 percent), although higher than the state’s growth as a whole (4.2 percent) since 2000 (Table 10). The natural rate of population change has entered a period of net negative growth, meaning there are more deaths than births in the state and in the region. The only way to counter this loss is through in-migration of people; something that has posed a challenge in the past and is extremely difficult to predict in Maine. As a result, population levels are projected to remain flat over the next 5-10 years, through 2022 and then begin to decline, assuming current trends continue.<sup>4</sup>

Maine is the oldest state in the nation, though the CCWB region is slightly younger than the statewide average due in part to younger populations in the Portland area. Table 11 shows the dramatic increases in the older age cohorts between years 2000 to 2014. There is a difference of 19,000 between age cohorts that will be entering the labor force and the cohorts that will be existing the labor force in the next 10 years. In other words, a larger share of the region’s population will be reaching retirement age in the near future, representing workers leaving the labor force, while a smaller share of younger workers will be entering. These projections are shown in in Figure 3, where there is an ever increasing cohort of retirement age people.

**Table 11: Age Distribution of the Coastal Counties Regional Population (in '000's)**

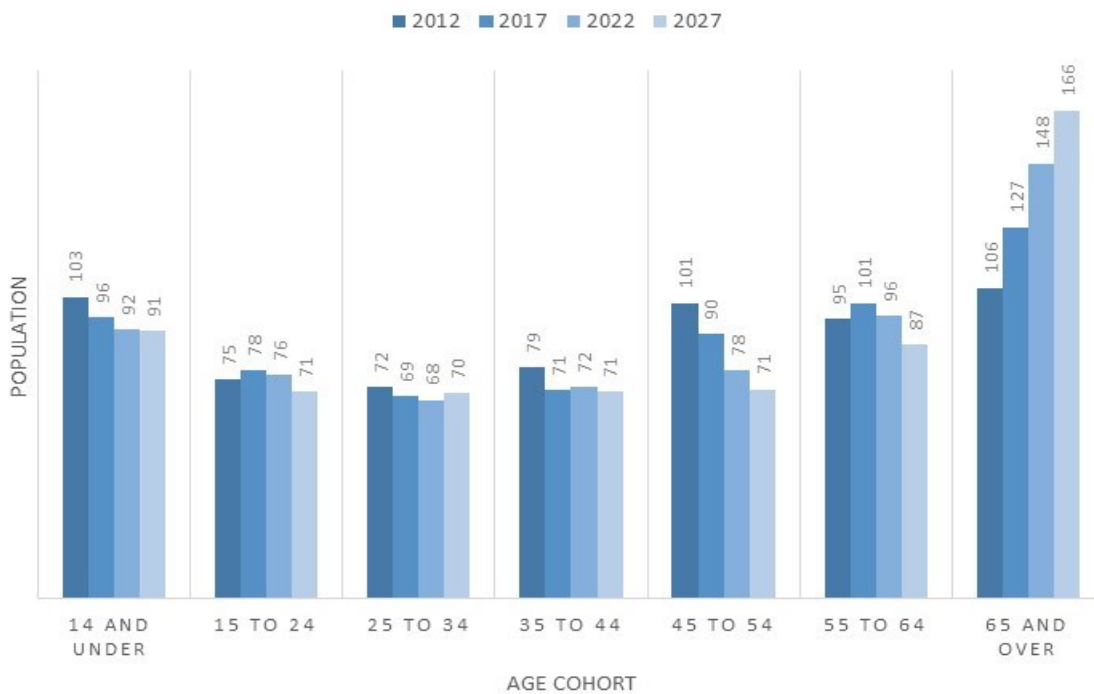


Source: US Census, CPS 2014 & Decennial Census 2000

<sup>4</sup> Data is based on the Maine Office of Policy and Management, *Maine state and county population projections*.

There are two key implications of these trends. The first poses significant challenges to the labor market in the form of a smaller labor pool for firms to access. It is likely that some workers will benefit in the form of higher wages, but ultimately these restrictions, particularly in a healthy economy, will have dramatic effects on the regional and state economy. The second relates to the loss of skill and experience in the workforce from retiring workers. This creates additional competitive disadvantages and unless addressed, may result in a decline in the number of firms in the region who will move to seek talent elsewhere.

**Table 12: Population Projection of the Coastal Counties Region 2012-2027 (in '000's)**



Source: Maine Office of Policy and Management, Maine state and county population projections 2032; MCBER calculations

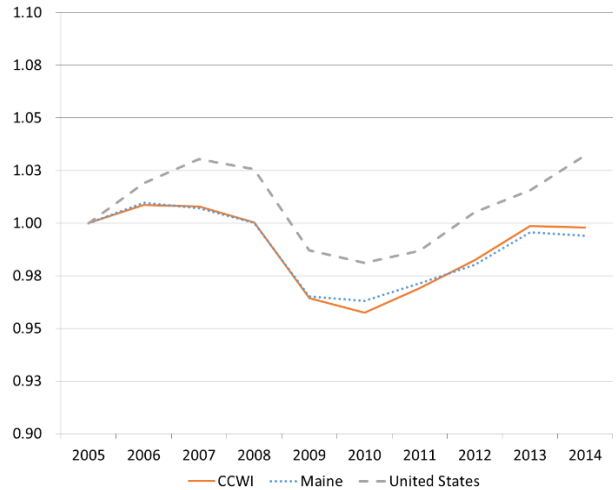
On average, the CCWB region has a higher level of educational attainment than both state and national averages, with a somewhat higher concentration of middle skills training and education. More of the population has completed high school, with about 93 percent of the population aged 25 years and older holding a diploma (or equivalent) or some level of post-secondary education, compared with about 91.5 percent statewide and just 86 percent for the nation. Cumberland County, the urban center of the region, has the highest concentration of people who have obtained a Bachelor’s degree or higher (41 percent), which is significantly higher than the rest of the counties individually as well as regionally, state wide, and country wide

The health of the overall labor market is an important consideration in any regional workforce strategy. Changes in population demographics are beginning to influence the labor market and employment.

*Employment levels are below the 2008 peak*

In 2014, the CCWB region employed 347,570 people, approximately 50 percent of Maine’s total employment (Table 2). The majority of the region’s employment was centered in the urban areas of Cumberland (46 percent) and York (32 percent) counties, together accounting for 78 percent of the CCWB region’s total employment. Since 2005, employment trends in the region and state have been lackluster relative to the nation. Following the recession in the early 2000’s, employment in the CCWB region grew at a modest rate before dropping off at the onset of the Great Recession in 2008 (see Figure 1). While the nation has recovered from the recession, the CCWB region (and the state) has still yet to return to pre-recession peak employment and shows signs of leveling off its current growth pattern.

**Figure 1: Employment growth index in the Coastal Counties Workforce Region, 2005-2014**

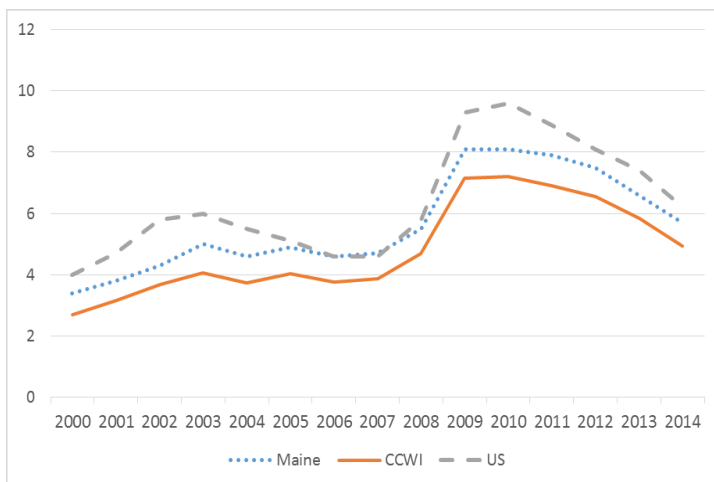


Source: Maine Department of Labor, Center for Research and Workforce Information; US Bureau of Labor Statistics, Current Population Survey & Quarterly Census of Earnings and Wages

*Unemployment levels are healthy and trending downwards*

Despite not returning to 2007 employment levels, unemployment rates appear healthy in the region and labor force participation is above national rates. Unemployment rates in the CCWB region are lower relative to both Maine and the nation, ending 2014 at 4.9 percent (refer to Table 2) and have consistently trended lower over time (Figure 2). Within the region, Cumberland (4.4 percent) and Sagadahoc (4.6 percent) have the lowest unemployment levels in the CCWB region;

**Figure 2: Unemployment rates in the CCWI region, 2000 to 2014**



Source: ME DOL, CRWI; US BLS QCEW; MCBER calculations

whereas Waldo (6.1 percent) and Lincoln (5.9 percent) have the highest unemployment rates.

There are more people age 16 and over in the labor force in the CCWB region (66 percent), a higher percentage than the U.S. (64 percent) and Maine (63 percent) in 2014. Rates vary across counties in the region. Knox and Lincoln County have the lowest labor force participation rate at 62 percent and 60 percent respectively, while

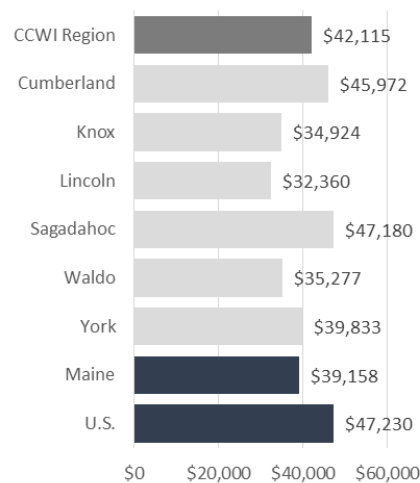


Cumberland County, Sagadahoc, and York rates are above the state and nation ranging from 66-67 percent. Some of these differences, are in part, a result of differences in population age across the region, such as a greater share of retired persons reside in Lincoln and Knox County.

*Wages in the region are lower than the nation*

The region is at a relative competitive disadvantage when it comes to paying workers. In 2014, the CCWB region had an annual average wage of \$42,115, which is about \$5,000 below the national annual average, though still above Maine’s annual average wage of \$39,158 (Figure 3). Both Cumberland and Sagadahoc County had the highest annual average wage, \$45,972 and \$47,108 respectively; whereas Waldo and Lincoln have the lowest annual average wage. Maine and the region also rank among the lowest of urban areas in New England. While pay varies across industries and occupations, the relative low wages make it difficult to attract talented workers to the region that are so important to the modern economy.

**Figure 3: Average annual wages, 2014**



*Source: ME DOL, CRWI; US BLS QCEW; MCBER calculations*

*Populations with employment barriers<sup>5</sup>*

**Veterans**

About 11.5 percent of the population over age 18 identifies as veterans in the CCWB Region, or 57,500, with the highest shares located in the northern sub-region. In general, veterans in the CCWB region are paid higher than their non-veteran counterparts and there is a lower share of veterans living at or below the poverty level. Yet there is a lower share of veterans participating in the labor force and slightly higher unemployment rate for veterans; both likely a result in part of the much higher rate of disability among the veteran population.

Median income of veterans is higher in every county in the CCWB region than non-veterans; all but those in Waldo County are paid above the state median income for veterans. Educational attainment of veterans is similar to the non-veteran population, with a few differences. Slightly more veterans in the CCWB region have a high school diploma, but about 9 percent fewer have obtained a Bachelor’s degree or higher, although there are more veterans that have some college or an associate’s degree than non-veterans.

The unemployment rate for veterans in the CCWB Region was slightly higher (7 percent) than the non-veteran population (6.4 percent) for this period. Likewise, the labor force participation rate of veterans (76.8 percent) was lower than the nonveteran population (81 percent), though slightly higher than the statewide veteran labor force participation rate of 73.5 percent. The

<sup>5</sup> Data for this section is from the US Census American Community Survey 5-year estimates, 2009-2013.

percent living at or below the poverty line was significantly lower for veterans (6.4 percent) relative to non-veteran population (10.6) in the region. However, when it comes to disability, 26 percent of veterans in the CCWB region claim a disability status compared to just 14 percent of the non-veteran populations.

### **People with Disabilities<sup>6</sup>**

People with disabilities represent a key population group with significant barriers to employment. In general, people with disabilities are more likely to live in poverty, be unemployed, and have a lower educational attainment level. About 16 percent of people with disabilities in the CCWB Region do not have a high school degree, compared to approximately 5 percent of the nondisabled population.

### **Population In Poverty And Work Status**

The percentage of people reported as being at or below the poverty level in the last 12 months was about 12 percent in 2013; lower than both the state and national average. Within the region, Waldo County has a significantly higher rate (18 percent) than the lowest level in York County (10 percent), suggesting varying degrees of economic status of the region's populations. The population in poverty worked significantly less in the previous twelve months than non-poverty populations. Over half of the population in poverty reported as not working in the past twelve months, where 26 percent of the non-poverty population reported not having worked. More of the population in poverty worked part-time, 39 percent compared to 28 percent, and only 7 percent worked full-time compared to 46 percent of the population above the poverty line.

### **Labor force participation and unemployment by educational attainment and youth workers**

The lower a person's educational attainment, the less likely they are to participate in the labor force or to be employed. In the CCWB region, 42 percent of people 25 and older with less than a high school degree do not participate in the labor force, while for those that do, upwards of 12 percent were unemployed in 2013, compared to just 3% unemployment for those with a Bachelor's degree or higher.

For the youth population aged 16 to 19 years old, labor force participation (49%) is slightly higher than the nation (47%) and significantly larger than the state average (38%). Still, 19 percent of youth that would like to find a job, were unemployed in 2013. Yet, the region's youth are faring better than Maine, where 28 percent of youth looking for a job were unemployed.

***(D) Analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the***

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<sup>6</sup> Data for the disable population is only reported for York and Cumberland counties in the region.

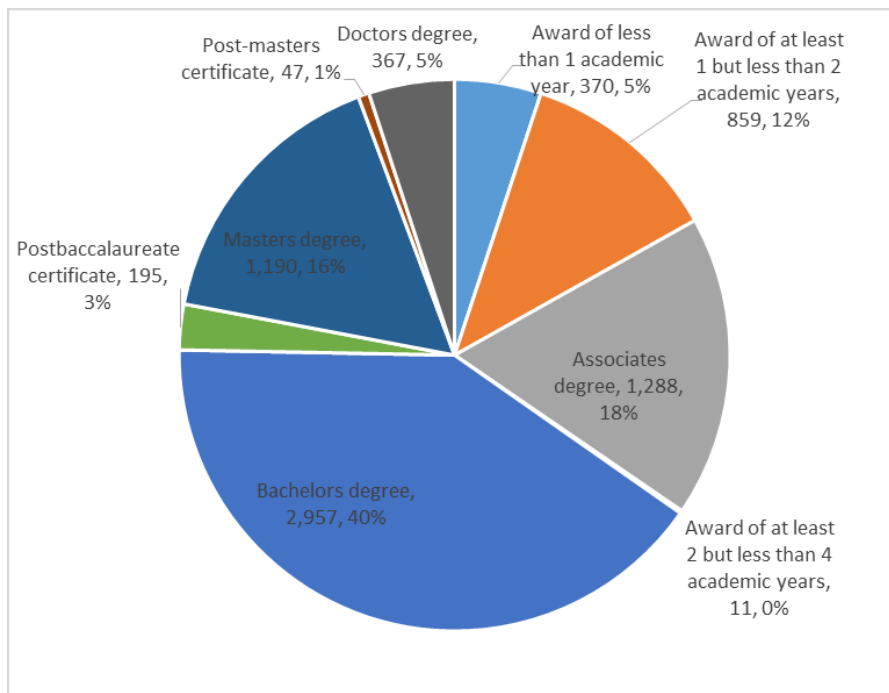
***capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region;***

The underlying workforce trends in the Coastal Counties workforce region present real challenges and will require a nimble and responsive workforce training system to address failures in the market place. Most notably, these will come in the areas of underserved industries that traditional may not have been the focus of the region’s workforce programs. Still, there are a great number of resources in the region to address these needs. Alignment of resources and goals of the workforce system with industry economic development initiatives will be a critical factor in the success in meeting these workforce challenges.

In order to develop a plan to meet industry and workforce demands, an assessment of the regional capacity to provide appropriate training and educational services is important. This section provides a step in that direction by providing a brief overview of the existing training service providers and the pertinent programs available and identifies any gaps in meeting demands. We highlight training capacity in relation to in-demand occupations identified in the previous section.

In the CCWB region, there are twenty-two institutions that grant certificates and degrees; 11 that grant primarily certificates and 11 that grant both degrees and certificate awards. In 2013, there were a total of 7,284 completions, an increase of 60 percent over 2003 levels – far surpassing the state and national change over that period. Approximately, two-thirds of these completions were for four year degrees or higher (Figure 4).

Figure 4: Completions in 2013 by award type



In addition to these institutions, there are upwards of 100 education training service providers located in the region, which does not include the numerous organizations that provide training statewide or nationally that might also service the CCWB region.<sup>7</sup> A vast majority of these organizations are specialized to particular topic, skill, or career area, while a selection provide training across multiple areas.

### *In-demand occupation training gaps*

An inventory from public data sources was recently reviewed to determine the alignment and capacity of training programs with occupations identified as in-demand in the focus industries. These occupations and respective service providers are shown in Table 5. Data and information was sourced from specific training institutions, as well as the CareerCenter website.<sup>8</sup>

Occupations in manufacturing appear to have good coverage including at the secondary education and post-secondary levels. Training for healthcare in-demand occupations appears to be a bit more dispersed across a variety of service providers. Of the in-demand occupations identified in the previous section, all but four appear to have specific programs to provide skill and knowledge training to meet those occupation's requirements located in the region.

Two of these occupations include commercial pilots and aircraft mechanics in the transportation and logistics sector. Given the specialized training for these occupations, this is no surprise. In addition, our review was not able to identify specific training programs for industrial machinery mechanics or physical therapy assistants. However, it may be the case that training for these occupations would likely overlap with similar occupations.

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<sup>7</sup> This analysis is limited to Maine-based service training providers and does not extend the analysis to service providers located outside of the region.

<sup>8</sup> The web address can be accessed at <http://198.182.162.220/mecrs/training.asp>.

Table 5: In-demand occupations training capacity matrix

Industry	Occupational description	Educational requirements	High school, vocational	Certification	2 year	4 year	Gaps identified
Manufacturing	Computer-Controlled Machine Tool Operators, Metal and Plastic	High school diploma or equivalent	Windham School Dept.	Midcoast School of Tech, SMCC, Portland Adult Ed, Northeast Tech Inst, Windham School Dept.	SMCC		
	Machinists	High school diploma or equivalent	Windham School Dept.	Midcoast School of Tech, SMCC, Portland Adult Ed, Northeast Tech Inst, Windham School Dept.	SMCC		
	Industrial Machinery Mechanics	High school diploma or equivalent					Yes
	Mixing and Blending Machine Setters, Operators, and Tenders	High school diploma or equivalent	Windham School Dept.	Midcoast School of Tech, SMCC, Portland Adult Ed, Northeast Tech Inst, Windham School Dept.	SMCC		
	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	High school diploma or equivalent	Windham School Dept.	Midcoast School of Tech, SMCC, Portland Adult Ed, Northeast Tech Inst, Windham School Dept.	SMCC		
Healthcare	Registered Nurses	Associate's degree			SMCC, UC at Thomaston	USM	
	Licensed Practical and Licensed Vocational Nurses	Postsecondary non-degree award		InterCoast Career Institute (1-2 yrs)			
	Dental Hygienists	Associate's degree		UNE (1 Year) towards bachelors			
	Radiologic Technologists	Associate's degree			St. Joseph's College, SMCC		
	First-Line Supervisors of Office and Administrative Support Workers	High school diploma or equivalent		Various programs that may be relevant			
	Surgical Technologists	Postsecondary non-degree award		Maine Medical Center School of Surgical Tech			
	Physical Therapist Assistants	Associate's degree					Yes
Transport	Aircraft Mechanics and Service Technicians	Postsecondary non-degree award					Yes
	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	High school diploma or equivalent		University College at bath/Brunswick, 1600 Degrees	Various programs that may be relevant	Various programs	
	Commercial Pilots	High school diploma or equivalent					Yes
	Truck Drivers, Heavy	High school diploma or equivalent, post-secondary	Windham School Dept.	Midcoast School of Tech, Northeast Tech Inst, Pro Drive Driver, Crooked River, GoDriving Co			
	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	High school diploma or equivalent		University College at bath/Brunswick, 1600 Degrees	Various programs that may be relevant	Various programs	
Finance	Computer User Support Specialists	Some college, no degree		Numerous providers			

***(E) Description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency; and***

The CCWB vision for the local area is *to meet the changing workplace needs of businesses and jobseekers by promoting economic opportunities through developing workforce skills that are in demand. CCWB supports the regional economy by advancing a range of workforce training services that meet current business needs.*

To support and advance our vision and address the challenges and opportunities of our regional labor market and workforce, CCWI worked with representatives of the Coastal Counties Workforce Board to formulate goals and strategies targeted to employers, job seekers and workers, and the workforce development system. The following three goals will play a key role in how CCWI, our Chief Elected Officials (CEO) and Workforce Board guide investments in order to maximize workforce preparation and skill development and address skill demand concerns of our local employers. These goals align and support the State of Maine's Strategic Vision and the six Strategic Objectives outlined in the State Unified Plan (draft).

**1. Employers are actively engaged with a regional workforce development system that understands and appropriately responds to their skilled workforce needs.**

Statewide Strategic Objective: *Increase the relevance of the Workforce Development System to employers.* Developing better alignment between the supply and demand for labor will result in fewer "difficult to fill" positions, more efficient use of resources, and a greater number of Maine residents with quality jobs

**2. Job seekers and current workers easily access and participate in workforce services relevant and appropriate to their career goals and align with the skilled workforce needs of the local economy.**

Statewide Strategic Objective: *Produce an educated and skilled workforce through the development of a comprehensive Career Pathways system.* Maine's Career Pathways approach will focus on building the educational, employability, and occupational skills of the population and developing pathways that lead to in-demand credentials and jobs.

Strategic Objective: *Align the State's commitment and investment in Maine's workforce.* Developing a workforce that is globally competitive and continuously well-prepared to succeed in current and future careers will require the commitment and alignment of resources that extend beyond the public workforce system; employers, policy makers, legislators, and administrators must be invested in the process and outcomes.

Strategic Objective: *Grow and diversify Maine’s workforce through the development of innovative strategies that result in more Mainers with jobs and a larger workforce.*

**3. Regional workforce system partners align and integrate services and resources to create a “no wrong door” employment and training network easily accessed by workers and employers.**

Statewide Strategic Objective: *Increase Workforce Development System operational effectiveness.* Aligning and integrating systems, services, and operations to enhance customer services will result in critical efficiencies.

Statewide Strategic Objective: *Create and align our outreach and communications to achieve the vision.*

**WIOA Performance Goals**

For the first time, WIOA establishes core performance measures for Workforce Boards, Employment Services, Rehabilitative Services, and Adult Education. This enables these four core partners to work together toward the same outcomes.

**Employment (Second Quarter after Exit)**

*The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program*

<b>Target Goals</b>	<b>PY16</b>	<b>PY17</b>
<b>Adults:</b>	<b>72%</b>	<b>72%</b>
<b>Dislocated Workers:</b>	<b>74%</b>	<b>74%</b>
<b>Youth:</b>	<b>55%</b>	<b>55%</b>
<b>Wagner-Peyser/LEX</b>	<b>53%</b>	<b>53%</b>
<b>Adult Education</b>	<b>32%</b>	<b>34%</b>
<b>Rehabilitative Services</b>	<b>35%</b>	<b>35%</b>

**Employment (Fourth Quarter after Exit)**

*The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program*

<b>Target Goals</b>	<b>PY16</b>	<b>PY17</b>
<b>Adults:</b>	<b>68%</b>	<b>68%</b>
<b>Dislocated Workers:</b>	<b>72%</b>	<b>72%</b>
<b>Youth:</b>	<b>57%</b>	<b>57%</b>
<b>Wagner-Peyser/LEX</b>	<b>70%</b>	<b>70%</b>
<b>Adult Education</b>	<b>35%</b>	<b>37%</b>
<b>Rehabilitative Services</b>	<b>35%</b>	<b>35%</b>

### **Median Earnings**

*The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program*

<b><u>Target Goals</u></b>	<b><u>PY16</u></b>	<b><u>PY17</u></b>
<b>Adults:</b>	<b>\$5,250</b>	<b>\$6,250</b>
<b>Dislocated Workers:</b>	<b>\$6,250</b>	<b>\$6,250</b>
<b>Youth:</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Wagner-Peyser/LEX</b>	<b>\$4,300</b>	<b>\$4,300</b>
<b>Adult Education</b>	<b>TDB</b>	<b>TDB</b>
<b>Rehabilitative Services</b>	<b>\$3,000</b>	<b>\$3,000</b>

### **Credential Attainment Rate**

*The percentage of program participants who obtain a recognized postsecondary credential or a secondary school diploma or its recognized equivalent, during participation in or within one year after exit from the program*

<b><u>Target Goals</u></b>	<b><u>PY16</u></b>	<b><u>PY17</u></b>
<b>Adults:</b>	<b>68%</b>	<b>68%</b>
<b>Dislocated Workers:</b>	<b>54%</b>	<b>54%</b>
<b>Youth:</b>	<b>60%</b>	<b>60%</b>
<b>Wagner-Peyser/LEX</b>	<b>N/A</b>	<b>N/A</b>
<b>Adult Education</b>	<b>28%</b>	<b>30%</b>
<b>Rehabilitative Services</b>	<b>12%</b>	<b>14%</b>

### **Measurable Skills Gains**

*The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment*

<b><u>Target Goals</u></b>	<b><u>PY16</u></b>	<b><u>PY17</u></b>
<b>Adults:</b>	<b>TBD</b>	<b>TBD</b>
<b>Dislocated Workers:</b>	<b>TBD</b>	<b>TBD</b>
<b>Youth:</b>	<b>TBD</b>	<b>TBD</b>
<b>Wagner-Peyser/LEX</b>	<b>N/A</b>	<b>N/A</b>
<b>Adult Education</b>	<b>25%</b>	<b>27%</b>
<b>Rehabilitative Services</b>	<b>TBD</b>	<b>TBD</b>

### **Effectiveness in Serving Employers**

*The indicators of effectiveness in serving employers to be established pursuant to WIOA which will be implemented before the commencement of Year 2.*



***(F) Based on the account analyses described in subparagraphs (A) through (D), a strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in subparagraph (E);***

The analysis of workforce conditions conducted by CCWB justifies three overarching themes:

1. *The regional labor market is beginning to show signs of stress, driven largely by a population that is aging and showing minimal growth.*

The challenges of population demographics in the region and state are not new. There is a dearth of younger populations entering the labor force to replace aging workers that will soon be reaching retirement age. ***Without a steady increase of workers migrating to the region, the labor pool will continue to shrink.*** This has two implications for workforce development. The first is that training will likely focus on existing employer needs and upskilling to bolster productivity. Secondly, while it is expected that market forces will correct some of these imbalances, targeted training programs will be increasingly important to help maintain regional competitiveness and halt the loss of firms in the region that will seek talent elsewhere.

2. *While key industrial strengths remain healthy in the region, new industries are emerging that are service and knowledge intensive, in addition to continued strengths in production-based industries.*

Industry employment trends since 2010 highlight a continued transition from traditionally more hands-on and trade-oriented skills toward service and social skills. ***The region retains relative specializations in healthcare, retail, and accommodation and food services, as well as finance and insurance.*** In-demand industries comprise a diverse mix of traditional production-based sectors such as manufacturing, in addition to industries in finance and banking, information technology, and management of companies. There has also been strong growth in transportation and warehousing.

3. *Occupations that are in-demand and pay higher wages require skills sets and training that appear to reflect the industrial structure and place greater emphasis on problem solving and cognitive functions.*

***By 2022, it is projected that three quarters of the jobs in the CCWB region will require less than a four year degree; that ratio will be four out of five for the State as a whole.*** This includes a majority of the fastest growing 20 occupations in the region, while the same fraction ( $\frac{3}{4}$ ) pay less than the regional median wage. In-demand occupations reflect various in-demand industries, including healthcare workers and advanced manufacturing workers, as well as computer specialists. The average skill levels of in-demand occupations requiring less than a four-year degree reflect a mix of basic communication, cognitive thinking, social interaction, and

other soft skills, such as time management and service orientation. Skill requirements of in-demand occupations requiring a bachelor's degree or higher emphasize cognitive problem solving skills.

To address these themes and achieve the Statewide and Regional vision, goals, and objectives, CCWB and the Workforce Development Board have committed to implementing the following strategies. Strategies are summarized below by specific goals and provided in more detail in other sub-sections of the Regional Workforce Plan.

***Goal 1: Employers are actively engaged with the regional workforce system that understands and appropriately responds to their skilled workforce needs.***

Strategies:

- Develop and deploy a data-driven, collaborative and replicable model for identifying and addressing existing and emerging in-demand sector workforce needs.
- Assess employer needs for upgrading their current (incumbent) workforce and develop an approach for making training available.
- Coordinate and align the four core partners' outreach/response to business needs with other business service providers in the region.
- Collaborate with other professional boards, groups, chambers, and associations, etc. in the region to connect and leverage workforce development opportunities.

***Goal 2: Job seekers and current workers easily access and participate in workforce services relevant and appropriate to their career goals and align them with the skilled workforce needs of the local economy.***

Strategies:

- Outreach to, and ensure priority of service for recipients of public assistance, low-income individuals, individuals who are basic skills deficient, and veterans.
- Grow and diversify the labor force available to meet demand from employers for skilled workers through improved access by, and engagement of people with disabilities, New Mainers i.e., immigrants, veterans, out-of-school youth, and older workers.

- Collaborate with education providers to respond to worker skill needs as identified by business and employers, and develop career and education pathways leading to industry-recognized or post-secondary credentials.
- Increase access to workforce services across a broader geographic area by utilizing Workforce Solutions Sites (i.e., itinerate sites), Workforce Solutions Centers in addition to the One-Stop and CareerCenters
- Develop and deploy transitional employment opportunities for job seekers, including but not limited to internships, work experience, on-the-job training, and customized training.
- Increase coordination and collaboration between Business Services Representative and Case Managers across program silos to refer job seekers to in-demand employment opportunities.

***Goal 3: Regional workforce system partners align and integrate services and resources to create a “no wrong door” employment and training network easily accessed by workers and employers.***

Strategies:

- Convene core partners (CCWI, MDOL, VR, Adult Ed) and develop a Memorandum of Understanding (MOU) regarding alignment of resources, coordination of referrals, co-enrollment, and communication between and among core partners, job seekers, and employers.
- Implement AJLA (i.e., state’s database) tracking and reporting mechanisms for meeting performance accountability measures.
- Coordinate access to and provision of appropriate services for job seekers by core partners and other providers.
- Utilize WIOA Title I funds to leverage additional public and private resources to support worker and job seeker training, as applicable.
- Develop criteria for One-Stop certification which ensures the continuous improvement of core partner services through the system and ensures that these partners meet the employment needs of local employers, workers, and job seekers.

**(2) Description of the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State plan under section 102(b)(1)(E);**

In alignment with the State Unified Plan, CCWB's Regional Plan emphasizes greater levels of integration, alignment, and coordination among core partners - Adult Education and Family Literacy Act program, Vocational Rehabilitation, Wagner-Peyser Employment Services, and WIOA Adult, Dislocated Worker and Youth programs - in order to create a "no wrong door" employment and training network easily accessed by workers and employers.

**WIOA:** Goodwill Industries of Northern New England is the WIOA primary service provider for the Coastal Counties Region. Its employees render our region's WIOA services under the name "Workforce Solutions." The One-Stop is housed in the Portland Workforce Solutions Center, providing immediate and direct access to WIOA staff and counselors for clients who are eligible for WIOA services. Through the One-Stop, eligible clients also have access to other discretionary grant resources and Goodwill's non-WIOA employment and training programs and supportive services.

**Adult Education:** Adult Education will designate a contact person whom One-Stop staff can call on behalf of the client, introduce them, explain their needs, and ensure that the client is clear on their next steps. Portland Adult Education has plans to offer English as Second Language classes at the One-Stop, as well as provide a staff person on-site during specific, scheduled hours.

**Vocational Rehabilitation:** Counselors from Vocational Rehabilitation are available to meet with clients at the One-Stop as needed and convenient to the client. The Maine Bureau of Rehabilitation Services (BRS) is currently co-located at other affiliate sites such as CareerCenters in the Coastal Counties Region including Brunswick, Saco, Springvale, Rockland, and South Portland.

**Employment Services:** The Maine Bureau of Employment Services (BES) is the Employment Services provider for the Coastal Counties Region. Currently, BES accesses space at the One-Stop to provide workshops on topics such as interview skills, resume writing, and job search. BES, Workforce Solutions and CCWI are currently evaluating the need for regular BES on-site presence. However, the services provided by Wagner-Peyser are currently available at the One-Stop. Job seeking, career exploration, and labor market information services are available daily at the One-Stop. In addition to the availability of BES services/staff, a CareerCenter Consultant for Food Supplement-Employment and Training program is scheduled weekly at the One-Stop.

CCWI will develop a Memorandum of Understanding (MOU) with the four core partners, which specifies alignment of resources, coordination of referrals, co-enrollment, and communication between and among core partners, job seekers, and employers.

To facilitate the development of the MOU, as well as coordinate the service delivery of required One-Stop partners and service providers, the Coastal Counties Workforce Board has established a One-Stop Operator (OSO). The OSO is comprised of a consortium of designees from each of the four core partners:

- WIOA Service Providers: Goodwill Industries of Northern New England, Workforce Solutions
- Maine Department of Labor, Bureau of Employment Services: Wagner-Peyser Partner
- Maine Department of Labor, Division of Vocational Rehabilitation
- Maine Department of Education, Maine Adult Education

The One Stop Operator's primary responsibilities include:

1. Coordinating the service delivery of required One-Stop partners and service providers within the One-Stop Center and across the One-Stop system including access and service provision for job seekers;
2. Participating in the development of written agreements with core partners. This will encompass that One-Stop partners alignment resources, coordinate referrals and co-enrollment, and disseminate communications between and among core partners, job seekers and employers;
3. Participating in the development of the methods for funding the infrastructure costs of the One-Stop System in the region; and
4. Implementing continuous improvement of core partner services through the system per the One-Stop certification criteria, and ensuring that partners meet the employment needs of local employers, workers, and job seekers.

**(3) Description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);**

CCWI will outreach to, and ensure priority of service for recipients of public assistance, low-income individuals, individuals who are basic skills deficient, and veterans.

As part of the State Unified Plan, the Maine Department of Labor has drafted policies with regard to priority of service for specific populations. As stated in WIOA Section 134(c)(3)(E), with respect to the provision of individualized career services and training services funded with WIOA Title I Adult funds, priority of service must be given to:

- a. Recipients of public assistance;
- b. Other low-income individuals; **or**
- c. Individuals who are basic skills deficient.

The Workforce Board has some discretion to identify populations in the local area who are not low-income, basic skills deficient, or recipients of public assistance, but who are individuals documented as having other barriers to employment.

Veterans and eligible spouses continue to receive priority of service for all Department of Labor (DOL) funded programs among all participants. This requirement remains the same, is not affected by the passage of WIOA, and must still be applied in accordance with guidance previously issued by the U.S. Department of Labor and Maine Department of Labor - Policy 09-04.

CCWB will grow and diversify the labor force available to meet demand from employers for skilled workers by better engaging individuals with disabilities, New Mainers i.e., immigrants, veterans, out-of-school youth, and older workers.

As Maine's labor market continues to tighten, more career-ready workers will find and be placed in jobs. As a result, CCWB's emphasis will shift towards workers that have higher barriers to employment including: non-native English speakers (New Mainers i.e., immigrants), individuals with disabilities, youth, veterans, and older workers. These groups will require supportive services beyond pure skills training including English language programs, transportation, developmental education, work readiness, and employment supports.

To support the outreach and engagement of these groups, CCWI through its Board will revise its local Supportive Services Policy as needed to provide more flexibility for our WIOA service provider to customize support services to align with the specific needs of the client.

In order to expand access to employment, training, and education opportunities for eligible individuals, particularly eligible individuals with barriers to employment, CCWB will collaborate with education providers to respond to worker skill needs as identified by business

and employers and develop career and education pathways leading to industry-recognized and/or post-secondary credentials.

**(4) A description of the strategies and services that will be used in the local area—**

**(A) in order to--**

***(i) facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;***

One of the key goals of the CCWB's Regional Plan is to ensure that employers are actively engaged with the regional workforce system that understands and appropriately responds to their skilled workforce needs. To meet this goal, CCWI will develop and deploy a data-driven, collaborative, and replicable Sector Partnership model for identifying and addressing existing and emerging in-demand sector workforce needs.

CCWI has been taking an employer-focused approach to address the skilled worker shortage in our region. As part of this work, CCWI contracted with the Council for Adult and Experiential Learning (CAEL) to review data sources (e.g. EMSI, CWRI, BLS data) in order to assess which target sectors represent the best opportunity for the region and which may be best poised to participate in collaborative efforts with CCWI. An in-depth labor market analysis was conducted to identify key industry sectors which are growing and which provide employees a competitive wage and opportunity for advancement. With additional analysis from the Maine Center for Business & Economic Research (University of Southern Maine), a regional economic assessment was undertaken, *Regional Labor Market and Workforce Needs Assessment*, which confirmed the initial CAEL recommendations.

As a result, CCWI identified five key industry sectors which are critical to the growth of our regional economy:

- Advanced Manufacturing
- Banking and Financial Services
- Transportation and Logistics
- Health Care
- Information Technology

These five sectors were identified as economic engines that create high-demand, high-opportunity jobs.

CCWI has identified employers, as well as intermediaries and education/training institutions and their employer partners, to form and convene Sector Teams. CCWI will continue to work with these teams to validate, revise, and deepen the intelligence gathered for pathway development and to connect to local/regional stakeholders in the target sectors.

As part of the Regional Planning process, CCWI has committed to implementing a targeted, Sector Partnership Strategy, the goal of which is two-fold:

1. Understand immediate hiring needs of regional employers in order to create a pipeline of qualified candidates, and;
2. Identify and map career pathways (or pipelines) within each industry sector

CCWI is developing sector partnerships based on a process that includes:

- Examining economic trends, including hiring trends
- Establishing whether the industry as a whole growing or shrinking?
- Ascertaining positions within the industry that are growing or shrinking?
- Ascertaining positions that are the most difficult to recruit for?
- Ascertaining what internal career pathway work or talent development is the industry (or employer) doing already?
- Establishing career paths that can be developed through continuing education, training, skill development.
- Identifying relevant employers that want to partake in the development of a pathway.
- Conducting a regional asset survey of training partners and community based organizations i.e., who can deliver the training needed?
- Establishing how resources can be leveraged.

By consistently employing this process and mapping career pathways, CCWI is better positioned to address common workforce needs and to strengthen the capacity of our training and education partners to design customized training programs and promote programs that award industry recognized credentials to meet those needs.

CCWI will continue to engage employers in the five aforementioned sectors through advisory groups for each industry. Members of the group will include industry specific employers, education and training partners, representation from our One-Stop system staff, and CCWI. These sector advisory groups will meet regularly to address key needs in hiring and training and set goals to address those needs. Agendas and goals for the year will be employer driven, with the mission of creating a pipeline of qualified candidates who meet industry need for in-demand occupations.

CCWI will identify and articulate career pathways and core competencies for the prioritized target sectors. These products will help job seekers to understand the current and future skills and workforce needs and serve as a guide for workforce developers, educators, and industry in focusing skills development and credentialing efforts.



***(ii) support a local workforce development system that meets the needs of businesses in the local area;***

CCWI's core strategy for identifying and meeting the day-to-day workforce needs of local businesses is through the continuing utilization of Business Services Representatives (BSRs). Hired and housed by the WIOA service provider –Workforce Solutions–BSRs are deployed throughout the six-county region and cover four distinct geographic sub-regions:

- Northern Midcoast – Waldo & Knox Counties
- Southern Midcoast – Lincoln, Sagadahoc, & Northern Cumberland Counties (including Bath/Brunswick)
- Greater Portland & Casco Bay –Cumberland County
- Maine Beaches – York County

BSRs are provided with training and support to maximize services for employers and to assist job seekers in finding employment. CCWI intends for BSRs to serve as the “go to” resource in each sub-region for employer’s workforce needs. To achieve this, BSRs are expected to actively outreach to employers in their communities; network with businesses and business intermediaries such as chambers of commerce, industry associations, and economic development providers; and, collaborate with community organizations who serve both job seekers and employers. BSRs are expected to be visible and accessible within their sub-region.

CCWI will also leverage the BSRs to better coordinate and align the four core partners’ outreach and response to business needs in the region. Each of the four core partners have staff engaged in outreach to businesses with the goal of better understanding their skilled workforce needs and identifying potential job applicants to meet these needs. While well intended, this can cause confusion and challenges for employers who would prefer a single point of contact for their hiring needs.

To begin to address this situation, BSRs held a training day with the staff from the Bureau of Employment Services (BES) and Vocational Rehabilitation (VR) who also interface with employers. The intent of the training day was to gain a better understanding of how each core partner interfaces with employers and where there may be duplication or gaps in services. In addition, BES and Workforce Solutions dedicate a portion of their biweekly joint staff meetings discussing employer needs in the regions, identifying appropriate intervention, and determining who is responsible.

The Coastal Counties Region’s One-Stop Operator has been briefed on this engagement and will work to include Adult Education in business outreach efforts, where appropriate. To improve coordination of business services provided in the Region by core partners, in the event the new

state's database system is unable to manage business services, CCWI is considering reviewing and testing a variety of web-based platforms to manage business services.

Business services provided by BSRs can range from informal introduction to employers via phone, email, group presentation, or in-person for a more formal one-on-one meeting to provide a more in-depth assessment of businesses' employment and training needs. Needs may include recruitment and screening of well-qualified job candidates; on-the-job or classroom training for employed workers as well as new hires; and referrals to other agencies regarding safety, business, financing, labor standards, and marketing. Finally BSRs are responsible for developing and executing contracts for Work Experience (WE), On-the-Job Training (OJT), and Customized Training.

The utilization and promotion of WE, OJT, and Customized Training with industry-recognized credentials are strategies CCWI/CCWB intends to continue and expand these services to meet the needs of both job seekers and employers. CCWI has drafted the following policies regarding the delivery of Work Experience, On-the-Job Training, Customized Training and Incumbent Worker Training:

***Work Experience:***

CCWI's service provider has been successfully using work experience for the youth population for a number of years. Work Experience has been used for up to 32 hours per week for approximately 10-12 weeks, depending on participant need and employer's ability to accommodate. As the local board moves forward on the new WIOA, it is our intention to broaden the use of work experience to cover the adult and dislocated worker populations, as well. This may require changes to our policy on point. CCWI has had great success with an internship model under the MIIA grant program and would look to combining some of the features of the internship approach with adult work experience, when appropriate.

***On-the-Job Training:***

The CCWB has mandated that a minimum of 30% of all direct client benefits (e.g., training and support) to be spent on On-the-Job Training (OJT) in high-growth/high-demand occupations. On-the-Job Training remains an excellent stepping stone to Apprenticeship, as well as serving as a flexible training tool for employers. As a result, the Workforce Board will continue to keep OJT at the forefront of its business assistance strategies. WIOA formula funds used to underwrite Work Experience or Internships which occur at a worksite, may be counted towards the 30% OJT training requirement.

On-the-Job Training is training by a business that is provided to a participant while engaged in productive work in a job that:

- provides knowledge or skills essential to the full and adequate performance of the job;
- and

- is limited in duration, based on the Standard Vocational Preparation (SVP) code as developed for the OJT program. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment.
- OJTs funded entirely by WIOA formula funds will not exceed 12 (twelve) weeks in duration. In extenuating circumstances, the service provider may request a waiver in writing from Coastal Counties Workforce, Inc. in order to exceed the 12 (twelve) week maximum limit.

***Employed Workers & On-the-Job Training:***

Former WIA regulations (20 CFR § 663.705) provide that OJT contracts may be written for eligible employed workers when the employee is not earning a self-sufficient wage as determined by Local Board policy (see Local Board Policy 02-13-13 on “self-sufficiency”).

*NOTE: Since we await the new regulations for WIOA, and the proposed regulations state that certain requirements for services to employed workers remain unchanged, until final regulations are promulgated we will continue utilizing established policy. However, CCWI will be monitoring to ensure that appropriate policy revisions are undertaken as soon as new regulations are in place.*

If the worker is currently employed at a business for which the OJT contract will be written, then the OJT must also relate to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the Local Board, provided all other conditions are met. In addition, OJT contracts for employed workers must result in an employee wage gain.

It is this Board's policy, for purposes of OJT contracts, that service providers must follow the yearly Local Board self-sufficiency wage guideline in order to determine OJT eligibility for such workers. Employed participants earning an amount equal to or less than this wage may be eligible for OJT, provided all other conditions are met. This wage information is established by CCWI and disseminated to service providers on or about May of each year. When and if applicable, this rate shall also apply to OJT eligibility/contracts. The Program Year 2016-2017 self-sufficiency wage, recently determined by CCWI, is \$20.33 per hour or \$42,227 per year.

CCWB's approved On-the-Job Training policy is included as **Appendix 4** in the attachments to this Regional Plan.

***Customized Training:***

CCWI defines customized training as “occupational training designed to meet the specific training needs of an employer or group of employers through a training curriculum that is

‘customized’ to address specific skill needs.” Under the terms of the customized training contract, the employer agrees to employ a participant upon completion of training and agrees to pay a minimum of 50% of the cost of the participant’s training.

The contractor and service provider must certify via contract that this training is designed to meet the special requirements of the employer or group of employers, and that the training is not available in the absence of WIA/WIOA funds. The employer should provide a list of specific skills that must be mastered to accomplish specific tasks required by one or more occupations, and a schedule of the training hours dedicated to each task. The following training expenses may be reimbursed: instructor/trainer wages at a predetermined rate of pay, tuition, registration, textbooks/manuals, and direct training costs.

Customized Training may be provided to an employed worker if the employed worker is not earning a self-sufficiency wage as determined by the CCWI annual calculations, and the customized training relates to the introduction of new technology, introduction of new production or service procedures, or upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the CCWB.

WIOA Service Providers must develop and implement written procedures for monitoring customized training programs to ensure that participants receive job-specific skills training and that other features of the agreement/contract are met.

CCWB’s approved Customized Training policy is included as **Appendix 5** in the attachments to this Regional Plan.

*NOTE: Since we await the new regulations for WIOA, CCWI will be monitoring to ensure that appropriate policy revisions are undertaken as soon as new regulations are in place.*

### ***Incumbent Worker Training:***

The Workforce Innovation and Opportunity Act (WIOA) specifically allows local boards to use up to 20 percent of adult and dislocated worker funding dollars to address incumbent worker training. Therefore, consistent with WIOA, CCWB will utilize up to 10% of these funds to help area employers through the training of their current workforce in order to obtain the skills necessary to either retain employment or prevent job loss (i.e., avert layoff).

Incumbent worker training under WIOA is targeted to improving the skills and competitiveness of the participant and increasing the competitiveness of the employer. The training should, wherever possible, allow the participant to gain industry-recognized training experience, and ultimately should lead to an increase in wages. To receive incumbent worker funding under WIOA, an incumbent worker must have an employer-employee relationship and an established employment history with the employer. Incumbent workers are employed at the time of their participation. The contract funds are paid to the employer for training

provided to the incumbent worker either to avert a lay-off or otherwise retain employment (i.e., increase competitiveness). An ideal incumbent worker training would be one where a participant acquires new skills allowing him or her to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a job seeker to backfill the incumbent worker's position.

To qualify as an incumbent worker, the incumbent worker needs to be employed, meet the Fair Labor Standards Act requirements for an employer-employee relationship, and have an established employment history with the employer for 6 months or more. The training must satisfy the requirements in WIOA sec. 134(d)(4) and §680.790, and increase the competitiveness of the employee or employer. Employers will be asked to validate the increased competitiveness of both themselves and the employee(s) in order to ascertain whether sufficient intervention has occurred in order to retain the employment of the employee(s).

An incumbent worker does not necessarily have to meet the eligibility requirements for career and training services for adults and dislocated workers under this Act.

*NOTE: Since we await the new regulations for WIOA, CCWI will be monitoring to ensure that appropriate policy revisions are undertaken as soon as new regulations are in place.*

CCWB's approved Incumbent Worker Training policy is included as **Appendix 6** in the attachments to this Regional Plan.

***Discretionary Grant Training Programs:***

CCWI is currently using the above mentioned employment strategies successfully through two of our discretionary grant programs – Midcoast Technology Occupations through Pathway Strategies (TOPS) and Make It In America (MIIA) to rapidly re-employ job seekers, as well as meet the needs of employer for skilled workers. TOPS and MIIA are both H-1B Training programs granted through USDOL that focus on various STEM-related occupations that combine the use of assorted training techniques to find full-time employment and career opportunities for Maine residents.

TOPS utilizes a combination of on-the-job and classroom training aimed to assist employers with hiring and training workers along a career pathway for a range of mid- and higher-level, STEM-related occupations. Through OJT contracts, employers create a training plan that recognizes the skills gap in newly hired staff. Through the development of training plans, each contract equips the participant/new hire with the tools necessary to upskill the individual to be an occupational match for the hiring needs of the business-

MIIA targets employed/incumbent workers, as well as unemployed workers. Key areas of focus, while still in STEM-related occupations, are more specific to Aviation/Aerospace,

Biotechnology, Renewable Energy, and Advanced Materials and Composites. Qualified individuals are enrolled in a cohort-based academy where they receive employment and education support based on the needs of the individual. Maine companies in these industry sectors are identified as placement locations for paid internships in which participants will partake to upgrade their experience and skill development. The goal is to receive an industry-recognized credential and become employed full-time in non-entry level positions. Piggy-backing on the MIIA grant is funding for valuable training experiences for workers currently employed in companies in these industry sectors. Incumbent workers in numerous regional companies receive classroom training, upskilling their workforce, and potentially opening opportunity for the individual to grow in a business.

***(iii) better coordinate workforce development programs and economic development;***

To better coordinate workforce development programs and economic development in the Region, CCWI will collaborate with other professional boards, economic development groups, chambers of commerce, and trade associations in the region to connect and leverage workforce development opportunities. BSRs already work closely with chambers of commerce, trade associations, local and state economic development agencies, human resource associations, and others to both promote CCWI's workforce services and gather information directly from employers and other business intermediaries to ensure that training funds and other program activities are being directed to meet business needs. Additional details are provided under Question #5 below.

***(iv) strengthen linkages between the One-Stop delivery system and unemployment insurance programs;***

**Strategies Supporting Training and Awareness Across Core Programs and Unemployment Insurance (UI) Programs:** The State Bureau of Unemployment Compensation and the Bureau of Employment Services (Wagner-Peyser, Trade, Veteran Program, and State Monitor Advocate) staff have a strong working relationship. Unemployment staff members meet with Employment Service CareerCenter Managers on a monthly basis to discuss how the bureaus can best collaboratively serve the claimant population and support the Unemployment Insurance (UI) Program. A minimum of two front-line staff, as well as the Employment Service Manager in each One-Stop are fully trained on UI eligibility and UI issue identification as a result of intensive Worker Profiling & Reemployment Services (WPRS) and Reemployment Services and Eligibility Assessment (RESEA) staff training.

Staff members have received training on Maine's UI Web Portal and are competent on assisting individuals with filing for UI and accessing their accounts through the portal. In addition, Maine's Bureau of Unemployment Insurance has five UI-related videos on their website that staff members have access to and are encouraged to view. The State will develop a training plan

to ensure that One-Stop staff members are familiar with UI basics, as well as the UI work requirements and penalties of noncompliance.

### **One-Stop Provision of Meaningful Assistance in Filing Claims for Unemployment**

**Compensation:** The workforce development system will meet the needs of customers requesting assistance with UI claims in a two-pronged approach. Appropriately informed One-Stop staff will provide basic information and assistance in the One-Stop by answering basic questions, assisting customers with creating a UI Portal account and filing a web claim, filing a claim via phone through Maine's interactive voice response system or with a claims representative, accessing individualized information, and managing their UI accounts through the UI web portal. If an individual is unable to file a UI claim due to significant barriers that prevent the utilization of online tools (such as language or disability), the customer will be directed to a phone line dedicated to serving the needs of those customers requiring more meaningful and personal assistance.

The Bureau of Unemployment Compensation (BUC) will provide a dedicated phone in each of the One-Stop Centers to help customers with claims and answer specific questions about individual claims. The BUC staff assigned to the phone line will be able to respond to inquiries about such things as overpayment debts, work search audits, how to access accounts online and use the self-service tools on the web, or how to connect with a specific claim adjudicator to respond to a fact-finding notice. When the phone is picked up, it automatically dials directly to the claim center contact line. A dedicated staff person will be assigned full-time to answer the incoming calls. In instances where the staff person is on the telephone with another customer, the caller may need to leave a message but a return call will be made to the caller within a short period of time.

Maine is implementing a common triage process to ensure that all visitors to a One-Stop are given individual attention, made aware of available services, and referred to appropriate information and/or services. This process centers on information that a One-Stop staff will gather from each visitor. Answers to questions will trigger what information, services, and/or referrals are immediately offered. Staff across the state will use the same staff interview guide which was developed with suggestions on how to respond to needs identified during interview.

Reemployment Services Eligibility Assessment (RESEA) participants are selected and notified by the BUC during their first pay week, that they are required to attend an initial RESEA orientation. The initial RESEA is comprised of both a group informational session and an individual one-on-one which results in an individual Eligibility Review Interview (ERI), the development of an Individual Reemployment Plan (IRP), and a relevant referral. Results of the ERI including potential issues identified for follow-up. The Employment Services' electronic system sends attendance reports to BUC's electronic systems and individuals who fail to report for the RESEA are automatically issued fact-findings. The ERI serves to protect program

integrity and focus the claimants on their responsibilities for receiving benefits, but stops short of getting them reemployed faster. Maine's RESEA program expands the ERI process, to include the evaluation of the participant's reemployment efforts and the provision of tools and information to hone and refine their work search strategy and action plan. Through the RESEA process, participants gain an introduction to a broad array of One-Stop services including:

- Staff assistance in acquiring needed services;
- Counseling in career decision-making and higher learning;
- Common intake and eligibility determinations for the Workforce Innovation and Opportunity Act and other programs;
- Access to job-related computer applications, such as key boarding, word processing, and computer boot camp;
- Information about Maine Labor Laws;
- Information on how to access One-Stop services including supportive services, career counseling, and training;
- Access to Maine's Job Bank, and other internet-based job search tools;
- Core assessments that link vocational aptitudes and abilities to jobs.

**(5) Description of how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services;**

CCWI is positioned to play an integral role in the contribution that workforce development offers as part of an overall strategy to promote economic development at the local and regional level. CCWI works in conjunction with our local/regional economic development agencies to support and address the employment and training needs of current and potential businesses. To effectively coordinate workforce investment activities carried out in the local area with economic development activities, CCWI will:

- Establish and implement a working agreement with Economic Development Districts, chambers of commerce, and other economic development entities to identify and respond to emerging needs/growth so that future workforce needs are more effectively handled through joint, collaborative efforts.
- Obtain employer information on workforce needs from chambers of commerce, economic development agencies, industry associations, and other relevant providers, and share with CCWI's Business Service Representatives to ensure workforce development focus is on target.



- Pool resources with partners to support intraregional efforts to obtain real-time labor market data, effectively identifying gaps in skills needed by employers and implementing composite datasets.

Through proactive integration with the Economic Development Districts in the region, CCWI is demonstrating that workforce development and economic development are no longer mutually exclusive efforts but, rather, inextricably intertwined. CCWI's EDD colleagues understand this and are active participants in the Region's workforce development efforts. Coordination and alignment with the Region's EDDs will enable earlier identification of new employment opportunities via multiple cross-referral mechanisms that will identify new job opportunities, workforce training and education needs, and skill needs as expansion and commercial relocations occur.

The EDDs within the Local Area/Region include:

- Mid Coast Economic Development District (MCEDD) – Sagadahoc/Lincoln/Knox/Waldo Counties
- Southern Maine Planning and Development Commission (SMPDC) – York County
- Greater Portland Council of Governments (GPCOG) – Cumberland County

Each EDD is required by the Federal Economic Development Agency to develop a five-year Comprehensive Economic Development Strategy (CEDS) which outlines the vision, goals and action plans for each Economic Development District. Education and Workforce is one of six economic drivers in each CEDs and the EDDs actively solicit input and feedback from CCWI to develop key education and workforce-related strategies for each region. CCWI was also named as a key implementation partner for several of the workforce and education strategies including:

1. Developing a Program of Career Pathways for the Port Transportation and Logistics Sector (GPCOG);
2. Design training programs and internships that address skills gaps identified by major manufacturers in the Midcoast (MCEDD); and,
3. Tailor training needs to address current and emerging skills gaps across the region and industry sectors (MCEDD).

Upon completion and approval of this Regional Plan, CCWI will meet with representatives from each EDD to identify areas of alignment between each Regional CEDs and the Regional Plan. As a result, CCWI and the regional EDDs will identify opportunities for collaboration and coordination between workforce development and economic development activities in the region.

In addition to the EDDs, CCWI currently collaborates with a variety of economic development organizations and providers in the region to support the workforce needs of business, including the promotion of entrepreneurial skills training and microenterprise services.

The Coastal Counties Workforce Board includes representation from economic development including:

- Carolyn Farkas-Noe, Interim President, Southern Midcoast Maine Chamber
- Christa Baade, Program Developer, Coastal Enterprises, Inc.
- Mary Ellen Barnes, Economic and Community Development Director, Lincoln County Regional Planning Commission.

Additional economic development partners include:

*Midcoast Regional Redevelopment Authority:* CCWI has been working with MRRA since their inception. This has included providing services to the dislocated workers who were laid off as a result of the base closure and other affected businesses in the surrounding community. It has also included more recent work with their TechPlace initiative and our USDOL discretionary grant (TOPS), as well as the Make It In America (MIIA) grant award.

*Coastal Enterprises, Inc.:* Coastal Enterprises, Inc. (CEI) is a mission-driven lender and investor, specializing in rural economic development, and combines financing, advising services and policy leadership to help create economically and environmentally healthy communities. CEI's workforce development program facilitates positive employment outcomes for low-income people by promoting quality job creation within its portfolio companies and targeted recruitment and training of economically disadvantaged populations. CEI acts as an intermediary and often focuses on sector initiatives helping businesses identify, navigate and access public and private sector programs, services, and funding sources to advance their workforce goals, complementing and leveraging the resources and activities of partner workforce organizations. CCWI and CEI are collaborating on employer engagement.

*New Ventures Maine:* Formally the Maine Centers for Women, Work, and Community, NVM "...help[s] individuals recognize strengths, overcome barriers, find resources, develop a plan, take action towards their goals: start a business, find a career, return to school, build assets, be active in the community." NVM partners with CCWI in a USDOL discretionary grant (TOPS) and works with the WIOA local service provider in linking individuals with job search and employment resources.

*Chambers of commerce:* CCWI has partnered with the Southern Midcoast Chamber of commerce and the Brunswick CareerCenter in sponsoring a regional job fair on an annual basis. Expanded partnership has involved the Freeport Chamber of commerce, teamed with the Southern Midcoast Maine Chamber, in which CCWI sponsored a Business to Business Event

held in Freeport. In addition, CCWI has also worked with other chambers in the region including the Greater Portland Chamber, the Penobscot Bay Chamber, the Sanford Chamber and Biddeford Saco. The projects have varied, but through the memberships of the Workforce Solutions Business Representatives and Employment Service staff, CCWI is able to stay informed of their business membership's workforce issues as they are brought forward by the chamber community.

*Industry Associations:* CCWI is working very closely with Maine MEP on our Make it in America (MIIA) grant award, with very positive results. We expect this partnership to continue beyond the grant effort. Very strong relationships have been built with the Environmental and Energy Technology Council (E2Tech), Bioscience Association of Maine (BAM), Maine Composites Alliance, and the Maine Ocean and Wind Industry Initiative (MOWII) with exchanges of networking opportunities and strong involvement with the MIIA grant in terms of outreach to their member businesses. Mutual listings on websites and mention in association publications exist for all these associations. The Manufacturing Association of Maine has been instrumental in providing outreach efforts to its members, as well.

## **(6) Description of the One-Stop delivery system in the local area, including —**

*(A) Description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers;*

To ensure the continuous improvement of core partner services through the system and ensure that these partners meet the employment needs of local employers, workers, and job seekers, CCWI will:

*Establish a One-Stop Operator agreement:* Under the agreement, the OSO will meet with CCWB staff at least quarterly or more frequently if circumstances warrant, in order to effectively coordinate services for employers, workers, and jobseekers in the Region.

*Conduct annual program monitoring:* Annually, local board staff (CCWI) coordinates the monitoring of WIOA with its service provider and the MDOL. A thorough review of case files is complemented by Q&A sessions with the WIOA Service Provider management and employment counselors. Additionally, CCWI connects with participants through telephone interviews to better understand the delivery of services in the region and document customer service. A review of the Local Area's One-Stop Center is conducted to include MDOL/BES, MDOL/DVR and the Local Area's Service Provider (Workforce Solutions). Furthermore, partners supply the Workforce Board with all necessary documents to demonstrate compliance with the Act and are made available for fiscal audits and reviews.

*Develop criteria for One-Stop certification:* The primary tool for measuring the effectiveness of the One-Stop delivery system, in addition to the federal performance measures includes the One-Stop certification process which will include a set of One-Stop core principles that are customer-centric and staff training to make certain that front line staff and One-Stop managers understand One-Stop delivery expectations and perform accordingly.

Once the State Workforce Board develops the criteria that will be used for One-Stop certification, the Coastal Counties Workforce Board will work with the One-Stop Operator to determine measures for the developed criteria. Generally, the board will endorse a set of One-Stop principles that are customer-centric and provide staff training to make certain that front line staff and One-Stop managers understand One-Stop delivery expectations and perform accordingly.

*(B) Description of how the local board will facilitate access to services provided through the One-Stop delivery system, including in remote areas, through the use of technology and through other means;*

CCWI will provide access to employment, training, education, and supportive services for eligible individuals, through the One-Stop Center in Portland, as well as a range of affiliate and itinerant sites throughout the region. The One-Stop Center is located at 190 Lancaster Street, Portland, Maine. Through the One-Stop, clients have access to the services provided by the One-Stop Operator as well as the One-Stop partners.

Affiliate and itinerant sites are located throughout the Region and to varying degrees provide access to core partner programs. In addition to the Workforce Board's One-Stop, located in Portland, the following service sites exist:

- Greater Portland (South Portland) – CareerCenter (VR, WP, Vets, TANF, WIOA, TAA, UI)
- Belfast – Workforce Solutions Center (WIOA, Information Center + WP, VR uses space)
- Rockland – CareerCenter (WIOA, VR, WP, TAA, Vets)
- Brunswick – CareerCenter (Adult Ed, WP, WIOA, VR, TAA, Vets)
- Biddeford – Workforce Solutions Center (WIOA, WP, TAA)
- Springvale – CareerCenter (WP, Vets, VR, TAA, WIOA gets referrals, meets at Adult Ed)
- Damariscotta – (Lincoln County Adult Ed, WIOA, VR)
- Bonny Eagle – (WIOA)
- Opportunity Alliance – (WIOA)
- Cumberland County Jail – (WIOA)
- Long Creek Youth Development Center – (WIOA, VR)
- Sanford/Springvale Adult Education

To support the goal of “no wrong door,” all clients who enter the One-Stop Center will proceed through a standardized customer flow:

1. ***Initial Triage:*** All clients who enter the One-Stop are greeted by the Information Center Liaison who does an initial assessment to identify their needs and where to direct them. The Liaison confirms that they have registered with the Maine Job Bank. If they have not registered, she/he assists them with the Job Bank registration process. The Liaison will then direct them to the optimal resources: intake, a specific program (referral), or the information center (self service).
2. ***Intake:*** (the process of gathering the data to determine eligibility): It is the intent of the State Board that Maine will have a common intake system where relevant customer data is captured once and is electronically available to all partners with the informed consent of the customer. This will reduce the need for customers to fill out intake forms multiple times, thereby increasing efficiency of operations and customer satisfaction. Common intake will also foster greater continuity of service. In the interim, the Coastal Counties One Stop Operator has developed a referral mechanism that will serve to keep Core Partners informed of customer needs.
3. ***Assessment by one of the four core partners:*** At least one of the four core partners will conduct one of several possible assessments to determine and develop an appropriate client service plan. Assessments include, but are not limited to: basic skills, work history, interest inventory, educational background, barriers to employment, and transportation needs.
4. ***Services and Plan Development:*** Based on the results of assessment, the lead core partner will develop a client service plan which may include services provided by other required partners.

Through the One-Stop Center, clients may also be referred, as needed, to services provided by other required partners including:

- *Senior Community Service Employment Program (SCSEP)* – The SCSEP program is housed with Goodwill and can be accessed by eligible participants through the One-Stop.
- *Community Colleges* – The Coastal Counties Workforce Board, as well as Workforce Solutions have extensive relationships with the four community colleges represented in the Region. Eligible clients are referred to relevant community college programs for

education and training. Community Colleges also provide clients with access to the Accuplacer test.

- *Trade Act Adjustment* – Eligible clients will be referred by One-Stop staff to BES to access TAA benefits.
- *Community Services Block Grant* – The Coastal Counties Workforce Board will establish a Memorandum of Agreement with Coastal Enterprises, Inc. (CEI), the state administrator for CSBG, to provide access to employment services for eligible clients.
- *Housing and Urban Development*: Portland Housing Authority partners with Goodwill to refer their clients to Goodwill’s range of programs, including WIOA.
- *Second Chance Act*: Goodwill is one of 13 partners in the region participating in the Second Chance Act grant. The Program Coordinator refers participants to WIOA, as appropriate.
- *TANF*: Clients have access to TANF’s Community Services program through the BES office at the South Portland CareerCenter.
- *Job Corps*: The Job Corps office is located across the street from the One-Stop. One-Stop staff and Job Corps staff regularly refer clients between programs.
- *Youthbuild*: WIOA staff regularly meets with and makes presentations to YouthBuild participants at the Portland-based YouthBuild program.
- *Unemployment Insurance*: One-Stop clients have access to UI through phone and email. Private space is available at the One-Stop CareerCenter for clients to speak to a UI representative by phone.

*(C) Description of how entities within the One-Stop delivery system, including One-Stop operators and the One-Stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and*

**Compliance through One-Stop System Coordination**: Since the Workforce Investment Act (WIA), the Local Board Workforce Board has had in place a One-Stop Operator (OSO) comprised of: WIA/WIOA Service Provider: Workforce Solutions, Maine Department of Labor, Bureau of Employment Services; Wagner-Peyser Partner, and Maine Department of

Labor, Division of Vocational Rehabilitation. As of March 10, 2016, by virtue of a Workforce Board vote, the OSO has been reconfigured to include a Maine Department of Adult Education representative to ensure greater system coordination and integration in our Region. This augmented operational collaboration among partners, ensures that universal access in our Area is promoted systemically – providing better training; intake, registration, and service delivery for persons with disabilities.

Through this cohesive One-Stop Operator system, meetings (known as Coastal Operator’s Group (COG) meetings) are convened on a quarterly basis. Representatives from the Maine Department of Labor Bureau of Rehabilitation Services’ (BRS), Division of Vocational Rehabilitation (VR), and Division for the Blind and Visually Impaired (DBVI), Maine Adult Education, in addition to WIOA Service Provider and BES Leadership/Managers, participate in these CCWI quarterly COG meetings.

These meetings provide an excellent venue for partners to discuss coordination of service delivery, highlight resources and special programs or initiatives, and address particular challenges facing the populations each program serves. In addition to the aforementioned COG meetings, BRS/VR, the WIOA provider, and BES management at the local levels also come together regularly via Core Group meetings. Each partner, having a keen understanding of the services that the others provide, is essential to ensure that appropriate referrals are made across programs so that customers have access to a combination of services to meet their unique needs.

Consistent with the State of Maine’s Workforce Plan, these three Local Board groups: OSO, COG, and local management Core Groups are in an ideal position to ensure that “Initial Triage”, i.e., the first point of contact for customer at a One-Stop Center (or other service center), is consistently conducted through our Region.

Moreover, the OSO can ensure that this occurs by knowledgeable and welcoming staff that is trained to assess customers’ needs, including if the customer has a disability. In the event an individual is found to have a disability (and/or identifies as having a disability), staff members must be trained to properly refer them for services. Our three groups, OSO, COG, and local management Core Groups communicate and coordinate such essential triage functions, including the training of staff, promoting compliance with Section 188.

Moreover, Local Board will participate, as requested by the MDOL, on the MDOL’s “universal access working group” which will (pursuant to the State Workforce Plan) be composed of key personnel including the required WIOA partners, related partners/providers, and subject matter experts with backgrounds in accessibility, accommodations, and special populations.

**Compliance through Monitoring:** Consistent with WIOA requirements, Local Board staff will annually assess (or require proof of assessment by partners, as appropriate) the physical and

programmatic accessibility, in accordance with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), of all One-Stop Centers in the local area. Local Board staff will ensure that an appropriate monitoring module is created to review Section 188 compliance. The module will, amongst other things, review physical and programmatic accessibility of facilities, program and services, and staff training and support.

**Compliance through Notice and Communication:** Consistent with the U.S. Department of Labor, Civil Rights Center's (CRC), guidance on complying with Sec. 188 and the ADA's Title II mandates, our Local Board workforce delivery system is responsible to ensure that both appropriate initial and continuing notice that our Area does not discriminate on the basis of disability occurs. (29 CFR Part 37).

CCWI, working together with its system partners, ensures such notice is promoted on outreach notices and communications regarding available workforce development services/programs. Such notice will be provided by CCWI on all Area materials to persons with disabilities who are: registrants, applicants, eligible applicants/registrants; participants; applicants for employment and employees; unions or professional organizations that hold collective bargaining or professional agreements with the recipient; WIOA Title I subrecipients; and members of the public, including those with impaired vision and hearing. (29 CFR 37.29(a)).

In addition, CCWI's recruitment/outreach brochures and other materials will indicate that the WIOA Title I-financially assisted program or activity is an "equal opportunity employer/program" and that "auxiliary aids and services are available upon request to individuals with disabilities." (29 CFR 37.34(a)).

**Compliance through Universal Access:** CCWI takes its responsibility to ensure the provision of universal access through its WIOA Title I-financially assisted programs and activities very seriously. CCWI will work on developing best practices to ensure universal access, including its advertisement, recruitment, outreach, and targeting of participation of persons with disabilities in our programs and activities. In so doing, Local Board commits to:

- Consider the needs of the local population, including individuals with disabilities and other special needs populations, and communicate with providers specializing in services for persons with disabilities to ensure that the design and delivery of services is responsive to those needs.
- Serve qualified individuals with disabilities across the full spectrum of physical, mental and cognitive, and sensory disabilities.
- When appropriate, will contract/consult with specific community or advocacy organizations or agencies that provide services to persons with disabilities to educate them about the recipient's programs.



- Work with the MDOL and request TA as needed, to determine whether individuals with disabilities participate in the Area's programs and activities, in order to assess our compliance with the requirement that universal access to WIA Title-I-financially assisted programs and activities be provided.
- To ensure communications and notices i.e., recruitment brochures and other materials, indicate that the WIOA Title I-financially assisted program or activity is an "equal opportunity employer/program," that "auxiliary aids and services are available upon request to individuals with disabilities," and that reasonable accommodations etc. may be provided.
- Through our three Area group system, i.e., OSO, COG and local management Core Groups, promotes discussion and processes to elicit input from service providers and disability organizations in establishing policy governing the operation of its programs and activities.
- Improve operational collaboration (e.g., establish partnerships and linkages through memoranda of understanding or other mechanisms) with entities that have experience working with persons with disabilities in order to enhance the recipient's capacity to effectively serve persons with disabilities and to ensure equal opportunity and nondiscrimination.

**Compliance through Contractual Assurances:** CCWI's professional staff regularly review obligations of their subrecipients and contractors to ensure that all federal "assurances," required by law, are incorporated into each grant, cooperative agreement, contract, or other arrangement. Such assurances include the obligation not to discriminate on the basis of disability under Section 188 of WIOA and Section 504 of the Rehabilitation Act of 1973, in addition to with 29 CFR Part 37 and 29 CFR Part 32, as appropriate.

*(D) Description of the roles and resource contributions of the One-Stop partners;*

A key goal of WIOA is improved alignment and integration of services and resources by four core partners: Adult Education and Family Literacy Act program, Vocational Rehabilitation, Wagner-Peyser Employment Services, and WIOA Adult, Dislocated Worker, and Youth programs. Currently these core partners contribute a variety of resources to the One-Stop delivery system:

**WIOA:** Goodwill Industries of Northern New England, Workforce Solutions, is the WIOA primary service provider for the Coastal Counties Region. The One-Stop is housed in the Portland Workforce Solutions Center, providing immediate and direct access to WIOA staff and counselors for clients who are eligible for WIOA services. Through the One-Stop, eligible clients also-have access to Goodwill's non-WIOA employment and training programs and supportive services.

**Adult Education:** Adult Education will designate a contact person whom One-Stop staff can call on behalf of the client, introduce them, explain their needs, and ensure that the client is clear on their next steps. Portland Adult Education has plans to offer English as Second Language classes at the One-Stop, as well as provide a staff person on-site during specific, scheduled hours.

**Vocational Rehabilitation:** Counselors from Vocational Rehabilitation are available to meet with clients at the One-Stop, as needed and convenient to the client. The Maine Bureau of Rehabilitation Services (BRS) is currently co-located at other affiliate sites such as, CareerCenters in the Coastal Counties Region including Brunswick, Saco, Springvale, Rockland, and South Portland.

**Employment Services:** The Maine Bureau of Employment Services (BES) is the employment services provider for the Coastal Counties Region. Currently BES accesses space at the One-Stop to provide workshops on topics such as interview skills, resume writing, and job search. BES Staff are available on-site at least every other week, and often weekly. The services provided by Wagner-Peyser are accessed at the One-Stop. Job seeking, career exploration and labor market information services are available daily at the One-Stop. In addition, Employment Services staff, a CareerCenter Consultant for the Food Supplement-Employment and Training program is scheduled weekly at the One-Stop.

**(7) Description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area;**

Adult and dislocated worker employment and training activities are available through our area's comprehensive One-Stop delivery system which includes: The One-Stop Center at 190 Lancaster Street in Portland, as well as through the affiliate (Workforce Solutions and Career Centers) and itinerant sites throughout the Local Area. Employment and training activities are provided by the CCWB's adult and dislocated worker service provider – Workforce Solutions (Goodwill Industries of Northern New England).

NOTE: One-Stop services are available throughout the area's centers and sites. What may vary is the immediacy of services given the individual location's existing services. However, if a location does not have a service, required by the customer, either a referral occurs or an appointment to have the services brought to the location is made (i.e., required staff may travel to the location).

Adult and dislocated career services provided through the One-Stop system include:

1. **Intake** (the process of gathering the data to determine eligibility): Pursuant to the Maine State Plan, Maine will have a common intake system where relevant customer data is

captured once and is electronically available to all partners with the informed consent of the customer. This will reduce the need for customers to fill out intake forms multiple times, thereby increasing efficiency of operations and customer satisfaction. Common intake will also foster greater continuity of service.

2. ***Outreach, intake and orientation to the information center and other services available through the One-Stop Delivery System:*** All clients who enter the One-Stop (and most other centers) are greeted by the Information Center Liaison who does an initial assessment to identify their needs and where to direct them. The Liaison will then direct them to the optimal resources: intake, a specific program (referral), or the information center (self service). Jobseekers who have utilized the self-directed, information center services but need additional assistance in finding employment are encouraged to attend a training orientation. These sessions are intended for Adults and Dislocated workers and provide information on a wide variety of training resources in addition to WIOA. Training orientation is generally offered in group sessions but, should an individual be unable to attend, particularly in rural areas, some CareerCenter sites will schedule one-on-one sessions.
3. ***Initial assessment of skill levels, aptitudes, abilities, and supportive service needs:*** At least one of the four core partners will conduct one of several possible assessments to determine and develop an appropriate client service plan. Assessments include, but are not limited to: basic skills, work history, interest inventory, educational background, barriers to employment, and transportation needs.
4. ***Labor Exchange Services:*** The One-Stop delivery system provides universal access to an integrated array of labor exchange services so that workers, job seekers, and businesses can find the services they needs in one location. Adults and dislocated workers accessing the One-Stop system are required to register with the Maine Job Bank. If they have not registered, the Information Center Liaison assists them with the Job Bank registration process. The information center is open to job seekers at no cost for education and employment-related purposes. The on-line library has information about the labor market, employment trends, and specific industries; career planning and exploration, job search, and starting a business; business, education and training resources, and support services; information on non-traditional employment; and, labor laws and regulations. The computer center providers access to the internet, computers, and software to prepare resumes, search for jobs online, or file unemployment claims; wireless internet access; and access to telephone, fax and copier for education and employment-related purposes. Employers also have access to the Maine Job Bank to post open positions and search for qualified candidates.
5. ***Referrals to and coordination of activities with other programs and services:*** Based on client need and program eligibility, Information Center staff will directly refer clients to the appropriate One-Stop system programs. One-Stop staff will introduce clients directly to core

partner staff either in-person, through email, or by phone on behalf of the individual participant. Referrals may occur from the Information Center to the relevant core partner or between and among core partners as needs are identified. Through the One-Stop, clients may also be referred, as needed, to services provided by other required partners including:

- *Senior Community Service Employment Program (SCSEP)* – The SCSEP program is housed with Goodwill and can be accessed by eligible participants through the One-Stop.
  - *Community Colleges* – The Coastal Counties Workforce Board, as well as Goodwill, have extensive relationships with the four community colleges represented in the Region. Eligible clients are referred to relevant community college programs for education and training. Community Colleges also provide clients with access to the Accuplacer test.
  - *Trade Act Adjustment* – Eligible clients will be referred by One-Stop staff to BES to access TAA benefits.
  - *Community Services Block Grant* – The Coastal Counties Workforce Board will establish a Memorandum of Agreement with Coastal Enterprises, Inc. (CEI), the state administrator for CSBG, to provide access to employment services for eligible clients.
  - *Housing and Urban Development*: Portland Housing Authority partners with Goodwill to refer their clients to Goodwill’s range of programs, including WIOA.
  - *Second Chance Act*: Goodwill is one of 13 partners in the region participating on the Second Chance Act grant. The Program Coordinator refers participants to WIOA, as appropriate.
  - *TANF*: Clients have access to TANF’s Community Services program through the BES office at the South Portland CareerCenter.
  - *Job Corps*: The Job Corps office is located across the street from the One-Stop. One-Stop staff and Job Corps staff regularly refer clients between programs.
  - *Youthbuild*: WIOA staff regularly meets with and make presentations to YouthBuild participants at the Portland-based YouthBuild program.
6. ***Provision of workforce and labor market employment statistics***: Through the Information Center of the various One-Stop system centers, adults and dislocated workers can access job vacancy listings, information on job skills necessary to obtain employment in the local area, and information on in-demand occupations and the earnings, skill requirements, and opportunities for advancement for such occupations.

7. ***Eligible training provider information:*** Through the One-Stop system, adults and dislocated workers have access to a list of eligible training providers and programs of training. These lists contain quality consumer information, including cost and performance information for each of the providers programs so that participants can make informed choices on where to use their Individual Training Accounts (ITAs).
8. ***Information about performance measures:*** Available in the regional plan on CCWI's website: [www.coastalcounties.org](http://www.coastalcounties.org)
9. ***Information about, and referral to supportive services:*** Supportive Services are based upon necessity to successfully complete the employment, education, and training goals established in the participant's Individual Supportive Services (ISS), availability of funds, and are for expenses that are not available from another publicly available sources (e.g., General Assistance (GA), Department of Health and Human Services (DHHS), etc.). The support service must be included in the participant's ISS. Supporting documentation paperwork is necessary to be filed in the chart; the service should be documented in case notes and must be necessary to participate in training/education which leads to employment and/or seeking employment.
10. ***Provision of information and assistance regarding filing claims for unemployment compensation:*** CareerCenter clients have access to UI through phone and email. Private space is available at the One-Stop Center for clients to speak to a UI representative by phone.
11. ***Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded by WIOA:*** In most cases, WIOA staff refers participants to the training institution's financial aid office for further assistance when filling out financial aid forms. There are some cases, primarily when engaging youth clients, when the employment counselor will help the participant in completing these forms. Additionally, if the institution is not geographically accessible, case management will often aid the individual, as access to further help may not be available.

Other services available to adult and dislocated workers include:

- Comprehensive and specialized assessment of skill level and service needs, including diagnostic testing and other assessment tools;
- In-depth interviews and evaluation to identify employment barriers and develop appropriate employment goals;
- Development of an Individual Service Strategy (ISS) which outlines employment goals, achievable objectives, action steps for reaching each objective, and the support services and WIOA funding support necessary to achieve each goal;

- Group and individual counseling;
- Career planning;
- Work readiness training;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services; and,
- English language classes.

Adult and dislocated worker services are offered for one year after program separation and include supportive services for emergency situations in order to ensure retention/success in employment and/or training programs.

Adult and dislocated worker participants are considered eligible for training activities if, after completing the assessment process with WIOA staff, they are determined: 1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through the career services described above; 2) to be in need of training services to obtain or retain employment at least to economic self-sufficiency or wages comparable to or higher than wages from previous employment; 3) to select programs of training services that are directly linked to the employment opportunities in the local area, or in another area to which they are willing to commute or relocate; and 4) unable to obtain other grant assistance for such services, including Federal Pell Grants, or require assistance beyond funding made available under other grant assistance programs, including Pell Grants.

The following training services are available to eligible adults and dislocated workers:

1. Occupational skills training, including training for nontraditional employment;
2. On-the-job training (see Appendix 4 for policy);
3. Incumbent worker training (see Appendix 6 for policy);
4. Workplace training combined with related instruction;
5. Training programs operated by the private sector;
6. Skill upgrading and retraining;
7. Entrepreneurial training;
8. Transitional jobs;
9. Work readiness training;
10. Adult education and literacy activities;
11. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Through the local One-Stop system, adults and dislocated workers needing training are provided Individual Training Accounts (ITAs) and access to a list of eligible providers and programs of training.

**(8) Description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A);**

Rapid Response is a shared responsibility between the State Rapid Response Team, the Dislocated Worker Program service providers, and other state and local stakeholders.

The Maine Department of Labor is responsible for developing components of statewide and local Rapid Response activities; which include: providing resources to deliver Rapid Response services at the local level, developing budgets, structuring the Rapid Response process, coordinating the development of National Emergency Grant Applications, negotiating alliance-based contracts that support Rapid Response capacity, and providing policy direction for Rapid Response delivery and its integration with TAA and WIOA dislocated worker programs.

Regional Rapid Response services are coordinated by the Rapid Response Coordinator through the Bureau of Employment Services central office. At the local level, two full-time regional Rapid Response representatives and staff from six local CareerCenters provide services to employers and workers affected by lay-offs and mass closures occurring throughout the state.

The coordinator has developed important alliances, including a partnership with Maine AFL-CIO, that promotes Rapid Response services to affected union officials and their workers, helps conduct workshops, and co-manages the statewide Peer Support Worker program jointly with the Bureau.

In addition to provision of policy direction and functional oversight, the coordinator also provides statewide staff development and training. Local Rapid Response staff makes initial and follow-up contacts with employers, provides referral services to economic development agencies, documents visits and communicates them to appropriate local and State agencies, conducts reemployment orientations and workshops, and facilitates transition into training and job development activities offered by the local One-Stop system.

Regional Rapid Response representatives are responsible for coordinating all Rapid Response sessions and ensuing transitional services for the affected workers. However, the full team of representatives may be called upon to act as a statewide team and respond in partnership on behalf of any local area or region that requires expanded assistance with Rapid Response service delivery and initial worker adjustment services.

**(9) Description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities;**

The WIOA Youth Committee of the State Workforce Board is in the process of compiling and formalizing a recommendation to the State Board regarding criteria that Local Boards will be required to use in awarding grants to service providers for provision of youth workforce investment activities and services on a competitive basis. Until those provisions are approved and the process for awarding grants to service providers for the provision of youth services is initiated, services will continue to be provided by Workforce Solutions, the CCWB's current WIOA youth services provider.

CCWB retains an active Youth Standing Committee as a vehicle to bring together service providers and employers in order to address the employment and training needs of youth, particularly out-of-school youth with barriers to employment. The Youth Standing Committee offers a leadership opportunity to bring about change in youth programming and outcomes. The Youth Standing Committee is in a strong position to stimulate broad-based change, reward innovation, and improve performance in youth programming. This focused Committee coordinates workforce and youth plans in addition to creating a comprehensive plan for youth services and activities in the region. The Committee includes representatives from:

- Employers
- Economic Development
- Housing
- Education
- Law Enforcement
- Social Services
- Job Corps
- The CareerCenter system
- Youth participants

The Youth Standing Committee meets every other month to ensure that youth in the local area, including youth with disabilities, have access to the required services and activities expected under WIOA; that the framework for delivering youth programs include assessment, the development of individual services strategies, case management, and follow-up; that the fourteen program elements required under WIOA are included in that framework; and that appropriate links are made to entities outside the CareerCenter system that will foster the participation of eligible local area youth.

With respect to the youth population, the Workforce Board has always put a strong focus on out-of-school youth. The Workforce Board requires – and will continue to require - that 75% of



WIOA youth funding is spent on out-of-school youth. Out-of-school youth served by WIOA face various challenges to obtaining and/or retaining employment and are often less connected to community resources than their in-school peers. Chief among these barriers are factors such as poverty, homelessness, basic skills deficiency, lack of high school diploma or equivalency, pregnancy and/or parenting, involvement in the juvenile justice system, lack of significant work history, lack of transportation, and speaking English as a second language.

Youth workforce investment activities are designed to address these barriers and facilitate a path to employment. From a regional perspective, our youth are assets towards the economic future. As the population continues to age, the skills of our youth become more important to the success of the regional economy.

To address barriers to education and employment for out-of-school youth, youth workforce investment activities are provided in all six counties of the local area. Workforce Solutions's Youth Employment Counselors provide assessment of eligible youth, develop an individual service strategy for each participant, and provide on-going case management and follow-up. Youth Employment Counselors also conduct outreach to employers and local businesses to identify employment or work experience opportunities for youth participants.

*Assessment:* Potential youth participants are referred to a Youth Employment Counselor through a variety of means. Some participants walk into a CareerCenter, actively seeking help completing their education or obtaining employment. More often, youth are referred to a Youth Employment Counselor from one of Workforce Solutions's many community partners such as adult education, the criminal justice system, vocational rehabilitation, foster care, or public housing.

To verify eligibility of potential participants, Youth Employment Counselors collect basic demographic information (name, address, social security number, age, citizen status, how they were referred); information on barriers to employment (homeless, pregnant/parenting, unemployed, TANF/food stamps, disability status, experience with criminal justice system, English Language Learner, veteran status); and educational status (currently in school, highest grade completed).

Upon enrollment in WIOA, Youth Employment Counselors conduct a more in-depth assessment interview in order to determine the specific and unique needs, as well as education and/or employment goals of the participant. In addition to education and work experience, the assessment details the participants' family and living situation, health and mental health status and concerns, substance abuse issues, and legal concerns. The interview will also determine if the participant is an English language learner.

Depending on each participant's unique needs and short and long term goals, Youth Employment Counselor's may conduct additional assessments to determine next steps. Assessments may

include: the World of Work Inventory (WOWI), the Transferable Skills Scale (TSS), Work Activity Matcher (WAM), or the O\*NET Career Interests Inventory.

*Individual Service Strategy:* Based on information obtained through the interview and assessment process, Youth Employment Counselors develop an Individual Service Strategy (ISS) in partnership with the youth participant. The ISS sets long-term career goals for the participant, as well as more specific, short term (achievable within one year) education and/or employment goals (i.e. completing the HiSET exam; obtaining a paid work experience). Participants may also set youth development or leadership goals as part of their ISS. The ISS outlines action steps for reaching each goal and documents the support services and WIOA funding support necessary to achieve each goal. Both the Participant and the Counselor sign and date the ISS and agree to future ISS review dates.

*Case Management and Follow-up:* Youth Employment Counselors provide on-going case management and are available on an as-needed basis to address new or on-going barriers or challenges that participants are experiencing in working towards their education and/or employment goals. Participants agree to maintain at least monthly contact with their Counselor as part of their ISS. Counselors will often check in with employers during a youth participant's work experience to proactively identify and address any issues that may derail the participant's success. Youth Employment Counselors formally meet with their participants at least annually to review their ISS and discuss progress towards meeting their education and/or employment goals.

All WIOA-enrolled youth are made aware of, and have access to, the required program elements whether they are offered by Workforce Solutions directly or provided by a partner agency. The ISS includes a list of the fourteen required youth program elements, which are then customized to the individual needs of the participant. The required program elements include:

- *Activities leading to the completion of a secondary school diploma (or equivalent) or a recognized post-secondary credential:* If a participant has not received a high school diploma or equivalency, then preparing for and taking the HiSET exam is included as part of their ISS. The Youth Employment Counselor will arrange a meeting between the participant and the local adult education provider to enroll in HiSET preparation classes and schedule the exam. If a participant has obtained their high school diploma or equivalent, their ISS will include a pathway to obtaining a post-secondary credential that is relevant to their employment and/or education goals.
- *Alternative secondary school services, or drop-out recovery services:* This local area's focus is and has been on the out-of-school youth population. In-school youth enrolled in WIOA are often attending an alternative school or program in the region. WIOA youth staff work closely with several alternative school programs for referrals. Adult education providers often refer students from alternative school programs to the WIOA youth program.

- *Paid and unpaid work experiences that have academic and occupational education as a component:* Both paid and unpaid work experiences are regularly utilized in this Local Area to promote post-secondary learning and occupational growth, and to prepare youth for unsubsidized employment. In addition, youth placed in paid work experience are also occasionally transitioned into on-the-job training to secure regular, unsubsidized employment. Credential-based occupational skills training paired with paid work experience has been a successful tool for several youth participants.
- *Occupational skills training:* Occupational skills training is utilized when it is an appropriate strategy to assist youth in achieving their occupational and/or educational goals. Occupational skills training is often paired with work experience. WIOA youth staff work with several training programs that offer marketable certificates in health care, IT, and the trades. For example, seven youth completed an 8-week training program to become Direct Support Professional (DSP), Certified Residential Medication Aide (CRMA), and Non-Abusive Psychological and Physical Intervention (NAPPI) certified. Youth were placed in work experiences with various residential facilities following training completion in order to gain on-the-job experience and to continue occupational growth in this field.
- *Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster:* Youth often consider postsecondary education after completing a work experience because exposure to an occupation of interest entices youth to pursue further education/training in that field.
- *Leadership development:* Generally speaking leadership activities are provided by partner agencies in the participant's community or through referrals to AmeriCorps or other volunteer opportunities. Goals and activities related to leadership development are included in the participant's ISS.
- *Supportive services:* Support services are customized based on the needs of the individual participant and detailed in their ISS. Support services are designed to eliminate specific barriers to achieving success. Some the most common services provided include gas cards, childcare, bus passes, driver's education, tools for training/employment, and clothes for training/employment.
- *Adult mentoring:* Interest in access to an adult mentor is part of the assessment process. If a youth participant shows an interest in, or a need for an adult mentor, WIOA youth staff will work to connect them with a resource in their community. Several youth participated in mentoring through a mentoring grant Goodwill received, and the resources developed through this grant continue to be utilized. Mentoring often takes on an occupational focus to

aid in career exploration. Youth may develop relationships with employees/leaders in industries of interest, which can lead to mentor-type relationships.

- *Follow-up services:* These services are offered for one year after program separation and include supportive services for emergency situations in order to ensure retention/success in employment and/or educational programs.
- *Comprehensive guidance and counseling:* As part of the assessment process, Employment Counselors conduct an initial screening for mental health and/or substance abuse challenges or concerns that the participant may be facing. If mental health or substance abuse issues present a barrier to the participant's success, WIOA youth staff can conduct additional, more targeted assessments specific to those issues. Participants are then actively referred to a local mental health provider or substance abuse treatment program. WIOA youth staff estimate that 40-50% of youth participants are already connected to some type of community-based counseling. The challenge is encouraging youth to regularly attend their counseling session and helping them address barriers such as transportation and insurance which can limit their ability to obtain consistent support. In the CCWB's more rural areas, access to counseling support is a challenge due to the lack of providers and/or the distance required to travel to obtain services.
- *Financial literacy education:* WIOA youth staff provide basic financial literacy to clients as part of regular case management. Staff help participants set up a basic checking account, review their pay stubs with them to help them understand payroll deductions, and connect them to free tax preparation programs in the community. Financial literacy topics are included as part of the CCWB's formal Work Readiness program in which youth clients often participate. WIOA staff will also review financial aid offers from post-secondary educational institutions with participants to make sure they understand their financial responsibility in the arrangement. Youth who participate in a Work Experience are required to complete a W-4 form as well as an I-9 form for employment and tax purposes.
- *Entrepreneurial literacy education:* If a participant shows an interest in starting their own business, WIOA youth staff will connect them with an adult mentor who is an entrepreneur or who has experience starting and/or managing a company. Youth may also be placed with an entrepreneur as part of their Work Experience and encouraged to take business classes as part of their education or occupational skills training component. WIOA youth staff may also connect participants to community providers such as Coastal Enterprises, Inc. or New Ventures Maine who provide workshops, support, and consulting for entrepreneurs and small business owners.

- *Career awareness, career counseling, and career exploration services:* Career planning begins during the assessment process when participants complete assessment tools such as the O\*NET Career Interests Inventory or the WOWI, which help youth participants identify potential career goals. WIOA youth staff also review labor market information with participants to identify in-demand occupations and the skills and educations required for their prospective career choice. Each participant's ISS is designed to support their long-term career goals. WIOA youth staff works with each participant to develop their resume and connect them with employer volunteers to conduct mock interviews.
- *Preparation for and transition to post-secondary education and training:* For youth participants planning to apply for, and enroll in post-secondary education and training, WIOA youth staff are available to help them navigate the process. This includes helping them identify appropriate post-secondary programs, complete college applications, and access financial aid information and complete their FAFSA. WIOA youth staff will also refer participants to community supports such as FAME for financial aid information and TRiO programs on campus for academic support.

The CCWB's WIOA Youth Services program will ensure appropriate links to entities that will foster the participation of eligible local area youth. Such links may include connections to:

- *Local area justice and law enforcement officials:* Strong relationships with the Juvenile Justice system including Juvenile Community Corrections officers and Long Creek Youth Development Center where WIOA staff meet with youth to provide services and access to employment opportunities prior to their release.
- *Local public housing authorities:* The Family Self-Sufficiency Coordinator from Westbrook Housing is a member of the CCWB's Youth Standing Committee. The Coordinator actively refers families to services. WIOA youth staff also make presentations to parents and families about the value of youth working and furthering their education.
- *Local education agencies:* WIOA youth staff have developed relationships with local community colleges/four-year colleges to support youth in post-secondary education goals and to provide access to additional resources such as financial aid and scholarships.
- *Local human service agencies:* WIOA youth are actively engaged with youth-serving organizations in their communities. WIOA youth staff make presentations about youth services available through WIOA and how to refer eligible youth to work readiness classes, job search supports, interview workshops, and other job training and workforce education resources. WIOA youth staff often serve on boards and committees of other community

providers in order to provide information about WIOA youth services, encourage and facilitate cross referrals, and expand linkages to area resources for WIOA youth participants.

- *WIOA Title II adult education providers:* In addition to providing youth participants access to the HiSET exam and other skill-building programs, the CCWB partners with several local adult education providers to provide access to youth services in rural areas. Lincoln County Adult Education and Bonny Eagle Adult Education allow WIOA staff to utilize space on a weekly basis to meet with, and provide services to customers in rural areas where CareerCenter services are otherwise unavailable or too difficult to get to without reliable transportation. Workforce Solutions also sends a WIOA youth staff to the Adult Ed in Porter, ME in far western Maine on a monthly basis to meet with clients.
- *Local disability-serving agencies and providers, and health and mental health providers:* WIOA youth staff estimates that 30-40% of WIOA youth participants have a learning disability and/or mental health challenges. WIOA youth staff work closely with Vocational Rehabilitation to obtain job coaching support for WIOA Work Experience participants.
- *Job Corps:* A Job Corps representative sits on both the Coastal Counties Workforce Board and its Youth Standing Committee. In addition, the CCWB has implemented an MOU with Job Corps. This MOU clarifies roles and responsibilities in collaboration in order to provide more comprehensive services to youth eligible for Job Corps and WIOA services. WIOA staff across the region and Job Corps staff coordinate services to youth, and referrals are exchanged between the two entities, as appropriate. Youth referred to and accepted into Job Corps continue to maintain communication with WIOA youth staff and have access to additional support services while attending Job Corps (i.e. bus tickets home for visits).
- *Representatives of other area youth initiative, such as YouthBuild, and including those that serve homeless youth and other public and private youth initiatives.* Staff from Goodwill's YouthBuild program provided National Center for Construction Education and Research (NCCER) certification training to adults and youth through a 6-week course. At the completion of the training, participants were placed on paid work experiences to continue occupational growth. Several participants were hired in various positions utilizing the NCCER certification. In addition, WIOA youth staff participate in regular meetings with local service providers to communicate about specific populations such as the City of Portland-led meetings regarding immigrants and refugees and Safe Homes (homeless project in Waldo County) to address the needs of homeless youth in that area.

**(10) Description of how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education**

**programs and activities to coordinate strategies, enhance services, and avoid duplication of services;**

Since WIOA language so strongly links local boards and adult education, over the past year, CCWI has been engaging Adult Education even more closely. For instance, CCWI is planning to participate in the 2016 Maine Adult Education annual conference and to enlist adult education providers in aligning services with the Regional Workforce Plan including regional educational efforts with employer and industry needs. This effort will begin at the conference with an articulation of the process the Workforce Board will use to move forward on reviewing applications to provide adult education and literacy activities.

CCWI and its WIOA provider work closely with secondary and postsecondary education providers in the Region and will continue to do so in an effort to ensure that training offerings align with business needs and offer job seekers an opportunity to progress along a career pathway, earning post-secondary credentials along the way in high-growth/high-demand occupations. Coordinating strategies with education providers allows employers to access a full array of services that can be braided together to best meet their needs while avoiding duplication of services among partners.

CCWI's primary post-secondary partners include the four Community Colleges in the region, as well as several public and private four-year colleges and universities. Our community college partners include: York County Community College (YCCC), Southern Maine Community College (SMCC), Central Maine Community College (CMCC), and Kennebec Valley Community College (KVCC). Four-year college and university partners include the University of Southern Maine (USM), the University of Maine Augusta (UMA), Husson University, and the University of New England.

CCWI leverages the expertise and assets of our Community College and University to provide employer-driven, skills-based education and training as a key component of the Board's regional and state-wide initiatives.

For example, SMCC has been a significant partner in past initiatives involving composites, healthcare, and IT employers, among others, and CCWI is currently partnering with the College on our TOPS and MIIA discretionary grant programs to provide complementary classroom training for STEM-related occupations.

CCWI most recently partnered with Maine's two other Workforce Boards and a variety of businesses and education partners to develop TechHire Maine, a federally-funded initiative to increase the skills and availability of Maine's information technology workforce. If funded TechHire Maine will provide an opportunity to replicate and expand competency-based

curriculum and accelerated education and training delivery models statewide through the active and deliberate convening of education providers from Maine’s education and training spectrum. Provided it is funded, TechHire will convene representatives of education and training providers who are actively delivering accelerated, competency-based curriculum, as well as providers who are working toward a similar goal of developing IT career pathways.

CCWI will continue to align regional educational efforts with employer and industry needs. To support this work, CCWI will continue to engage our WIOA service provider and community college partners in discussions on developing more efficient business information sharing practices among organizations and realigning training strategies so that there is more orchestration of effort. CCWI will also convene our WIOA service provider and the adult education providers in the Local Area to determine their capacity and ability to provide employer-focused credential training.

CCWI will also continue to work with our college and university partners, as well as industry associations, adult education, and other stakeholders to develop short-term training certificates for in-demand occupations as determined by the Board’s Sector Partnership Strategy.

CCWI will continue to work with our secondary education partners to connect youth to education and training opportunities and inform parents, teachers, counselors and school administrator about in-demand industries and occupations and the skills, knowledge and experience required for today’s youth to obtain employment in those sectors. WIOA youth staff and other stakeholders are available to make presentations to schools about available services and labor market information; participate in school-hosted occupational fairs and events; develop relationships with local guidance counselors; facilitate work readiness “soft skills” training in collaboration with area high schools; and arrange and conduct tours of local CareerCenter sites.

**(11) Description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation and other appropriate supportive services in the local area;**

Supportive Services are based upon necessity to successfully complete the employment, education, and training goals established in the participant’s Individual Service Strategy (ISS), availability of funds, and they are for expenses that are not available from another publicly available source (e.g., General Assistance (GA), Department of Health and Human Services (DHHS), etc.). **Note:** This Local Area does not provide Needs-Related Payments.

Client-specific supportive services are identified by the participant’s Employment Counselor during the intake and assessment process to address barriers or potential barriers to successfully obtaining and retaining employment.



In accordance with the CCWB's Supportive Services Policy (and its threshold limits) for WIOA and National Emergency Grant (NEG) programs, revised September 10, 2015: the area provides Supportive Services for the following kinds of items:

**Transportation:** Such as mileage reimbursement or gas cards to support travel to training, employment (retention), and/or specific job prospects. Bus Tickets/Ferry Tickets are also allowable transportation costs. In limited cases both Driver's License/Education (Class C) may be permitted in addition to vehicle repairs only for required State Safety deficiencies.

**Childcare:** Support for childcare for WIOA participants will be based on current DHHS guidelines.

**Clothing/Uniforms:** Need related to obtain employment.

**Safety Equipment:** Such equipment may be covered if it is required by an employer and meets appropriate safety standards in order to obtain employment.

**Tools:** If the tools are required by the employer to successfully obtain employment, a valid job offer from the employer must be verified prior to purchase.

**Medical:** Medical support services must be a requirement of a training course, employment related or required for admission into training.

**Foreign Language Services:** Services such as Credential Evaluation Services and Test of English as a Foreign Language (TOEFL).

**(12) Description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the One- Stop delivery system, to improve service delivery and avoid duplication of services;**

The Maine Department of Labor, Bureau of Employment Services (BES) is the CCWB's Wagner-Peyser partner in the Region. To coordinate services provided by BES through the One-Stop system, and improve quality and avoid duplication of services, the CCWB will develop a Memorandum of Understanding (MOU) with the MDOL/BES, as well as other core partners, which specifies alignment of resources, coordination of referrals, co-enrollment, and communication between and among core partners, job seekers, and employers.

The CCWB has also established the One-Stop Operator consortia which is responsible for coordinating the service delivery of required One-Stop partners and service providers within the

One-Stop Center and across the One-Stop system, including access and service provision for job seekers. The Deputy Director, of the Bureau of Employment Services, is the designated representative of the MDOL/BES to the One-Stop Operator consortia.

BES/Wagner-Peyser staff, programs, and/or services are co-located at the Portland One-Stop as well as at various affiliate and itinerant sites throughout the Region. MDOL/BES has also designated a contact person whom One-Stop staff can call on behalf of the client, introduce them, explain their needs, and ensure that the client is clear on next steps. This ensures that basic career services can be accessed by all interested individuals at any of the Region's One-Stop, affiliate or itinerant career centers.

CCWB's WIOA provider, Workforce Solutions, and Wagner-Peyser providers, collaborate to deliver Individualized Career Services and to ensure appropriate referrals to and from core and other WIOA required partner programs. Maine is implementing a common triage process to ensure that all visitors to a One-Stop system location are given individualized attention, made aware of available services, and referred to appropriate information and/or services. The triage process will determine what information, services, and/or referrals are immediately offered. Each of the core programs – including Wagner-Peyser – can provide intake, assessment, and individualized plan development services to eligible participants. Core partners have agreed to collaborate by sharing information resulting from these processes with each other on behalf of shared clients, thereby improving service delivery and avoiding duplication of services.

**(13) Description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II;**

The CCWB will coordinate workforce investment activities with the provision of adult education and literacy activities in the Region through the following activities:

- CCWI will develop a Memorandum of Understanding (MOU) with the four core partners, including the Maine Department of Adult Education (MDAE) which specifies alignment of resources, coordination of referrals, co-enrollment, and communication between and among core partners, job seekers, and employers.
- One-Stop Operator Consortia: A representative of the MDAE will be included as a member of the Region's One-Stop Operator consortia.
- Co-Location: Adult Education staff, programs, and/or services will be co-located at the Portland One-Stop, as well as at various affiliate and itinerant sites throughout the Region.

- Referrals: Adult Education will designate a contact person whom One-Stop staff can call on behalf of the client, introduce them, explain their needs, and ensure that the client is clear on next steps.
- Work Readiness Training: When there is a need for Work Ready training, as well as resources available to support the training, CCWI works with Adult Ed to provide Work Ready. Regardless of the availability of formal Work Ready classes, CCWI ensures that a plan is put in place for individuals who require work readiness skills training to obtain and/or retain employment.

CCWI is planning to participate in the 2016 Maine Adult Education annual conference and to enlist adult education providers in aligning services with the Regional Workforce Plan, including regional educational efforts with employer and industry needs. This effort will begin at the conference with an articulation of the process the Workforce Board will use to move forward on reviewing applications to provide adult education and literacy activities.

**(14) Description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title(29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

### **RESERVED**

Pursuant to Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)), the State plan (i.e., Maine's State Plan) shall provide for the replication of such cooperative agreements at the local level between individual offices of the designated State unit and local entities carrying out activities through the statewide workforce investment system. As a result, until the time that Maine's State Plan provides the workforce boards with direction and content for the aforementioned cooperative agreements, CCWI reserves this section for future development.

**(15) Identification of the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under section 107(d)(12)(B)(i);**

Coastal Counties Workforce, Inc. (CCWI), is a non-profit 501(c)(3) entity founded to administer and oversee the delivery of the workforce system's services for Region 4 in Maine. CCWI is the entity determined by, and working on behalf of, the Region's Workforce Board and Chief Elected Official (CEO) to disburse grant funds and ensure that the CEO's responsibilities under federal workforce development law and federal funding are met. As the administrative entity for the Region, CCWI undertakes the administration of all required workforce development responsibilities for regional programs such as service delivery, reporting, monitoring, and both the execution and administration of contracts with our funders and service providers. Importantly, CCWI also develops and directs the Region's workforce development policies and regional strategies. As the regional convener, and through partnerships with other local, state, and federal agencies, education, and economic development organizations, CCWI strives to provide access to jobs, skill development, and business services vital to the social and economic well-being of our communities.

**(16) Description of the competitive process to be used to award the subgrants and contracts in the local area for activities carried out under this title:**

Pursuant to the Office of Management and Budget (OMB's) final guidance on Administrative Requirements, Cost Principles, and Audit Requirements (2 CFR Part 200), including USDOL's exceptions codified at 2 CFR Part 2900, CCWI has revised its Financial Policies to reflect the new OMB mandates. This includes CCWI's procurement policies and procedures.

As a result, all CCWI procurement transactions must be conducted in a manner providing full and open competition consistent with the federal standards. Moreover, while CCWI conducts its procurement functions, situations that are considered to be restrictive of competition are avoided. Any contractors that aided CCWI in developing or drafting specifications, requirements, statements of work, or invitations for bids or requests for proposals are excluded from competing for such procurements.

**Thresholds for Purchases:**

- a) **\$3,500 or less:** Purchase decisions that result in an aggregate cost of \$3,500 or less for labor, equipment, supplies, or services purchased, leased, or contracted for may be awarded without soliciting competitive quotations if CCWI considers the price to be reasonable. To the extent practicable, CCWI will distribute these "micro-purchases" equitably among qualified suppliers.
  
- b) **\$3,500 – \$5,000:** Purchase decisions between \$3,500 and \$5,000 for labor, equipment, supplies, or services purchased, leased, or contracted for shall be made only after receiving, whenever possible, written quotations from at least two (2) contractors.

- c) **\$5,000 or more:** All purchase decisions for goods or services exceeding \$5,000 or more shall be made by obtaining competitive proposals, whenever possible, from at least three (3) responsible contractors.

Procurement by noncompetitive proposals (sole-sourcing) is only used by CCWI when one or more of the following circumstances apply:

- The item is available only from a single source;
- The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
- The federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-federal entity; or
- After solicitation of a number of sources, competition is determined inadequate.

### **Conflicts of Interest Prohibited**

No officer, board member, employee, or agent of CCWI participates in the selection or administration of a contractor if a real or apparent conflict of interest would be involved. Such a conflict would arise if an officer, board member, employee, or agent, or any member of his/her immediate family, his/her spouse/partner, or an organization that employs or is about to employ any of the parties indicated herein, has a financial or other interest in the vendor selected.

**(17) Description of the local levels of performance negotiated with the Governor and Chief Elected Official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the One-Stop delivery system, in the local area;**

#### Fiscal Agent

The fiscal agent is annually monitored by the state and periodically monitored by the federal government. CCWI shares the results of all monitoring from federal or state officials with its board of directors. CCWI also meets every other month to review its budget with its board of directors which is made up of the six CEO's for the region and the leadership of the Local Board. In addition, the fiscal agent is audited annually and results are brought to the board of directors for their review. Through these methods the performance of the fiscal agent is under constant scrutiny.

#### Eligible Providers

Providers applying for initial eligibility for their programs to be listed on the ETPL will be

required to submit an application to the Maine Department of Labor, which includes the following verifiable performance information pertaining to one or more of the following:

- a. the percentage of individuals who successfully complete the program;
- b. the percentage of individuals who attain employment within one year of successful completion of the program; and/or
- c. the median earnings of individuals who attain employment in training-related fields within one year successful completion of the program.

### One-Stop System

The primary tool for measuring the effectiveness of the One-Stop delivery system in addition to the federal performance measures includes the One-Stop certification process which will include a set of One-Stop core principles that are customer-centric and staff training to make certain that front line staff and One-Stop managers understand One-Stop delivery expectations and perform accordingly.

The Area's service provider is subject to meeting the performance rates negotiated by the state of Maine with USDOL. For program year 2015-2016, the rates are as follows:

<b>ADULT Common Measures</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
A. Adult Entered Employment	84%	84%	84%	84%
B. Adult Employment Retention	88%	88%	88%	88%
C. Adult Average Earnings	11,700	11,700	11,700	11,700
<b>DW Common Measures</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
A. Adult Entered Employment	89.50%	89.50%	89.50%	89.50%
B. Adult Employment Retention	92.80%	92.80%	92.80%	92.80%
C. Adult Average Earnings	15,026.60	15,026.60	15,026.60	15,026.60
<b>YOUTH Common Measures</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
A. Placement in Employment or Education	66.30%	66.30%	66.30%	66.30%
B. Attainment of Degree or Certification	73.30%	73.30%	73.30%	73.30%
C. Literacy or Numeracy Gains	33%	33%	33%	33%

**(18) Description of the actions the local board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the State board pursuant to section 101(d)(6)**

It is our belief that the Coastal Counties Workforce Board is an effective board and well on its way to becoming a high-performing local workforce board. The local planning process and plan are data-driven and the policy decisions at the local level are evidenced-based. The board uses labor market data to develop and implement the local plan, taking care to steer resources into programs and services that are relevant to the needs of the region's relevant labor market and high-wage industry sectors.

However, there are further improvements that can be made in the workforce board's delivery system. It can be better integrated, bringing together technology and the resources and expertise of all the organizations/agencies in the system, including (but not limited to) economic development, education, human services, and workforce development. This will lead to an even more effective and efficient system.

In the past couple of years, the board has improved its decision making so that it is more data-driven, insuring that training and resource investments are targeted to the right sectors and customers. As a result, the system will need to be more agile and capable of responding to changing economies, strategies, and local/regional needs. The result will be a more entrepreneurial, less bureaucratic system.

**(19) Description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided:**

Training services will be available to Adults and Dislocated Workers who have met the eligibility requirements for WIOA, participated in Career Services, and are unable to obtain employment through those services.

Adult and Dislocated Worker customers are eligible for training services if:

- Assessment and counseling services have been received through Career Services that result in an Individual Service Strategy (ISS) which defines:
  - the purpose of training (employment & occupational goal); and
  - the amount of the Individual Training Account or OJT; and
  - support, as available, and required for participation in training; and
  - the participant's interest and capacity.

- The training is selected from the CCWB/MDOL approved Eligible Training Provider List (ETPL), should reflect jobs in high-demand and growth for the occupation of choice, and is consistent with Labor Market Information for employment goals.
- The average wage level for employees with this training is greater than the participant can earn without this training, and this wage level can lead to self-sufficiency. *(See Policy 10-12-01 for definition of self-sufficiency).*
- The participant can meet the requirements for admission into the school or training program.
- The participant is unable to obtain grant assistance from other sources to pay the cost of such training or assistance is insufficient to allow participation.

Priority for training services will be given to those adult program customers (other than those who are being served through dislocated worker funding) who meet the above criteria or meet the Priority of Service criteria when in effect. Particular interest will be on assisting adults who are either economically disadvantaged (below the yearly LLSIL or HHS guidelines pursuant to BES requirements) or on public assistance.

Service provider(s) will use the following tests to make Training and ITA decisions:

1. Customer lacks current marketable skills to obtain employment and has participated in at least one service in WIA Core and Intensive.
2. Priority for adult applicants when income is below the LLSIL (exception will be dislocated workers under NEGs and those currently collecting UI). Dislocated workers must be determined as “unlikely to return to previous employment.”
3. Training is supported by current Labor Market Information and matches with employer demand and local economy and a job will likely be available upon completion;
4. Training Provider (if not a business conducting OJT) is on the approved Maine Eligible Training Provider Listing;
5. Customer has been informed of the Training Provider listing, and made the choice;
6. With the exception of OJT, training must generally lead to a certificate and/or credentialing upon completion of training program;
7. Costs must be reasonable and within current budget allowances;
8. If applicable, customer is required to apply for additional financial aid in order to leverage training resources.
9. ITA may include a reimbursement policy for payment made in advance of Pell or Grant awards. Waivers are allowed for reimbursement due to severe hardships which must be clearly documented and authorized at Service Provider Program Director levels.



**Contracted Training Services:** From time to time, the CCWI may find it necessary to contract for training services. This could occur for a number of reasons, but primarily due to the lack of availability of a given training program in the region or state. Should this occur, customers will be made aware of the program and will have the opportunity to express their interest in pursuing the training course.

**Customer Choice:** In the case of ITAs, the Local Area will take several steps to maximize customer choice in the selection of training providers. To promote customer choice, CCWI and MDOL have collaborated on an Eligible Training Provider Listing (ETPL). The Maine CareerCenter Training Provider List is published on the MDOL website for customers' convenience and information. The ETPL will include performance and cost information.

Customers will then be free to choose training options from any provider from the list which will lead to employment goals as outlined in their plan. Eligible customers may also receive a variety of education, training, and support services. Staff members are encouraged to leverage resources from partners to develop a more comprehensive ISS for the participants.

On a case-by-case basis and as may be deemed appropriate by Coastal Counties Workforce, Inc. (CCWI), requests for waivers regarding the eligible training provider list may be issued. Such waivers are exceptions to the general requirement that all vendors must be registered with ETPL. Service Provider management staff may request a waiver utilizing CCWI issued forms in addition to submitting any supplementary information appropriate for such a review.

**(20) Description of the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan;**

At the September 2015 CCWB quarterly meeting, the Workforce Board Chair appointed members from private business in addition to an adult education representative to serve on the Regional Planning Committee of the CCWB.

The committee, primarily comprised of private-sector business members, met on October 19, 2015 and November 16, 2015 to review regional labor market information, draft goals and strategies for the Regional Plan, and set a timeline and direction for development and approval of the completed Regional Plan draft.

The draft Regional Plan was presented to the full CCWB membership which includes representative from business, economic development, education, and organized labor, at the March 10, 2016 board meeting.

CCWI provided Workforce Board meeting notices to stakeholders so that they were able to participate in any relevant meetings. At Board meetings, it is customary to allow all attendees to fully participate on workgroup and committee activity. This includes any stakeholders who are not board members. As a result, stakeholders participated in the March meeting mentioned above.

On May 5, 2016, CCWI posted the final Regional Plan on its website and placed a public notice in the Portland Press Herald (Portland), The Times Record (Brunswick), The Free Press (Rockland) alerting the general public of the 30-day comment period for the Regional Plan. In addition, CEOs posted signage at the county municipal offices in each of the six counties in the Coastal Counties region. The Notice of Public Comment Period instructed interested parties on how to submit comments in reference to the Regional Plan no later than June 5, 2016. Any public comments will be included as Appendix 7.

The final Regional Workforce Plan is scheduled for vote by the Coastal Counties Workforce Board on June 10, 2016. If passed, it will be submitted to the Maine Department of Labor on June 15, 2016 for final approval.

**(21) Description of how One-Stop Centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by One-Stop partners.**

One-Stop system partners presently utilize disparate case management and management information systems (MIS): Adult Education uses MaineSTARS, Vocational Rehabilitation utilizes AWARE, and Wagner-Peyser and WIOA formula program providers are in the early stages of transitioning to America's Job Link Alliance (AJLA). As such, the interfaces between the core partner's information systems are currently limited. Moreover, resources for new systems or system enhancements in a small state such as Maine are constrained (states with relatively small populations cannot cover the fixed costs of purchasing and maintaining operating systems as readily as larger states, which receive substantially higher funding allotments).

Currently, Maine's case management systems' inability to share information inhibits the alignment and delivery of integrated services and limits the effectiveness of the Regional Workforce System. At present, program and intake managers are unable to discern if a person entering a One-Stop Center has already received services from a core partner unless this information is self-disclosed by the individual. Since many participants do not self-disclose history of prior services, this can result in the participant being directed to resources they have already received.

These facts notwithstanding, Maine's core partners recognize that achieving the type of integrated and efficient service levels articulated in this plan will require "breaking down the data siloes" and achieving greater levels of system integration. In the interim, the core partners

have agreed in principle to pursue a strategy that will enable existing, disparate systems to share data in order to improve the delivery of services.

As part of the State of Maine’s Unified Plan, Maine’s WIOA Steering Committee will formally investigate software tools that facilitate common intake and other shared front-end activities. The core partners and Steering Committee are already aware that several open-source software products are on the market or in development. These systems are designed to “sit on top” and “pull” information from existing legacy systems and allow data to flow among partners to create a “common front door.” Other tools are designed for interagency collaboration and have been optimized for WIOA. These products also work with existing legacy systems, enabling referrals between agencies, sharing and tracking of assessments, tracking of clients who are referred, plus more. Early investigations reveal that these products are customizable, enabling states to determine the data elements captured. This type of functionality would address the state’s need for better communication among case management and management information systems.

Achieving greater levels of front-end system integration will require —

- identifying the pieces of information within the core programs’ system that should be shared;
- establishing data sharing agreements;
- addressing the privacy and governance issues surrounding the use of the shared data;
- selecting a software tool most suited to address the partner’s needs;
- identifying funding to support purchase and implementation of the strategy.

As part of the State’s Unified Plan, Maine’s core programs will create a plan to address the preceding steps.

**Appendix 1**



May 22, 2015

Governor Paul LePage  
#1 State House Station  
Augusta, ME 04333-0001

RE: Initial Local Area Designation PYs 2015 and 2016

Dear Governor LePage:

On behalf of the Local Workforce Development Area 4 (hereinafter "Area 4"), pursuant to the Workforce Investment Opportunity Act (WIOA) sec. 106(b)(2) concerning initial designation of local areas, we write to request initial designation as a local area under WIOA.

As a Local Area that has been established and designated for purposes of the Workforce Investment Act of 1998 (WIA) and as a result of our meeting WIOA's requirements for initial local area designation, we ask for your approval of said designation.

As required by WIOA for initial designation, Area 4 has performed successfully (see Attachment 1, Performance Report). Additionally, we have sustained fiscal integrity for 2 years prior to the enactment of WIOA. For program years 2012 or 2013, and, for that matter, for each year since Area 4 was established under WIA, we have comported with proposed WIOA rule §679.2609(c) which provides:

...the Secretary has not made a formal determination that either the grant recipient or the administrative entity of the area misexpended funds due to willful disregard of the requirements of the provision involved, gross negligence, or failure to comply with accepted standards of administration for the 2-year period preceding the determination.

Given our successfully meeting the aforementioned WIOA requirements, we look forward to our continued service to Area 4 residents and employers.

Sincerely,

Sagadahoc County Commissioner Charles Crosby III  
Chief Local Elected Official

Enclosure

cc: Jeanne Paquette, Commissioner, Maine Department of Labor  
Richard Freund, Deputy Commissioner, Maine Department of Labor



## PY12/PY13 LA4 WIA Performance Measures

Measure	PY 2012			PY 2013		
	Performance	Goal	Percent of Goal	Performance	Goal	Percent of Goal
Adult Entered Employment	90%	82%	110.3%	84.68%	83.40%	101.53%
Adult Retention	89.1%	85.3%	104.5%	90.08%	86.8%	103.78%
Adult Average Earnings	\$12,493	\$10,097	123.7%	\$12,183.80	\$10,900	111.78%
Dislocated Worker Entered Employment	88%	87%	100.8%	93.82%	87.50%	107.22%
Dislocated Worker Retention	91.7%	90.1%	101.8%	87.37%	90.50%	96.54%
Dislocated Worker Average Earnings	\$16,602	\$14,500	114.5%	\$16,871.01	\$15,147	111.38%
Youth Placement	71%	62.3%	113.9%	69.89%	64.80%	107.85%
Youth Degree/Certificate Attainment	65.7%	68.9%	95.4%	65.91%	70%	94.16%
Youth Literacy/Numeracy	20%	20%	98.6%	24.24%	30%	80.80%

## Appendix 2

Manpower  
5 Community Drive  
Augusta, ME  
04330 USA  
T: + 1 207 622 1535  
F: 1 207 622 3223  
www.us.manpower.com



Jeanne Paquette, Commissioner  
Maine Department of Labor  
54 State House Station  
Augusta, ME 04333-0054

June 2, 2015

Dear Commissioner Paquette,

As Chair of the Coastal Counties Workforce Board, I am writing to affirm my agreement with the recent letter sent by Chief Local Elected Official, Charles Crosby on behalf of all of the chief local elected officials in the six counties Local Area known as Coastal Counties Workforce Area. The purpose of the letter is to request initial designation as a Local Area under the Workforce Innovation & Opportunity Act (WIOA).

This statement is consistent with my vote at the May 22, 2015 CCWI Board of Directors meeting, where as the minutes will reflect, I voted in favor of sending this letter to Governor LePage.

Let me know if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Lydia Sy". The signature is written in a cursive style.

Lydia Sy

cc Richard Freund, MDOL Deputy Commissioner  
Virginia Carroll, BES, Director of Policy & Evaluation  
Michael Bourret, CCWI, Executive Director





STATE OF MAINE  
DEPARTMENT OF LABOR  
BUREAU OF EMPLOYMENT SERVICES  
55 STATE HOUSE STATION  
AUGUSTA, MAINE 04333-0055

Paul R. LePage  
GOVERNOR

Jeanne S. Paquette  
COMMISSIONER

<b>Subject of Policy:</b>	<b>Regions Established Under WIOA</b>	<b>Policy No.</b>	<b>PY15-09</b>
<b>To:</b>	<ul style="list-style-type: none"> <li>• Local Workforce Investment Boards</li> <li>• Chief Elected Officials</li> <li>• OneStop Operators &amp; Managers</li> <li>• Required Partners</li> </ul>	<b>From:</b>	Richard Freund, Acting Bureau Director and Deputy Commissioner of Labor
<b>Issuance Date:</b>	<b>November 20, 2015</b>	<b>Status:</b>	<b>ACTIVE</b>
<b>Reference/ Authority:</b>	<ul style="list-style-type: none"> <li>• WIOA Sections 106(a) and 106(b)(1)(B)</li> <li>• Proposed Rule 20 CFR 679-210</li> </ul>		

**Purpose:**

This policy identifies planning regions within the State as required by WIOA and articulates the criteria the State considered in identifying such regions for the purpose of administering WIOA Subtitle-B and regional planning.

**Background:**

Per WIOA Section 106(a) and 106(b), in order for a State to receive an allotment under Section 127(b) (*Youth formula funds*) or 132(b) (*Adult and DW formula funds*) and as part of the process for developing the State plan and after consulting with local boards (LBs) and chief elected officials (CEOs), the State shall identify regions in the State.

Such regions must be consistent with labor market areas in the State, regional economic development areas in the State, and ensure the availability of Federal and non-Federal resources necessary to effectively administer activities under Subtitle B (*Adult, DW & Youth formula programs*) and other applicable provisions of WIOA, including whether such regions have an appropriate mix of education and training providers.

Through a series of meetings and sessions, Local Board Directors and Chief Elected Officials consulted with the Bureau of Employment Services. The State Workforce Board was also consulted during the November 20, 2015 meeting. All parties agreed to the makeup of these regions.

**Policy:**

The State will consist of three regions each comprising at least one Local Area and a roughly equal number of Maine Counties.

**REGIONS**

**Northeastern** – shall be made up of Aroostook, Washington, Piscataquis, Penobscot and Hancock counties.

**Central Western** – shall be made up of Kennebec, Somerset, Androscoggin, Oxford, and Franklin counties.

**Coastal Counties** – shall be made up of Knox, Waldo, Lincoln, Sagadahoc, Cumberland and York counties.

Several aspects were considered in determining the division of the State into these three regions:

- A. Economic Development Districts in Maine are divided almost equally among the three regions with some regions sharing a district;

Northeastern	Central Western	Coastal Counties
NMDC Northern ME Development Commission EMDC Eastern ME Development Corp.	KVCOG Kennebec Valley Council of Govts. AVCOG Androscoggin Valley Council of Govts.	MCOG Midcoast Council of Govts. GPCOG Greater Portland Council of Govts.
SMPDC Southern ME Planning & Development Commission		

**B.** Similar amounts of Federal WIOA resources are allocated to each Region;

Northeastern	Central Western	Coastal Counties
\$2,679, 730	\$2,261,970	\$2,921,420

**C.** Roughly equal access to institutions of higher education is available in each region;

Northeastern	Central Western	Coastal Counties
Beal College College of the Atlantic Eastern Maine Community College Husson College Northern Maine Community College University of Maine Fort Kent University of Maine Machias University of Maine Orono University of Maine Presque Isle Washington County Community College	Bates College Central Maine Community College Colby College Kaplan University Kennebec Valley Community College Thomaston College University of Maine Augusta University of Maine Farmington	Bowdoin College Kaplan University Maine College of Art Maine Maritime Academy Southern Maine Community College St. Josephs College Unity College University of New England University of Southern Maine York County Community College

**D.** Each region contains at least one major urban hub; and

Northeastern	Central Western	Coastal Counties
Bangor	Lewiston / Auburn	Portland

**E.** Commuting patterns are similar for all three regions;

Labor Force (Primary Jobs) Commuting Patterns	Northeastern	Central Western	Coastal Counties
<b>Live and Work in Region</b>	82.4%	70.6%	81.0%
Live & Work in region at wages of \$1250/month or less	23.3%	21.2%	20.4%
Live & Work in region at wages of \$1250 to \$3333/month	45.2%	46.6%	39.5%
Live & Work in region at wages of \$3333/month or above	31.4%	32.2%	40.0%
Age 29 or younger	19.9%	19.5%	20.0%
Age 30-54	53.5%	55.1%	54.2%
Age 55 or older	26.5%	25.3%	25.8%
<b>Work Outside Region</b>	17.6%	29.4%	19.3%
Work Outside their region at wages of \$1250/month or less	26.1%	22.7%	21.0%
Work Outside their region at wages of 1251 to \$3333/month	41.6%	40.6%	38.3%
Work Outside their region at wages of \$3333/month or above	32.2%	36.7%	40.7%
Age 29 or younger	24.8%	22.9%	21.8%
Age 30-54	51.7%	53.5%	53.3%
Age 55 or older	23.5%	23.6%	24.9%
<b>Live Outside but Work in Region</b>	14.5%	24.6%	19.4%
Live Outside but work in region at wages of \$1250/month or less	27.4%	22.1%	23.2%
Live Outside but work in region at wages of \$1250 to \$3333/month	41.1%	41.8%	39.8%
Live Outside but work in region at wages of \$3333/month or above	31.5%	36.1%	37.0%
Age 29 or younger	26.0%	21.5%	23.7%



Age 30-54	49.1%	52.9%	53.4%
Age 55 or older	24.9%	25.6%	22.9%

- F. Traditional Maine industry sectors cross all three regions;
- G. Emerging and technology-based industries are spread across all three regions;
- H. Regional partnerships have already been formed for the purpose of workforce, economic and community planning in each region.

Local Boards and Chief Elected Officials within each Region will be required to prepare a regional plan\* that incorporates local plan elements and engages partners in a regional planning process that results in establishment of:

- Regional service strategies, using cooperative service delivery agreements;
- Development and implementation of sector strategies for in-demand sectors or occupations within the region;
- Establishment of administrative cost arrangements, including the pooling of funds for administrative costs between Local Areas within a region that has more than one Local Area;
- Coordination of transportation and other supportive services, as appropriate, for the region;
- Coordination of services with regional economic development districts and providers; and
- Establish agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in Section 116(c) for Local Areas within a planning region.

\*Specific guidance on the required components of a Local/Regional plan is identified in WIOA Section 108 and will be further defined in ensuing policy or guidance.

**Questions may be directed to:**

Ginny Carroll  
 Director-Division of Policy & Evaluation  
 Maine Department of Labor  
 55 SHS, Augusta, ME 04333-0055  
 207-623-7974  
[Virginia.A.Carroll@maine.gov](mailto:Virginia.A.Carroll@maine.gov)



- Subject:** On-the-Job Training/Incumbent On-the-Job Training: WIA Programs (Adult, Dislocated Worker and Youth)
- Purpose:** To transmit Area 4's policy on OJT/IOJT
- Statutory Authority:** Workforce Investment Act 1998 (WIA) §§: 101 (31), 122(h), 134(d), 181 (a) & (b), 195(4)  
20 CFR Part 652 §§: 663.430, 663.440, 663.700–663.730, 664.460, 667.262, 667.268, 667.272, 663.705
- Action:** WIA Service providers are required to adhere to all policies and guidelines set forth in the policy below.
- Effective Date:** July 1, 2007
- Revision Date(s):** March 10, 2010; August 16, 2011; March 14, 2013; September 12, 2013
- Expiration Date:** Indefinite
- 

The Board recognizes that alternative training methodologies are necessary to assist a wide variety of training needs prevalent within the Workforce Solutions Center's customer base. Classroom training is not always the best alternative for some customers, yet a livable wage and benefits remain critical.

The CCWB has mandated that a minimum of **30%** of all direct client benefits (e.g., training and support) to be spent on On-the-Job Training (OJT) in high growth/high demand occupations. On-the-Job Training is still under-utilized in this region and yet it remains an excellent stepping stone to Apprenticeship as well as serving as a flexible training tool for employers. As a result, the Workforce Board will continue to keep OJT at the forefront of its business assistance strategies.

Note: WIA formula funds used to underwrite Work Experience or Try out Employment which occurs at a worksite, may be counted towards the 30% OJT training requirement.

**I. On-the-Job Training:**

On-the-Job Training is training by a business that is provided to a participant while engaged in productive work in a job that:

- provides knowledge or skills essential to the full and adequate performance of the job; and
- is limited in duration, based on the Standard Vocational Preparation (SVP) code as developed for the OJT program. In determining the appropriate length of the contract, consideration should be

given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment.

- OJTs funded entirely by WIA formula funds will not exceed 12 (twelve) weeks in duration. In extenuating circumstances the service provider may request a waiver in writing from Coastal Counties Workforce, Inc. in order to exceed the 12 (twelve) week maximum limit.

The following guidelines will be used:

- On-the-Job Training can be provided under a contract with an employer in the public, private nonprofit, or private sector.
- On-the-Job Training can be provided to WIA eligible unemployed workers. *(Note: If applicable, incumbent (employed) workers may be eligible contingent on USDOL waiver provisions).*
- On-the-Job Training provides reimbursement to the employer of 50 % of the wage rate of the newly hired trainee, to offset the extraordinary costs of providing the training and additional supervision related to the training;
- WIA eligible individuals are enrolled in OJT as appropriate based on their Individual Service Strategies.
- Training provided through the use of OJT does not require the use of an Individual Training Account (ITA). However, classroom training may be included in an OJT contract, although training providers of OJT are not subject to the requirements for Eligible Training Providers found in WIA sec.122.
- On-the-Job Training contracts may not be undertaken with employers who have previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees.
- On-the-Job Training contracts may not be undertaken with a company or a part of a business that has relocated from any location in the United States, until the company has operated at that location for 120 days, **if** the relocation has resulted in any employee losing his or her jobs at the original location.

## **II. Incumbent On-the-Job Training:**

**Reserved**

## **III. Employed Workers & On-the-Job Training:**

20 CFR § 663.705 provides that OJT contracts may be written for eligible employed workers when the employee is not earning a self-sufficient wage as determined by Local Board policy (*see Area 4 Policy 02-13-13 on "self-sufficiency"*). If the worker is currently employed at a business for which the OJT contract will be written, then the OJT must also relate to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the Local Board and provided all other conditions are met. In addition, OJT contracts for employed workers must result in an employee wage gain.

It is this Board's policy, for purposes of OJT contracts, that service providers must follow the yearly Area 4 self-sufficiency wage guideline in order to determine OJT eligibility for such workers.

Participants earning an amount equal to or less than this wage may be eligible for OJT provided all other conditions are met. This wage information is established by CCWI and disseminated to service providers on or about May of each year.

NOTE: When and if applicable, this rate shall also apply to IOJT eligibility/contracts.

**IV. On-the-Job Training Durations:**

Specific Vocational Preparation (SVP), (see O\*NET for code levels), is the amount of lapsed time required by a typical worker to learn the techniques, acquire the information, and develop the facility needed for average performance in a specific job-worker situation. This training may be acquired in a school, work, military, institutional, or vocational environment. Specific vocational training includes: vocational education, apprenticeship training, in-plant training, on-the-job training, and essential experience in other jobs. Because the method of training delivery can vary widely, staff should use the SVP Code as a tool for guidance purposes only. Long term experience with OJT and customized training programs, suggests that employers are willing and able to successfully train new hires for most occupations within a three month timeframe. This typically provides enough time for a new employee who has the required baseline skills to get up to speed on the unique processes and products developed by the company.

**Coastal Counties Workforce Board Policy on OJT Duration**

SVP Code Level	High Need (10+ weeks) (shown in weeks)	Medium Need (shown in weeks)	Low Need (shown in weeks)
7-9	12	10-12	8-10
5-6	10-12	8-10	6-8
4-5	9-11	7-9	5-7
2-3	8-10	6-8	4-6

Discretion on the part of the job developer is necessary to determine whether the trainee has a high, medium or low need. Factors in making this determination include any relevant job skills experience that the trainee brings to the job as well as the employer requirements and dedicated supervision available. In exceptional circumstances the service provider may request of CCWI, additional weeks be added to the duration not to four months.

LWIB Approved: September 12, 2013

## **20 CFR § 663.700-663.730**

### **§ 663.700 What are the requirements for on-the-job training (OJT)?**

(a) On-the-job training (OJT) is defined at WIA section 101(31). OJT is provided under a contract with an employer in the public, private nonprofit, or private sector. Through the OJT contract, occupational training is provided for the WIA participant in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs. (WIA sec. 101(31)(B).)

(b) The local program must not contract with an employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work. (WIA sec. 195(4).)

(c) An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment plan. (WIA sec. 101(31)(C).)

### **§ 663.705 What are the requirements for OJT contracts for employed workers?**

OJT contracts may be written for eligible employed workers when:

(a) The employee is not earning a self-sufficient wage as determined by Local Board policy;

(b) The requirements in § 663.700 are met; and

(c) The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the Local Board.

### **§ 663.710 What conditions govern OJT payments to employers?**

(a) On-the-job training payments to employers are deemed to be compensation for the extraordinary costs associated with training participants and the costs associated with the lower productivity of the participants.

(b) Employers may be reimbursed up to 50 percent of the wage rate of an OJT participant for the extraordinary costs of providing the training and additional supervision related to the OJT. (WIA sec. 101(31)(B).)

(c) Employers are not required to document such extraordinary costs.

### **§ 663.715 What is customized training?**

Customized training is training:

(a) That is designed to meet the special requirements of an employer (including a group of employers);

(b) That is conducted with a commitment by the employer to employ, or in the case of incumbent workers, continue to employ, an individual on successful completion of the training; and

(c) For which the employer pays for not less than 50 percent of the cost of the training. (WIA sec. 101(8).)

### **§ 663.720 What are the requirements for customized training for employed workers?**

Customized training of an eligible employed individual may be provided for an employer or a group of employers when:

(a) The employee is not earning a self-sufficient wage as determined by Local Board policy;

(b) The requirements in § 663.715 are met; and

(c) The customized training relates to the purposes described in § 663.705(c) or other appropriate purposes identified by the Local Board.

### **§ 663.730 May funds provided to employers for OJT of customized training be used to assist, promote, or deter union organizing?**

No, funds provided to employers for OJT or customized training must not be used to directly or indirectly assist, promote or deter union organizing.





<b>Subject:</b>	Customized Training
<b>Purpose:</b>	To transmit Area 4's policy Customized Training
<b>Statutory Authority:</b>	Workforce Investment Act 1998 (WIA) §§: 101(8), 122(h), 134(d) 20 CFR Part 652 §§: 663.430, 663.440, 663.595, 663.700–663.730, 667.268, 667.272
<b>Action:</b>	WIA Service providers are required to adhere to all policies and guidelines set forth in the policy below.
<b>Effective Date:</b>	July 1, 2007
<b>Revision Date(s):</b>	August 16, 2011, September 12, 2013
<b>Expiration Date:</b>	Indefinite

The Board recognizes that alternative training methodologies are necessary to assist a wide variety of training needs prevalent within the Workforce Solutions Center's customer base. Classroom training is not always the best alternative for some customers, yet a livable wage and benefits remain critical.

### **Customized Training:**

The Workforce Investment Act (WIA) defines customized training as occupational training designed to meet the specific training needs of an employer or group of employers through a training curriculum that is "customized" to a WIA participant's skill needs. Under the terms of the customized training contract, the employer agrees to employ a participant upon completion of training and agrees to pay a minimum of 50% of the cost of the participant's training.

#### **A. Employer Requirements for Customized Training:**

1. The employer must agree to a written commitment to employ the WIA participant upon successful completion of training; and
2. The employer must pay a *minimum* of 50% of the cost of the participant's training (not to include employee wages). The employer must provide written detail of anticipated employer funded training costs to be provided under the customized training program. Employer costs must be verifiable from the recipient's records.

3. The contractor and service provider must certify via contract that this training is designed to meet the special requirements of the employer or group of employers and that the training is not available in the absence of WIA funds.
4. The employer should provide a list of specific skills that must be mastered to accomplish specific tasks required by one or more occupations, and a schedule of the training hours dedicated to each task.
5. The employer must provide the number of trainees they will train.
6. The following training expenses may be reimbursed: instructor/trainer wages at a predetermined rate of pay, tuition, registration, textbooks/manuals, and direct training costs.

**B. Employer Requirements for Customized Training for Employed Workers:**

1. The requirements of Subsection A must be met;
2. The employed worker is not earning a self-sufficient wage as determined by the CCWI annual calculations (*see Policy 02-13-01*).
3. The customized training relates to the introduction of new technology, introduction of new production or service procedures, or upgrading to new jobs that require additional skills, workplace literacy or other appropriate purposes identified by the CCWB

**C. CCWI requirements for Customized Training:**

CCWI and service provider must comply with the following administrative and program requirements:

1. Procurement of Customized Training Contractors - customized training contracts are designed for a particular participant, employer or group of employers, and a training provider. Documentation detailing how the price was derived must be developed and maintained by service provider.
2. Contract - A contract form signed by Service Provider and the Employer must be executed prior to work or training being initiated. Agreements must address each of the requirements below:
  - a. The agreement must clearly specify the program requirements and expected outcomes.
  - b. Payment (employer reimbursement) forms must contain at least the required information necessary for auditing, monitoring, reporting and record keeping purposes.
  - c. The contract must contain provisions or reimbursement by service provider to the contractor for payments made by the contractor for allowable costs, as approved in the contract.
  - d. The contract must include a reference to the contractor's agreement to comply with Section I. A. of this policy, Employer's Requirements for Customized Training.
  - e. Customized training contracts shall not be written to provide skills for seasonal, temporary or intermittent employment.
  - f. The Agreement must address the maximum allowable costs of training;
  - g. The length of training required;
  - h. Description of occupations involved, skill(s) and competencies to be provided and learned;

- i. Performance measures outcome requirements, including for employed workers; define what constitutes successful completion of training;
  - j. Define what constitutes successful completion of training;
  - k. A provision for recapture of overpayments;
  - l. A provision for termination for lack of funds, lack of participant attendance or failure of employer to comply with initial or upgraded employment requirements;
  - m. A provision for maintaining and providing records for CCWI, state and federal monitoring and review.
  - n. An assurance provision establishing that no violations of federal or state wage and labor laws nor nondiscrimination laws have occurred within three (3) years.
  - o. An assurance to adhere to state and federal laws and regulations concerning work site safety, workers compensation, discrimination in the workplace, and all other relevant labor and employment laws.
  - p. A provision requiring proof of appropriate insurance coverage including general liability and workers compensation as appropriate.
  - q. A provision requiring full disclosure if any owner or employee with ownership interest in any of the companies requesting customized training is a member of the Local Workforce Investment Board.
  - r. An assurance that the employer is not presently receiving any public subsidy (state/federal funding) for conducting the same occupational training of the existing workforce.
3. Monitoring - WIA Service Providers must develop and implement written procedures for monitoring customized training programs to ensure that participants receive job-specific skills training and that other features of the agreement/contract are met.



## **20 CFR § 663.700-663.730**

### **§ 663.700 What are the requirements for on-the-job training (OJT)?**

(a) On-the-job training (OJT) is defined at WIA section 101(31). OJT is provided under a contract with an employer in the public, private nonprofit, or private sector. Through the OJT contract, occupational training is provided for the WIA participant in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs. (WIA sec. 101(31)(B).)

(b) The local program must not contract with an employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work. (WIA sec. 195(4).)

(c) An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment plan. (WIA sec. 101(31)(C).)

### **§ 663.705 What are the requirements for OJT contracts for employed workers?**

OJT contracts may be written for eligible employed workers when:

(a) The employee is not earning a self-sufficient wage as determined by Local Board policy;

(b) The requirements in § 663.700 are met; and

(c) The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the Local Board.

### **§ 663.710 What conditions govern OJT payments to employers?**

(a) On-the-job training payments to employers are deemed to be compensation for the extraordinary costs associated with training participants and the costs associated with the lower productivity of the participants.

(b) Employers may be reimbursed up to 50 percent of the wage rate of an OJT participant for the extraordinary costs of providing the training and additional supervision related to the OJT. (WIA sec. 101(31)(B).)

(c) Employers are not required to document such extraordinary costs.

### **§ 663.715 What is customized training?**

Customized training is training:

(a) That is designed to meet the special requirements of an employer (including a group of employers);

(b) That is conducted with a commitment by the employer to employ, or in the case of incumbent workers, continue to employ, an individual on successful completion of the training; and

(c) For which the employer pays for not less than 50 percent of the cost of the training. (WIA sec. 101(8).)

### **§ 663.720 What are the requirements for customized training for employed workers?**

Customized training of an eligible employed individual may be provided for an employer or a group of employers when:

(a) The employee is not earning a self-sufficient wage as determined by Local Board policy;

(b) The requirements in § 663.715 are met; and

(c) The customized training relates to the purposes described in § 663.705(c) or other appropriate purposes identified by the Local Board.

### **§ 663.730 May funds provided to employers for OJT of customized training be used to assist, promote, or deter union organizing?**

No, funds provided to employers for OJT or customized training must not be used to directly or indirectly assist, promote or deter union organizing.



**Subject:** Incumbent Worker (IW) Policy for CCWI

**Purpose:** Define CCWI policies for Incumbent Workers

**Statutory Authority:** Workforce Innovation and Opportunity Act (WIOA), Sections 108, 122, 134, 181, and 194; WIOA Notice of Proposed Rulemaking, 20 CFR §§ 680.780, 680.790, 683.200(c)(9); TEGL 3-15.

**Action:** WIOA Service providers are required to adhere to all policies and guidelines set

**Effective Date:** March 10, 2016

**Revision Date(s):** N/A

**Expiration Date:** Indefinite

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*Disclaimer: This interim policy is based on CCWI's reading of the Act (WIOA) along with the Notice of Proposed Rulemaking released by USDOL. This policy may be subject to change as additional federal regulations and TEGs are released. This policy is not intended to be permanent and should be viewed as a placeholder until final federal regulations are released in 2016.*

**Background:**

The Workforce Innovation and Opportunity Act (WIOA) specifically allows local boards to use up to 20 percent of adult and dislocated worker funding dollars to address incumbent worker training. Therefore, consistent with WIOA, CCWI will utilize up to 10% of these funds to help area employers through the training of their current workforce in order to obtain the skills necessary to either retain employment or prevent job loss (i.e., avert layoff).

Incumbent worker training under WIOA is targeted to improving the skills and competitiveness of the participant and increasing the competitiveness of the employer. The training should, wherever possible, allow the participant to gain industry-recognized training experience, and ultimately should lead to an increase in wages. To receive incumbent worker funding under WIOA, an incumbent worker must have an employer-employee relationship and an established employment history with the employer. Incumbent workers are employed at the time of their participation. The contract funds are paid to the employer for training provided to the incumbent

worker either to avert a lay-off or otherwise retain employment (i.e., increase competitiveness). An ideal incumbent worker training would be one where a participant acquires new skills allowing him or her to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a job seeker to backfill the incumbent worker's position.

Policy:

**Who is an Incumbent Worker?**

To qualify as an incumbent worker, the incumbent worker needs to be employed, meet the Fair Labor Standards Act requirements for an employer-employee relationship, and have an established employment history with the employer for 6 months or more. The training must satisfy the requirements in WIOA sec. 134(d)(4) and §680.790 and increase the competitiveness of the employee or employer. Employers will be asked to validate the increased competitiveness of both themselves and the employee(s) in order to ascertain whether sufficient intervention has occurred in order to retain the employment of the employee(s).

An incumbent worker does not necessarily have to meet the eligibility requirements for career and training services for adults and dislocated workers under this Act.

**Use of Funds for Incumbent Worker Training Activities**

CCWI may reserve and use not more than 10 percent of the funds allocated by the governor under Section 133(b) of WIOA (Adult Employment and Training Activities and Dislocated Worker Funds) to the local area involved to pay the program cost of providing training through a training program for incumbent workers.

In determining the eligibility of an employer to receive this funding, the local board must take into account the following:

1. the characteristics of the participants in the program;
2. the relationship of the training to the competitiveness of a participant and the employer; and
3. such other factors as the local board may determine to be appropriate, which may include the number of employees participating in the training, the wage and benefit levels of those employees (both pre- and post-participation earnings), and the existence of other training and advancement opportunities provided by the employer.

*Note: The governor or state board may make recommendations to the local board for incumbent worker training that has a statewide impact.*

The training activities for incumbent workers shall be carried out by the local board in conjunction with the employers or groups of employers of incumbent workers (which may

include employers in partnership with other entities for the purposes of delivering training) for the purpose of assisting such workers in obtaining the skills necessary to retain employment or avert layoffs.

Incumbent worker training for purposes of Section 134(d)(4)(B) of WIOA is training:

1. Designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.
2. Conducted with a commitment by the employer to retain or avert the layoffs of the incumbent worker(s) trained.

### **Employer Reimbursement of Funds**

The local board will utilize program funds to reimburse employers providing incumbent worker training on a graduated scale based on the size of a business. Such participating employers must pay the remaining share of the costs not covered by WIOA program funds for providing such training. The local board shall establish the employers' share of cost, taking into consideration factors such as the number of employees participating in the training, the wage and benefit levels of the employees (at the beginning and anticipated upon completion of the training), the relationship of the training to the competitiveness of the employer and employees, and the availability of other employer provided training and advancement opportunities.

For an employers' share of cost, a sliding scale has been established based on the employer size at a local operation (i.e., not based on nationwide employer size) where the incumbent worker training will be provided. The employers' share of cost shall not be less than:

1. 25 percent (25%) of the cost for employers with not more than fifty (50) employees;
2. 50 percent (50%) of the cost for employers with fifty-one (51) or more employees.

NOTE: The employer size means the number of employees currently employed at the local operation where the incumbent worker training placements will be made. Employer size is determined by the number of employees at the time of the execution of the incumbent worker training contract. This applies to all employers, including employers with seasonal or intermittent employee size fluctuations. When substantiating the employer count, the most current Labor Market Information (LMI) may be a source to consider.

Pursuant to section 134(d)(4) of WIOA, the share provided by an employer participating in the program may include the amount of wages paid by the employer to a worker while the worker is attending an incumbent worker training program. The employer may provide this share of the

cost in cash or in kind, fairly evaluated. Official payroll records documenting the worker's hours and wages must be utilized to determine the amount of the employer's share of cost.

### **Conflict of Interest**

A state board member, a local board member, or a standing committee member must neither cast a vote on, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or the member's immediate family. For example, a local board member who is also an employer who wants to use services on a fee-for-service basis would be prohibited from voting to approve the use of local area services, facilities, or equipment for employment and training activities to such board member's incumbent workers.

Neither membership on the state board, local board, or standing committee, nor receipt of WIOA funds to provide training and related services, by itself, violates these conflict of interest provisions.

In accordance with § 200.112 of the Uniform Guidance, recipients of federal awards (i.e., CCWI), must disclose in writing any potential conflict of interest to the Department of Labor. Subrecipients must disclose in writing any potential conflict of interest to the recipient of grant funds.

### **Providers of Incumbent Worker Training Services**

Providers of incumbent worker training shall not be subject to the requirements of WIOA section 122(a) through (f) (Eligible Training Provider requirements) regarding the governor's criteria and information requirements and application and renewal procedures in identification of eligible providers of training services.

Training services authorized under Section 134 of WIOA (Use of Funds for Employment and Training Activities) may be provided pursuant to a contract for services in lieu of an individual training account if such services are incumbent worker training.

A One-Stop Operator must collect performance information from providers on incumbent worker training and use the information to determine whether the providers meet such performance criteria as the governor may require. The One-Stop Operator must disseminate information identifying providers that meet the criteria as eligible providers, and the performance information, through the One-Stop delivery system. Providers determined to meet the criteria for incumbent worker training services shall be considered to be identified as eligible providers of such training services.

Agreements with employers regarding incumbent worker training must be in writing and must ensure that all participants are provided a structured training opportunity by which to gain the knowledge and competencies necessary to avoid layoffs or retain employment (i.e., increase competitiveness and advancement within the company). Employers will be asked to validate their increased competitiveness and that of their employee(s) to determine whether appropriate intervention has occurred. Increased wages, advancement in job title (position), backfilling of positions, and certifications obtained are all elements substantiating the sufficiency of intervention (incumbent training).

### **Fee-For-Service**

On a fee-for-service basis, employers may use local area services, facilities, or equipment funded under Title I of WIOA to provide employment and training activities to incumbent workers:

1. When the services, facilities, or equipment are not being used by eligible participants;
2. If their use does not affect the ability of eligible participants to use the services, facilities, or equipment; and
3. If the income derived from such fees is used to carry out the programs authorized under Title I.

### **Restrictions**

Funds provided under WIOA cannot be used to pay the wages of incumbent employees during their participation in an economic development activity provided through a statewide workforce development system. Additionally, when the relocation of a business results in the loss of employment of any employee of such business, no funds provided for employment training can be used for incumbent worker training until after 120 days has passed since the relocation that caused the loss of employment at an original business location in the U.S.



**Public Comments on Coastal Counties Regional Plan**

The Coastal Counties Workforce Board held a Public Comment Period to consider written comments pertaining to the 2016 Regional Plan developed for the six counties of Knox, Waldo, Lincoln, Sagadahoc, Cumberland, and York. This Plan addresses employment and training services funded by the Workforce Innovation & Opportunities Act (WIOA) of 2014 and delivered primarily through the Coastal Counties One Stop Network. Changes in WIOA prompt Workforce Boards to be increasingly engaged in the business of collaboration, convening and partnership.

This document was published in response to federal legislation and the State of Maine's Workforce Board's State Plan. This Regional Plan is available for download at [www.coastalcounties.org](http://www.coastalcounties.org). The public comment period is sponsored by the Coastal Counties Workforce Board and was held from May 5, 2016, through June 4, 2016.

Instructions were provided to submit comments in writing to **Coastal Counties Workforce, Inc., 14 Maine St., Box 2, Brunswick, ME 04011** and received by **12:00pm on June 6, 2016** or postmarked by **June 3, 2016**. Emailed or faxed comments will not be considered.

For more information call 207-725-5472. If you require a reasonable accommodation in order to partake in the public comment period, please contact us ASAP.

- |                    |  |
|--------------------|--|
| September 10, 2015 | Workforce Board establishes Regional Planning Committee      |
| October 14, 2015   | Regional Planning Committee Strategy Meeting                 |
| November 16, 2015  | Regional Planning Committee Goals & Objectives Meeting       |
| December 10, 2015  | Workforce Board receives RP Committee update.                |
| March 10, 2016     | Workforce Board Reviews & approves Plan goals and strategies |
| March –April       | CCWI staff draft Regional Plan                               |
| May 4, 2016        | Post Plan on website to begin Public Comment Period.         |
| May 4, 2016        | 30-Day Public Comment Period begins.                         |
| June 4, 2016       | Review Public Comments. Make any changes.                    |
| June 10, 2016      | Workforce Board approves Regional Plan                       |

## **Public Comment Update**

CCWI received one comment on the Regional Plan from Goodwill Workforce Solutions. The commenter explained that it is a significant staff burden to track the 30% of direct client benefits being spent on OJT. The commenter understood the Workforce Board's intention to emphasize OJT as a viable alternative to ITA's, but thought that maintaining this priority could be achieved in a different and less burdensome manner.

CCWI has reviewed the request and has removed the requirement from the Regional Plan. Instead, CCWI staff will work with Goodwill Workforce Solutions to track OJT activity through enrollment data.

## **Original Language**

### ***On-the-Job Training:***

The CCWB has mandated that a minimum of **30% of all direct client benefits (e.g., training and support)** to be spent on On-the-Job Training (OJT) in high-growth/high-demand occupations. On-the-Job Training remains an excellent stepping stone to Apprenticeship, as well as serving as a flexible training tool for employers. As a result, the Workforce Board will continue to keep OJT at the forefront of its business assistance strategies. WIOA formula funds used to underwrite Work Experience or Internships which occur at a worksite, may be counted towards the 30% OJT training requirement.

## **Revised Language**

### ***On-the-Job Training:***

~~The CCWB has mandated that a minimum of **30% of all direct client benefits (e.g., training and support)** to be spent on On-the-Job Training (OJT) in high-growth/high-demand occupations. On-the-Job Training remains an excellent stepping stone to Apprenticeship, as well as serving as a flexible training tool for employers. As a result, the Workforce Board will continue to keep OJT at the forefront of its business assistance strategies. WIOA formula funds used to underwrite Work Experience or Internships which occur at a worksite, may be counted towards the 30% OJT training requirement.~~ are also considered work-based training strategies.





STATE OF MAINE  
DEPARTMENT OF LABOR  
45 COMMERCE DRIVE, STATE HOUSE STATION 54  
AUGUSTA, MAINE 04333-0054

Paul R. LePage  
GOVERNOR

Jeanne Paquette  
COMMISSIONER

September 12, 2016

Michael Bourret  
Executive Director, Coastal Counties Workforce Board  
Fort Andross, Suite 203A  
14 Maine Street, Box 2  
Brunswick, ME 04011

Dear Mr. Bourret,

After careful review by the Maine Department of Labor Bureau of Employment Services and the State Workforce Board, I am writing to inform you that we have determined that Coastal Counties Workforce Board's (CCWB) 2016-2020 WIOA Regional Plan submitted on June 14, 2016, is conditionally approved subject to the conditions outlined below.

Regarding Local Plan approval, the final WIOA regulations, §679.570 (a)(2), state that a plan will be considered approved after 90 days unless: the plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions as well as the nondiscrimination requirements of 29 CFR part 38.

The Department has conditionally approved the Plan due to the need for CCWB to address the following concerns and deficiencies:

1. WIOA requires engagement of partners and stakeholders in the Plan development process, which as documented in the description of the local process articulated on page 85 and 86 of the Plan is deficient.

*“At Board meetings, it is customary to allow all attendees to fully participate on workgroups and committee activity. This includes any stakeholders who are not Board members. As a result, stakeholders participated in the March meeting mentioned above.”*

- This statement implies that by virtue of the fact that someone was in attendance at a meeting they were in fact engaged in the planning process. Furthermore, a review of the meeting agenda for the referenced March 2016 meeting shows a full agenda (nine agenda items) with the Regional Plan Summary being the last item on the agenda. The meeting minutes state the meeting lasted just two hours so how much time was actually spent on stakeholder engagement and input regarding the plan? And, the title of the agenda item, “Regional Plan Summary” implies that those in attendance were just being given a review of the work that had already been done previously, which does not constitute stakeholder engagement or input.
- Further evidence of a lack of stakeholder engagement in the plan was apparent when staff from the USDOL ETA monitored CCWB and asked partner stakeholders present about their involvement in the development of the plan. The partners in attendance replied that they did not participate in the plan development.

- While there was no prescribed process for the public comment requirement at the time CCWB posted the plan for comment, we are concerned that CCWB only accepted public comments via U.S. Mail and not e-mail (or fax). That restriction limits and potentially deters the public's ability to submit comments, and was evident in the number of comments that were received – one. In 2016, to not accept electronic correspondence is outdated and overly restrictive.

2. The Plan states that 190 Lancaster Street is the One Stop Center for the Local Area (page 56). However, there is no description or documentation of the process of how that decision was made under WIOA, or if any of the One Stop partners were considered.

WIOA section 678.310(c) says that: “States, in conjunction with the Local WBDs, must examine lease agreements and property holdings throughout the one stop delivery system in order to use property in an efficient and effective way.”

Also, Maine Workforce Development System Policy # PY16-01 states:

“Identification of the Comprehensive One-Stop(s) in the Local Area: The State and LWDBs must take the following into consideration in identifying the comprehensive one-stop center(s) for a local area, to ensure both cost effectiveness and maximum access for residents of the local areas:

- Existing lease agreements
- Number of required partners already co-located in a physical center
- Ease of access to the comprehensive center for all local area residents
- Proximity of the center to other required partner organizations
- Availability and affordability of space within the center for partners wishing to co-locate.”

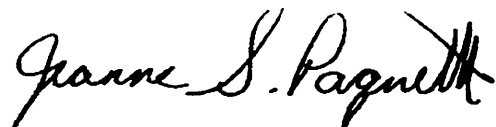
As a partner and stakeholder in the delivery of services in the Coastal Counties Area, we are requesting that the process of identifying the comprehensive One Stop Center be formally revisited and that appropriate sections of WIOA and State Policies be followed in the decision-making process.

The Department has conditionally approved this Plan because of the above concerns and deficiencies with the Plan; these must be addressed by September 30, 2016. Additional information should be provided as appropriate or an Action Plan must be developed to address the concerns and deficiencies for any deficiency or concern that cannot be remedied by September 30, 2016. The Action Plan must include specific steps to remedy the concerns and deficiencies, along with benchmarks and timelines.

Your acceptance of any funds pursuant to this approval with conditions constitutes your agreement to remedy each of the concerns and deficiencies identified in this correspondence, to the satisfaction of the Maine Department of Labor.

We appreciate your efforts in developing the CCWB 2016-2020 Regional Plan and are available to work with you on the requested revisions.

Regards,



Jeanne S. Paquette  
Commissioner

Cc: Lydia Sy  
Charles Crosby



Commissioner Jeanne S. Paquette  
Maine Department of Labor  
45 Commerce Drive  
State House Station 54  
Augusta, ME 04333-0054

September 19, 2016

RE: Coastal Counties Regional Plan of 2016-2020

Dear Commissioner Paquette,

I am responding to your letter of September 12, 2016 in which you issue conditional approval to the Coastal Counties Regional Plan of 2016-2020. The response is organized by the two issues you raised.

1. *WIOA requires engagement of partners and stakeholders in the Plan development process, which as documented in the description of the local process articulated on page 85 and 86 of the Plan is deficient.*

We concur, the regional plan development undertaken on our end could have been further articulated upon in the Local Plan. There were multiple meetings beginning in September 2015 regarding regional plan development involving a number of public officials, employers, and partners. It is also important to point out that our board meetings are publicized and interested parties and partners are encouraged to attend, even if they are not board members - this is also true of committee meetings. The March 2016 board meeting you reference was only one of four board meetings where the Regional Plan was discussed. The primary purpose of the March meeting was to provide the final outline of the plan and obtain initial approval.

The first mention of the Regional Plan took place at the September 2015 board meeting, at which time the board chair established the Regional Planning Committee. The purpose of the committee was to engage board members and others at a level that is difficult to achieve in a 2-hour full board meeting. The Regional Planning Committee met on October 26<sup>th</sup> and again on November 16<sup>th</sup> to review economic data and develop goals and strategies that would be presented to the full board in December. In December, the full board reviewed the work of this committee. A number of other planning meetings (see attachment) took place between the Fall of 2015 and the June 10<sup>th</sup> meeting where the Regional Plan was approved by both the CEO and Workforce Board.

I recall and concur that partner staff responded that they did not participate in the plan development. I also explicitly recall making the decision not to correct their statement publicly.

In hind sight, I should have. Based on their involvement, it is clear that the staff present that day did not fully remember the plan development and their own involvement along the way. For instance on October 26<sup>th</sup>, CCWI brought our plan writer to our monthly meeting with Workforce Solutions in Portland. Heather Stott, Anne Nadzo, and Jaime Grover were in attendance. This meeting was the beginning of Workforce Solution Staff involvement as we used the time to develop plan roles, discussed the process, and answered initial questions. We went on to review the specific questions where we would need Workforce Solutions' engagement and input. We reviewed each of the questions as a group and determined who needed to be at the next meeting to get into the nitty gritty details. Most of the input would come from Heather, Jaime, and Dave Wurm.

At the November 17, 2015 One Stop Operator Meeting, each of the partners were either in the room or on the phone except that the BES partner was absent. The focus of the discussion was mapping "client flow" through the one-stop system. We discussed the Comprehensive One-Stop on 190 Lancaster and how the required partners would be represented. Following this meeting, a "client flow" was drafted which all partners had provided feedback on. We also discussed the roles and responsibilities of the One-Stop Operator. What ended up in the Plan is the result of this discussion and specific partner feedback.

On December 2, 2015, the Youth Standing Committee met, which included several representatives from Workforce Solutions. We discussed the role of the committee as well as how we were going to address each of the requirements for serving youth under WIOA. An outline was developed to address each of the required program elements. We discussed each in detail and the results of this discussion are reflected in the Regional Plan.

On December 11, 2015, the plan writer met with several Workforce Solutions staff at the Portland One-Stop. The meeting went four hours and covered several program-specific topics, including employer engagement and business services; client flow – specifically the tools and strategies for screening, assessment, referral, and ISS development; adult education integration; coordination with economic development; and youth services. This meeting was a follow-up to the meetings on October 26<sup>th</sup> and December 2<sup>nd</sup> and provided an opportunity to get into more specific detail about program services and strategies. The results of this meeting are reflected in the drafted Regional Plan.

At the January 5, 2016 One Stop Operator meeting, partners reviewed, discussed and updated the client flow document—and specifically had discussions around assessment, referral, and ISS development. The group reviewed core partner responsibilities; reviewed the state plan section relevant to One-Stop matters and core partner collaboration requirements; reviewed WIOA; and proposed regulations to clarify One-Stop requirements. All of this had direct bearing on the drafting of our Regional Plan.

Although we can agree that there is work to be done by all system partners in moving forward with WIOA's vision of a more unified and integrated system, which necessarily includes a local plan with ample engagement of partners and stakeholders, we do not concur that our process was "deficient." We agree that it can, and will, improve as these partnerships are strengthened but, for the first round of plans under WIOA, we feel we did a satisfactory job.

We believe that our Regional Plan sufficiently addressed factors necessary for operationalization of WIOA which is the goal of a collaborative process. Local elected officials, boards, and core and other partners (including economic development, education, and private sector partners) were involved in our process.

It is important to reflect upon the backdrop for the development of this first WIOA plan. We received no formal guidance or direction on developing “compliant plans.” The federal commentary supports our position that TA is needed: “[t]he Department recognizes the need for technical assistance in developing local plans and will issue guidance for State and Local WDBs to assist in developing compliant plans.” Given this lack of guidance, i.e., what exactly is viewed as “sufficient” under WIOA in terms of required partner engagement, we relied on the premise that WIOA retained much of the structure of WIA, and to that end included our core programs by virtue of our OSO structures. This was in addition to the previously mentioned CCWB/CEO activities, plan development meetings, etc. (see attachment)

Finally, what isn’t mentioned here but should be, is the close to twenty meetings that I personally attended in Augusta during the State Plan development process. These meetings occurred during the same timeframe and I acted as an ambassador to bring back information to the Local Area partners about the WIOA state progress and what it would mean for our Regional Plan development. The meetings that I established locally mirrored most of what was being discussed in Augusta.

Originally, our public comment process was modeled after the federal government and there were some legitimate reasons for not accepting email comments. However, since it is 2016 we understand your concern. We will take your comments under advisement.

2. *The Plan states that 190 Lancaster Street is the One Stop Center for the Local Area (page 56). However, there is no description or documentation of the process of how that decision was made under WIOA, or if any of the One Stop partners were considered.*

Based on our previous correspondence (May 12, 2016) with the Maine Department of Labor (MDOL) regarding the One-Stop location for the Coastal Counties Area (i.e., 190 Lancaster Street in Portland) which came up as a result of the CCWI One-Stop monitoring, we remain of the position that the local area (Board/CEO) decides upon the One-Stop location. Furthermore, it is important to state that our Board/CEO made a decision under WIA which stands today.

Per our earlier writing, there is nothing we can find in WIOA that says WIOA must be retroactively applied to a One-Stop site location made under WIA. Therefore, the department is asking CCWI for something that cannot exist, i.e., a discussion of WIOA regarding the One-Stop selection, because it did not occur.

Moreover, CCWI submitted its Regional Plan to MDOL on June 18, 2016. The correspondence relating to Maine Workforce Development System Policy # PY16-01 began on August 11, 2016 (Ms. Carroll’s first email on point). Therefore, we wholeheartedly admit that we did not utilize

this policy as it did not exist at the time our Regional Plan was developed and submitted to MDOL.

Moreover, it was apparent when staff from the USDOL ETA monitored CCWB that USDOL ETA Region 1 and MDOL had differences of opinion regarding several One-Stop issues of great importance including: Wagner-Peyser co-location, the local authority to select the One-Stop, and the viability of the aforementioned policy (Maine Workforce Development System Policy # PY16-01). Until the time that such important issues are resolved and made clear to us, we reserve responding to inquiries that might otherwise be rendered moot.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael T. Bourret", with a long, sweeping flourish extending to the right.

Michael T. Bourret  
Executive Director

Cc: Charles Crosby, CEO  
Lydia Sy, Board Chair

Attachment

## Regional Plan Development Attachment

June 23 & 25, 2015	Adult Ed Directors' Meeting Topsham and Biddeford	Met with Adult Ed Directors to discuss requirements of WIOA
September 10, 2015	Local Board	Local Board established Regional Planning Committee
September 16, 2015	Coastal Internal Group	Discussed regional plan requirements and role of Workforce Solutions in process.
October 6, 2015	Coastal Operator's Group	Provided WIOA and Plan update and began working on partner referral process to bolster core partners' integration.
October 19, 2015	Regional Planning Committee	Preliminary Goals and Strategies discussion and development.
November 13, 2015	CEO Meeting	
November 16, 2015	Regional Planning Committee	Labor Market Information and Economic Development discussion, CEDS Plan review.
December 2, 2015	Youth Standing Committee	Met on Regional Plan which included several representatives from Workforce Solutions
December 10, 2015	CIG Meeting	Regional Economic Analysis and Regional Plan Goals and Strategies
December 11, 2015	Ad Hoc Meeting	The plan writer met with several Workforce Solutions staff at the Portland One-Stop
January 5, 2016	One Stop Operator	Discussed regional plan requirements and role of One-Stop Operator in process.
January 15, 2016	CEO Meeting	Provided Plan update and reviewed work of Regional Planning Committee with CEO
February 2, 2016	Coastal Operator's Group	Plan update and further work on partner referral process to bolster core partners' integration. Trial process initiated.
March 10, 2016	Local Board	Outline of the Regional Plan - (Initial Vote)
May 20, 2016	CEO	Plan Update
June 10, 2016	Local Board	Final Local Board & CEO Vote on Plan
June 21, 2016	Adult Ed Conference	Discussed Regional Plan and Adult Ed involvement



Paul R. LePage  
Governor

STATE OF MAINE WORKFORCE BOARD  
120 STATE HOUSE STATION, 45 COMMERCE DRIVE  
AUGUSTA, MAINE 04333-0054

Frederick Webber  
Board Chair

April 10, 2017

Michael Bourret  
Executive Director, Coastal Counties Workforce Board  
Fort Andross, Suite 203A  
14 Maine Street, Box 2  
Brunswick, ME, 04011

RE: Local Area Plan

Dear Mr. Bourret:

Thank you for providing additional information concerning the engagement of partners in your planning process. We request that when your plan is revised, this documentation regarding the inclusion of partners in the process is inserted in the appropriate section or added as an addendum. Please let us know when this action has been completed.

We appreciate your patience while we waited for the USDOL regional office to provide definitive guidance on selection of comprehensive one-stops in local areas; which we have not yet received. Therefore; to allow everyone to move forward, on behalf of the State Board, the Coastal Counties Workforce Board's (CCWB) 2016-2020 WIOA Regional Plan has conditional approval pending final resolution of the comprehensive one-stop selection issue.

We appreciate your area's continued efforts and look forward to working with CCWB to serve the citizens and businesses of the State of Maine.

Regards,

Garret J. Oswald  
Director, State Workforce Board

Cc: Lydia Sy  
Charles Crosby