

DRAFT

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 22nd 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 was voted on at the June 10, 2016, Coastal Counties Workforce Board meeting. The plan was submitted on June 15, 2016 to the Maine Department of Labor for final approval.

Preparation of the 2019 Plan Revision

In early 2019, CCWI commenced a diligent process to prepare a revision to its 2016 Local Plan. This included:

- Conducting a comprehensive labor market and workforce data gathering with support from the Maine Center for Business and Economic Research at the University of Southern Maine. This data gathering resulted in a Labor Market Information (LMI) and Workforce Profile Report that was reviewed by staff and Board in preparation for the Plan renewal, and its contents are included within this Regional Plan.
- On 12/13/18 a Local Plan Revision Committee was established by the CCWB. All CCWB members and interested parties were invited to partake in the local plan revision. In addition to CCWI, members of the Committee established included; private business, Adult Education, Community College, University System, Community Based Organizations, Maine Dept. of Labor (Vocational Rehabilitation and Bureau of Employment Services) and the regional WIOA Service Provider.
- The CCWB voted on 3/14/2019 to approve the Local Plan Revision Committee work plan and authorized the Committee to:
 - Review & analyze USM information i.e., LMI, considering current economic conditions and WIOA funding to:

- [Determine priority populations](#)
 - [Determine priority industries](#)
 - [In deploying priorities, identify services & strategies across system to better serve priorities](#)
 - [Develop a revised Local Plan to be voted on in June CCWB meeting](#)
- [Four meetings of the Workforce Board Local Plan Revision Committee took place from February 2019 through April of 2019. During these meetings, targeted industries, priority populations and service strategies, in addition to the Labor Market and Workforce Profile data were all reviewed and discussed. The findings of the Committee inform the revisions made herein.](#)

[On June 14th 2019, a board vote will take place in order to accept the Local Plan Revision. If voted in, CCWI will post the revision on its website and will place 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 will post signage at the county offices in each of the six counties in the Coastal Counties region. The Notice of Public Comment Period will instruct interested parties on how to submit comments in reference to the Regional Plan, no later than July 15, 2019. Any public comments will be included in Appendix 7.](#)

(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](#) 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. [In 2016](#), 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 [originally](#) identified five key industry sectors which [were](#) 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.

[More recently, as part of the revision process outlined above, given the needs/barriers of the current population. CCWI has built on these insights along with other input and data to support our selection of a revised set of targeted industries. These industries include:](#)

- [Healthcare](#)
- [Retail](#)
- [Accommodation and Food Services](#)
- [Construction](#)
- [Manufacturing](#)

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 updated data analysis of the region's labor market, industrial structure, occupational mix, and skill requirements for the period 2014-2018, 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 through research by the Maine Center for Business and Economic Research at the University of Southern Maine.

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 2014 highlight a continued transition from traditionally more trade and hands-on oriented skills, toward service and social skills. The region retains relative specializations and growing employment demands in healthcare, retail, accommodation & food services, and construction. There has also been strong demand in transportation and warehousing, although employment growth has been negative in this sector since 2014.

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 remain as the three dominant industries by employment size. Together, these three core industries comprise 42 percent of the region's employment base; a 1% increase from 2014 to 2018, with 50,217 jobs in health care and social assistance (15%), 47,016 in government (14%), and 41,016 in retail trade (12%). 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 manufacturing and tourism-based industries of retail trade, and accommodation & food services. Other cores industries of the region include manufacturing (28,352 jobs) and accommodation and food services (33,907 jobs), the latter of which is highly concentrated in the region relative to the nation.

Growth in the region's employment base increased by 5 percent from 2014 to 2018, outpacing growth from the previous report period, and comparable to growth at the national level (6%). The fastest growing sectors in the region represent a mix of goods-producing industries, including agriculture, forestry, fishing and hunting, and manufacturing – both outpaced growth at the national level – and construction. Growth in goods-producing sectors is a shift from the previous period when most of employment increases were comprised of industries typical of a

service-based economy. Though, management of companies and enterprises grew significantly over the period far outpacing national growth, 24% and compared to 6% respectively. Arts, entertainment, and recreation 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 4% relative to the nation (8%).

Table 1: Employment, growth, and wages in the CCWB Region by major industry classification, 2018

Industry Description	Jobs	Growth rate '14 - '18		Avg. annual wage	
		CCWI Region	United States	CCWI Region	United States
Manufacturing	28,352	10%	2%	\$76,580	\$84,001
Accommodation & Food Services	33,907	8%	9%	\$25,932	\$24,183
Health Care & Social Assistance	50,217	4%	8%	\$59,178	\$59,943
Construction	15,232	12%	14%	\$60,789	\$72,997
Management of Companies and Enterprises	6,506	24%	6%	\$104,342	\$141,289
Professional, Scientific, and Technical Services	15,196	6%	8%	\$90,848	\$108,374
Admin. & Support & Waste Mgmt./Remediation Srv.	15,492	5%	6%	\$44,843	\$46,641
Agriculture, Forestry, Fishing and Hunting	2,036	41%	3%	\$47,909	\$39,978
Finance and Insurance	16,041	3%	5%	\$95,047	\$124,141
Government	47,016	1%	2%	\$70,024	\$76,301
Arts, Entertainment, and Recreation	4,968	10%	10%	\$32,122	\$44,451
Other Services (except Public Administration)	12,301	4%	4%	\$35,083	\$37,939
Educational Services	10,215	4%	7%	\$45,106	\$51,741
Retail Trade	39,603	1%	3%	\$34,295	\$37,417
Wholesale Trade	10,061	3%	1%	\$76,967	\$88,718
Information	4,202	5%	2%	\$67,703	\$125,359
Transportation and Warehousing	8,169	2%	13%	\$49,253	\$65,487
Real Estate and Rental and Leasing	4,086	4%	8%	\$54,768	\$66,614
Mining, Quarrying, and Oil and Gas Extraction	122	4%	(24%)	\$76,305	\$122,691
Utilities	550	(11%)	1%	\$134,608	\$148,226
Total	324,269	5%	6%	\$57,961	\$67,340

Source: EMSI, 2018.4 – Includes QCEW employees and non-QCEW employees

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, traditionally a lower paying industry, and agriculture, forestry, fishing and hunting. This remains a key challenge for the region as it attempts to attract workers from outside. Overall wages have increased by 3.2% since 2014 across a majority of the sectors. Wages increased the fastest in accommodations & food services (9.6%) and agriculture, forestry, fishing and hunting (8.5%); reflective of tight labor conditions, but also a sign of growing sectors. While parts of the region offer a high quality of life and overall lower costs, relative pay differences to competitor regions outside of Maine are significant

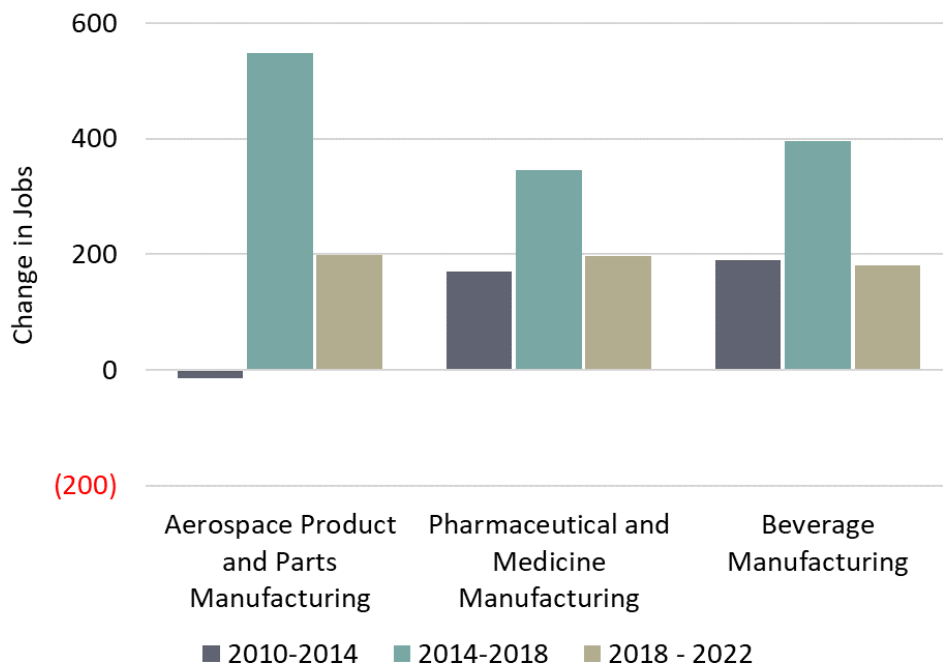
Targeted industries for workforce development programming

Given recent employment trends and projections and workforce programming constraints, the region’s suggested target sectors have been updated from the last plan to include industry sectors in which growth is most likely to occur over the next four years. These include manufacturing, health care & social assistance, accommodation & food services, construction, and as well as several other industries of significance (i.e., crop production, fishing, business support services, office administrative services, and truck transportation). There are several industries within each of the five targeted sectors that have been identified as drivers of growth over the few next years. The following paragraphs highlight trends within those industries followed by a look at key occupations within each of these sectors to target for workforce development programming.

Manufacturing sector

Within the manufacturing sector, the fastest growing industries include aerospace product and parts manufacturing, pharmaceutical and medicine manufacturing, and beverage manufacturing (Figure 1). Growth in federal defense spending and aircraft purchases is expected to drive growth in aerospace manufacturing. Meanwhile continued growth in the pet healthcare market and health care diagnostics more generally will continue to boost employment in pharmaceutical and medicine manufacturing. Likewise, the craft brewing industry is expected to continue its strong growth in short term, assuming local brewers tap demand in export markets and capture growing tourism market.

Figure 1: Industry employment grow in manufacturing sector

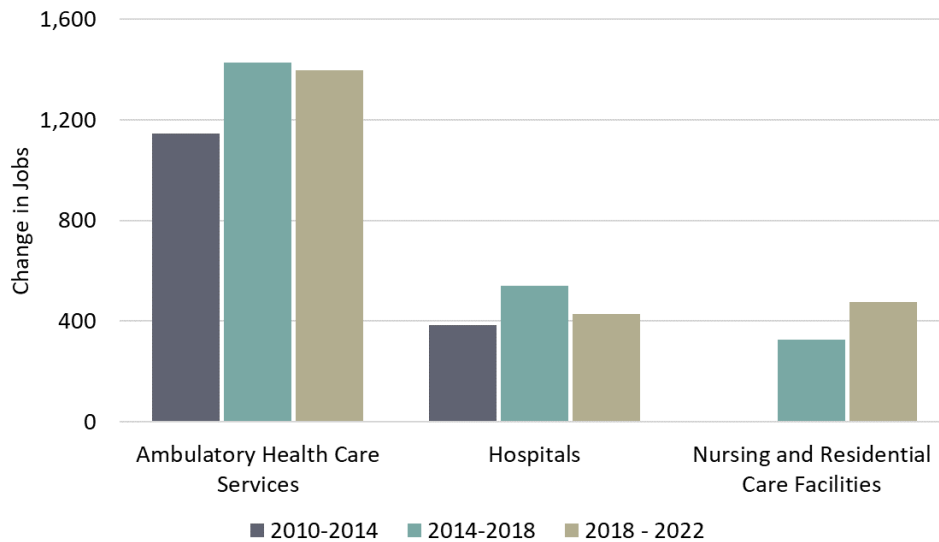


Source: EMSI, 2018.4 – includes QCEW employees and non-QCEW employees; MCBER calculations.

Health Care sector

The fastest growing industries within the health care sector include ambulatory health care services, hospitals, and nursing and residential care facilities (Figure 2). Together these industries account for 83 percent of employment within the region’s health care sector. An aging population will continue to drive demand for a variety of jobs and services across the health care spectrum. Furthermore, the implementation of statewide health care expansion is expected to push demand for services as well. Overall, this is a critical sector for the state and the regional economy for a number of reasons, and the ability to address labor shortages in the sector has major implications for the welfare of the populous.

Figure 2: Industry employment grow in the healthcare sector

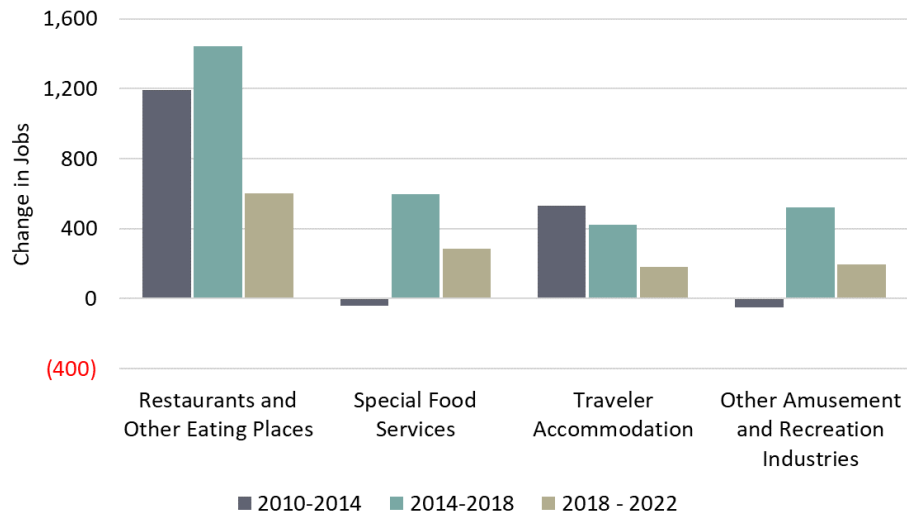


Source: EMSI, 2018.4 – includes QCEW employees and non-QCEW employees; MCBER calculations

Accommodations & food services sector

Growth in the overall economy and the tourism sector more broadly has fueled growth in the accommodations and food services as increased consumer spending has fueled demand. The greater Portland region has emerged as a hotbed for the gastro-economy culminating with national attention from being named the Restaurant City of Year in 2018 by Bon Appetite magazine. About 600 new jobs are expected over the next four years over 2018 employment figures in restaurants and other eating places (Figure 3) A wave of hotel construction in Portland and the region has followed. As the overall economy begins to cool employment is expected to increase at a slower pace than other highlighted industries, but modest growth is projected over next several years. This sector is expected to continue to be a key economic base for the region and continued employment demands are anticipated.

Figure 3: Industry employment grow in accommodations & food services sector

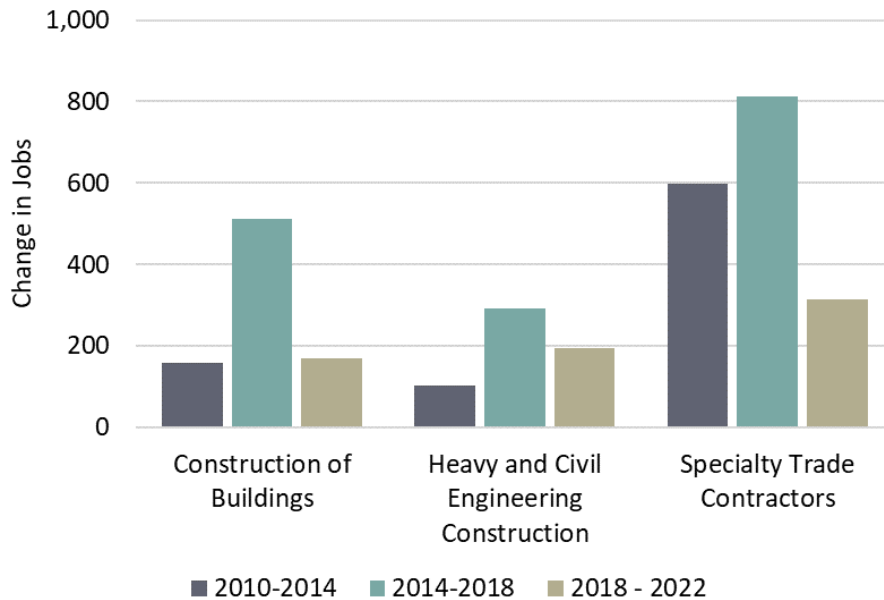


Source: EMSI, 2018.4 – includes QCEW employees and non-QCEW employees; MCBER calculations

Construction sector

Construction is a sector closely tied to overall macroeconomic conditions. Strong growth and demand over the last several years has fueled growth but tight labor market conditions in the sector. Workforce shortage has been well documented in this sector in the region and across the state. Jobs in construction pay above state-wide median wages. Although employment growth is expected to slow over the next four years, there will be continued demand for specialty trade contractors, as well as jobs in heavy and civil engineering construction and more traditional construction industries (Figure 4).

Figure 4: Industry employment grow in construction sector

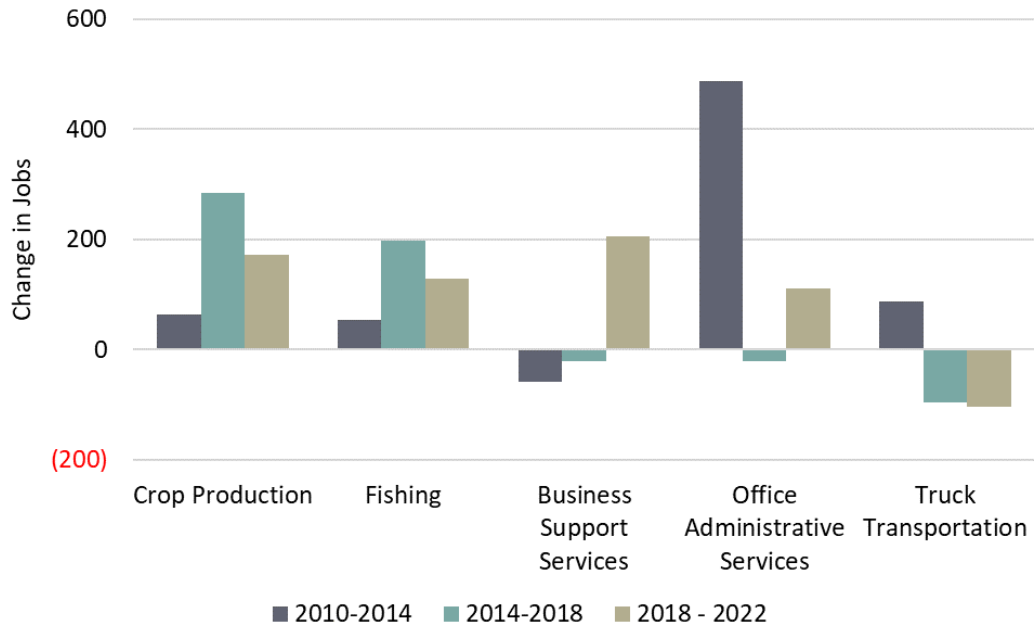


Source: EMSI, 2018.4 – includes QCEW employees and non-QCEW employees; MCBER calculations

Other industries of significance

Several other noteworthy non-sector specific industries have healthy employment projections over the next four years (Figure 5). Growth in crop production and fishing is closely tied to the broader food movement in the region, including aquaculture production and support of more locally sourced food. These natural resource industries (farming and fishing) are projected to experience significant, though modest employment demands over the next four years. Typically jobs in these industries require manual and mechanical skills, though some jobs require knowledge of business operations. Other industries with projected growth include business support and office administrative jobs. Truck transport, although in the headlines as an industry scrambling for workers, is projected to decline in-part because of the lack of available workers and industry restructuring.

Figure 5: Industry employment grow in other industries of significance



Source: EMSI, 2018.4 – includes QCEW employees and non-QCEW employees; MCBER calculations

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 & serving related, which is in line with national shares and unchanged from the previous period (Table 2). 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 (1.11). The region is also somewhat concentrated in building and grounds cleaning and maintenance (1.21), personal care and service (1.12), healthcare (1.11), and architecture and engineering (1.11). Nearly all occupational categories grew at a pace slower than or equal to the nation. These concentrations also happen to comprise occupations that tend to pay lower wages, with the exception of architecture and engineering (\$35.82/hour median wage), although healthcare support workers are paid a median hourly wage of \$14.55 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, 2018

Description	Jobs	Median hourly wage	Growth '14-'18		Female to male ratio
			CCWI Region	United States	
Office & Administrative Support	50,861	\$16.97	1%	1%	2.95
Food Preparation & Serving Related	31,937	\$11.12	7%	8%	1.39
Sales & Related	30,961	\$13.63	(1%)	2%	1.18
Healthcare Practitioners & Techs	20,024	\$31.16	9%	9%	2.88
Management	19,588	\$42.09	10%	8%	0.66
Production	19,034	\$18.30	6%	1%	0.35
Education, Training & Library	18,788	\$22.40	4%	4%	2.76
Transportation & Material Moving	17,729	\$15.48	4%	8%	0.18
Business & Financial Operations	14,185	\$29.96	9%	10%	1.22
Installation, Maintenance & Repair	13,815	\$21.54	8%	6%	0.03
Construction & Extraction	13,769	\$20.59	10%	9%	0.03
Personal Care & Service	13,547	\$11.82	12%	17%	3.01
Building/Grounds Cleaning & Maintenance	12,550	\$13.90	2%	1%	0.54
Healthcare Support	10,146	\$14.55	(1%)	4%	7.30
Computer & Mathematical	7,381	\$35.70	13%	12%	0.39
Architecture & Engineering	6,278	\$35.82	11%	5%	0.15
Protective Service	6,016	\$17.97	2%	3%	0.24
Community & Social Service	5,251	\$21.57	(2%)	6%	2.07
Arts, Design, Entertainment, Sports & Media	4,790	\$17.70	8%	7%	0.85
Legal	2,159	\$29.78	7%	5%	1.24
Life, Physical & Social Science	2,111	\$27.74	5%	2%	0.64
Military-only	1,840	\$19.98	(2%)	5%	0.05
Farming, Fishing & Forestry	1,508	\$14.84	36%	6%	0.36
Total	324,270	\$18.29	5%	6%	1.00

Source: EMSI, 2018.4 – includes QCEW and Non-QCEW Employees.

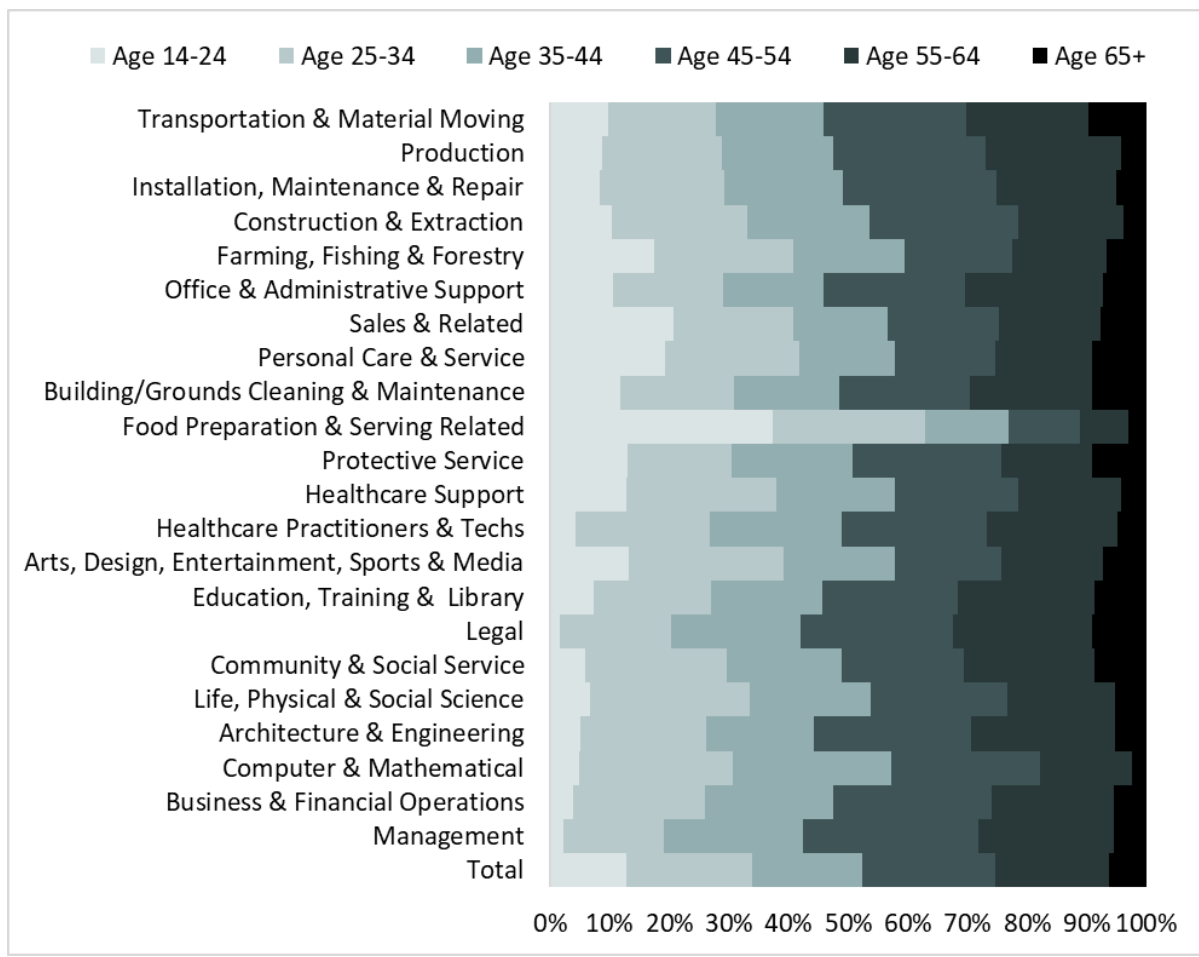
Age and gender distributions across occupational groupings

As is the national pattern, gender concentration is present across occupational groupings. Healthcare, education, personal care and services, and office and administrative support are female dominated, ranging from 2-7 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 gender.

Figure 6 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 management, building & grounds maintenance, 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 are not easily accessible.

Figure 6: Age distribution of major occupational categories, 2018



Source: EMSI, 2018.4 – Includes QCEW employees and non-QCEW employees

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

Virtually every occupation identified grew equal to or at a faster pace than at the national level, (Table 4). Among the top fastest growing are occupations that tend to pay higher wages and have higher educational requirements on average. This is a shift from the previous period when occupations paying a lower wage and with lower education requirements dominated the region's fastest growing employment opportunities. Such jobs are still among the fastest growing, half of these occupations require a high school degree or less, while the remaining require a bachelor's degree or higher. 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.¹ Median hourly wages highlighted are above the median hourly wage for the region (Table 4). 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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¹ 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 2014-18

SOC	Description	Jobs	Growth '14-'18			Median hourly wage	Education requirements (entry)
			CCWI Region	United States	Concentration		
17-2121	Marine Engineers and Naval Architects	116	109.0%	36.8%	4.02	\$36.22	Bachelor's degree
45-3011	Fishers and Related Fishing Workers	224	78.3%	1.9%	26.30	\$14.72	Less than H.S.
15-1122	Information Security Analysts	185	49.7%	35.0%	0.76	\$41.92	Bachelor's degree
51-2091	Fiberglass Laminators and Fabricators	219	43.9%	12.8%	4.89	\$16.77	H.S. diploma or equivalent
51-2041	Structural Metal Fabricators and Fitters	522	43.6%	-1.8%	3.06	\$27.27	H.S. diploma or equivalent
29-2057	Ophthalmic Medical Technicians	117	43.3%	31.7%	1.10	\$15.94	Postsecondary nondegree
15-1199	Computer, All Other	571	43.0%	44.4%	0.78	\$38.76	Bachelor's degree
29-1171	Nurse Practitioners	605	41.8%	38.8%	1.63	\$49.16	Master's degree
13-2061	Financial Examiners	125	39.3%	36.3%	1.04	\$33.14	Bachelor's degree
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	134	37.7%	15.2%	0.70	\$14.55	Less than H.S.
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	246	37.6%	12.6%	2.27	\$23.42	H.S. diploma or equivalent
27-1025	Interior Designers	133	37.4%	25.5%	1.09	\$23.57	Bachelor's degree
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	106	36.4%	24.0%	0.40	\$18.14	H.S. diploma or equivalent
49-9096	Riggers	213	35.2%	4.6%	4.14	\$28.06	H.S. diploma or equivalent
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	728	34.6%	4.9%	0.44	\$13.59	Less than H.S.
41-3031	Securities, Commodities, and Financial Services Sales Agents	612	29.7%	24.0%	0.70	\$28.56	Bachelor's degree
29-1071	Physician Assistants	439	29.7%	20.9%	1.79	\$52.82	Master's degree
51-3092	Food Batchmakers	180	29.6%	26.8%	0.54	\$13.08	H.S. diploma or equivalent
29-9011	Occupational Health and Safety Specialists	176	29.0%	25.1%	0.94	\$33.12	Bachelor's degree
15-1132	Software Developers, Applications	1,095	28.0%	26.9%	0.58	\$43.59	Bachelor's degree

Source: EMSI, 2018.4 – Includes QCEW employees and non-QCEW employees; MCBER calculations. Note: Occupations with less than 100 employees are excluded from the table. Highlighted median hourly wages are those above the total workforce median of \$18.29. 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;

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 manufacturing, accommodation & food services, and construction. There are also a number of office and administrative related occupations that are identified as in-demand.

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

SOC	Description	Jobs	Growth '14-'18	Median hourly \$	Concentration	Education requirement (entry)	From 2018 - 2022	
							Annual opening	Projected growth
49-9071	Maintenance and Repair Workers, General	2,702	5.2%	\$ 18.96	0.83	H.S. or less	286	87
15-1151	Computer User Support Specialists	1,257	10.1%	\$ 24.91	0.84	Some college	107	56
47-2152	Plumbers, Pipefitters, and Steamfitters	1,325	14.8%	\$ 25.87	1.37	H.S. or less	157	51
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,187	16.7%	\$ 27.75	0.95	H.S. or less	127	49
41-3099	Sales Representatives, Services, All Other	1,441	15.6%	\$ 26.21	0.62	H.S. or less	185	48
47-2031	Carpenters	2,555	14.4%	\$ 20.66	1.64	H.S. or less	246	48
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	984	16.6%	\$ 23.44	1.42	Postsecondary nondegree	108	42
31-9091	Dental Assistants	673	6.1%	\$ 19.92	0.90	Postsecondary nondegree	86	42
29-2021	Dental Hygienists	613	7.1%	\$ 30.67	1.34	Associate's degree	46	34
47-2111	Electricians	1,100	6.6%	\$ 24.95	0.77	H.S. or less	132	34
29-2061	Licensed Practical and Licensed Vocational Nurses	615	-7.5%	\$ 22.51	0.40	Postsecondary nondegree	54	34
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,826	3.4%	\$ 24.85	0.88	H.S. or less	286	33
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	326	3.6%	\$ 23.90	1.51	H.S. or less	39	31
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,249	-0.2%	\$ 27.08	0.74	H.S. or less	234	29
47-2073	Operating Engineers and Other Construction Equipment Operators	777	9.2%	\$ 19.49	0.95	H.S. or less	94	29
23-2011	Paralegals and Legal Assistants	806	8.8%	\$ 24.28	1.25	Associate's degree	90	27
11-9051	Food Service Managers	624	6.3%	\$ 29.43	1.37	H.S. or less	73	24
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	1,055	6.1%	\$ 30.01	1.01	H.S. or less	96	23
49-9041	Industrial Machinery Mechanics	713	24.6%	\$ 26.79	0.94	H.S. or less	68	23
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	246	37.6%	\$ 23.42	2.27	H.S. or less	32	20

Source: EMSI, 2018.4 – Includes QCEW employees and non-QCEW employees

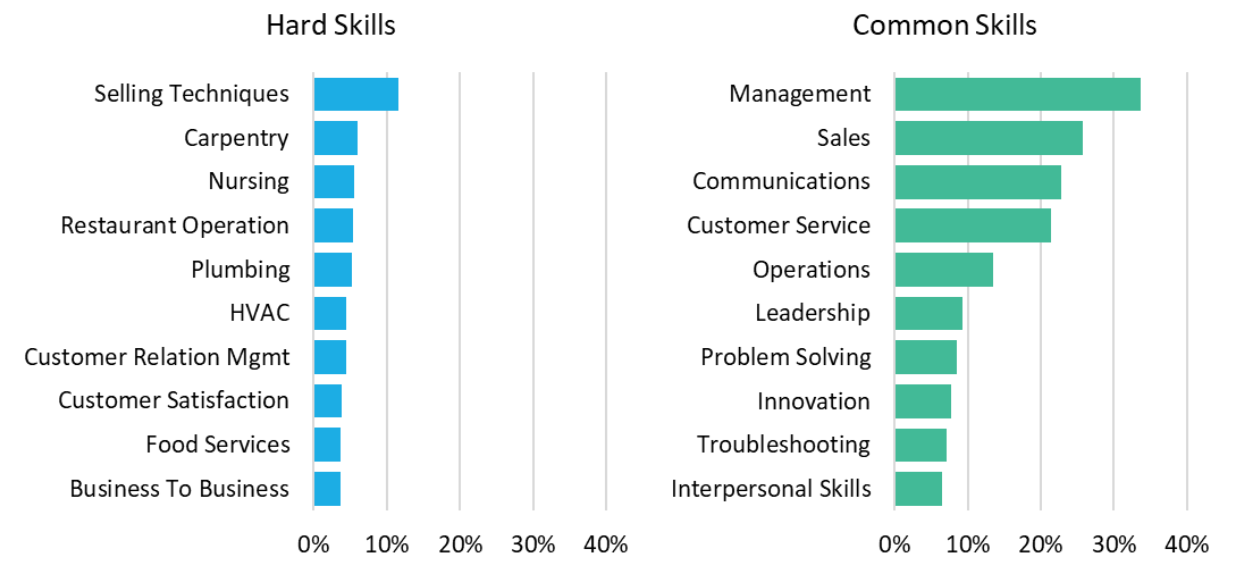
Information about the types of broad skill and knowledge requirements of the projected workforce are key to directing training and program initiatives that address workforce demands. The skill and knowledge requirements of in-demand occupations are essentially the key skill and knowledge domains that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

Figure 7 lists the top 10 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 common skill levels reflect a mix of basic communication, leadership, social interaction, and other soft skills,

² 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.

such as innovation and service orientation. These reflect a mix of service and product based, cognitive and production oriented skill set. This is not to say that other skills are not important to specific occupations or industries. Similarly, the types of hard skills 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, construction, accommodations & food service, administrative and clerical, as well as production and processing.

Figure 7: Top skill and knowledge requirements of in-demand and high-wage occupations with below a Bachelor’s degree educational requirement



Source: EMSI, 2018.4

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

Coastal Counties Workforce Inc. has updated the focus industries for the Region. These include manufacturing, healthcare, accommodations & food services, construction, and several other industries of significance (i.e., crop production, fishing, business support services, office administrative services and truck transportation). Several industries, including logistics, information technology, and finance and banking (including insurance) were removed from previous reporting period and construction and accommodation & food service were added to reflect the regional strength and importance to the region, as well as potential success in administering workforce programming to support industry needs.-.

Table 6 provides a list of in-demand, high-wage occupations specific to target industries that require an associate’s degree or less as a typical entry-level requirement. 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 6: Top in-demand, high-wage occupations in focus industries requiring Associate’s degree or less, 2018-2022

Description	Employed in Industry Group (2018 - 2022)	Change (2018 - 2022)	Median Hourly Earnings	Typical Entry Level Education
Dental Hygienists	597	34	\$30.67	Associate's degree
First-Line Supervisors of Construction Trades and Extraction Workers	1,002	45	\$27.75	High school diploma or equivalent
Industrial Machinery Mechanics	462	20	\$26.79	High school diploma or equivalent
Plumbers, Pipefitters, and Steamfitters	1,193	50	\$25.87	High school diploma or equivalent
Electricians	964	33	\$24.95	High school diploma or equivalent
First-Line Supervisors of Office and Administrative Support Workers	814	32	\$24.85	High school diploma or equivalent
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	668	49	\$23.44	Postsecondary nondegree award
Licensed Practical and Licensed Vocational Carpenters	507	33	\$22.51	Postsecondary nondegree award
Dental Assistants	2,343	46	\$20.66	High school diploma or equivalent
Operating Engineers and Other Construction Equipment Operators	616	40	\$19.92	Postsecondary nondegree award
Maintenance and Repair Workers, General	584	29	\$19.49	High school diploma or equivalent
Billing and Posting Clerks	1,099	40	\$18.96	High school diploma or equivalent
Industrial Truck and Tractor Operators	634	38	\$17.88	High school diploma or equivalent
First-Line Supervisors of Food Preparation	975	24	\$17.56	No formal educational credential
Social and Human Service Assistants	1,769	59	\$17.46	High school diploma or equivalent
Teacher Assistants	983	32	\$16.96	High school diploma or equivalent
Medical Assistants	540	33	\$16.89	Some college, no degree
Customer Service Representatives	2,102	233	\$16.75	Postsecondary nondegree award
Bus Drivers, School or Special Client	814	22	\$16.74	High school diploma or equivalent
	343	26	\$16.74	High school diploma or equivalent

(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.

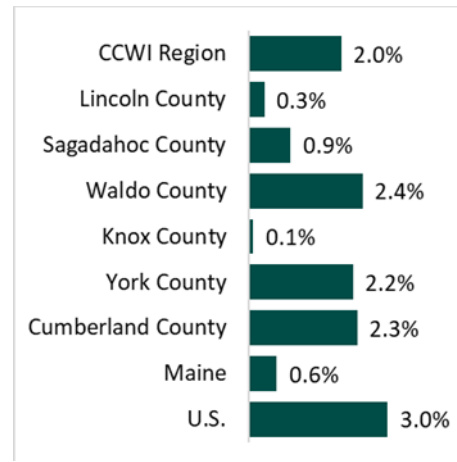
Another critical implication of these trends is the loss of skills and experience in the workforce from retiring workers. This creates additional competitive disadvantages for the region and state. These impacts will likely vary across industries in the region, affecting mature industries to a greater 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. Second, 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. 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 returned and exceeded levels in 2008, before the last recession. Labor force participation rates are above the national and state averages. Unemployment rates are at historic lows and from traditional labor market perspective the region is at full employment. Labor market conditions in the region are extremely tight as a result, and many employers are scrambling to fill positions. 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 labor market. The CCWB region’s population as of 2018 was about 649,000, a majority of which is concentrated in the larger counties of York and Cumberland. Population growth rates in the CCWB region (2 percent) are slightly below national averages (3 percent), though higher than the state’s growth as a whole (0.6 percent) since 2014 (Figure 8). 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 2029 and then begin to decline, assuming current trends continue.³

Figure 8: Population change in the CCWI Region, 2014 - 2018

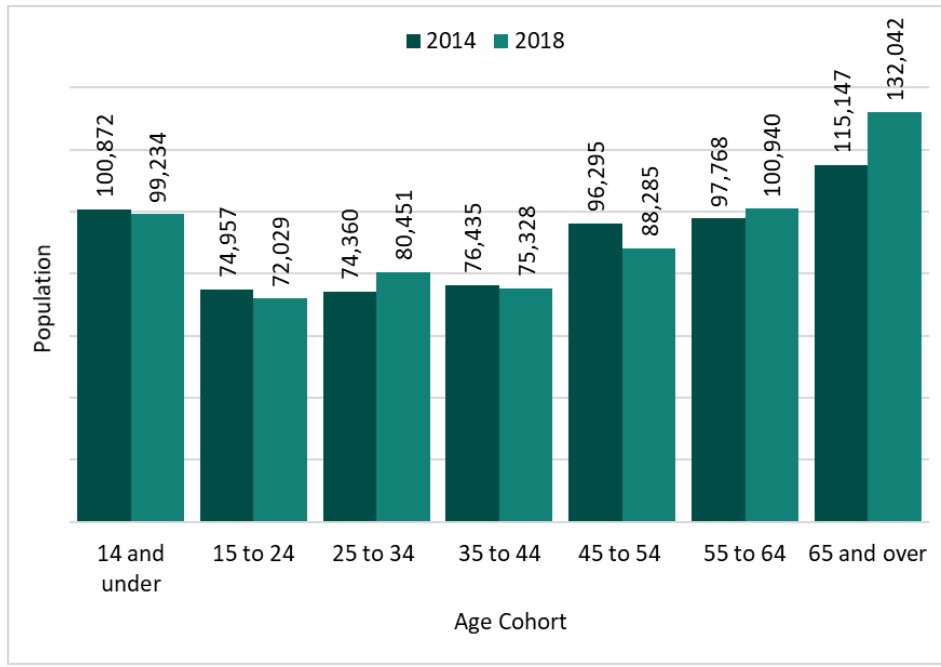


Source: EMSI 2018.4 dataserries.

Maine is the oldest state in the nation by median age, though the CCWB region is slightly younger than the statewide average due in part to relatively younger populations in the Portland area, although the mid-coast counties of Lincoln, Knox, and Waldo are significantly older. Figure 9 shows a significant increase in the older age cohort of 65 and older between years 2014 to 2018. There is a 19,000 person difference 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 Figure 10, where there is an ever increasing cohort of retirement age people.

³ Data is based on the Department of Administrative and Financial Services, State Economist Population Projections 2034.

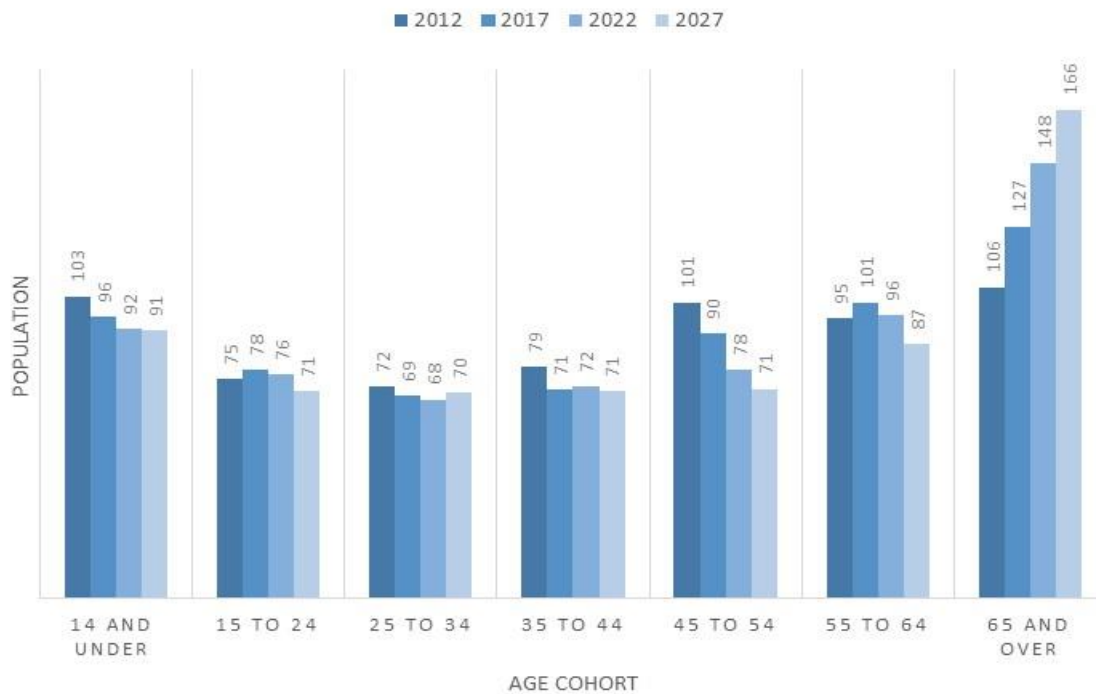
Figure 9: Age Distribution of the Coastal Counties Regional Population



Source: EMSI 2018.4 dataseries

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.

Figure 10: 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 (47 percent), which is significantly higher than the rest of the counties in the CCWI region individually, the state, or nation.

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 and magnifying already tight labor market conditions.

Employment levels have finally recovered and exceeded pre-recession peaks

In 2017, the CCWB region employed 347,067 people; 51 percent of Maine’s total employment (Table 7). 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 2014, employment growth in the region increased

by 5.2 percent, faster than the state and nation (3.1 and 4.8 percent respectively). 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 7). Since the end of the Great Recession, employment levels increased and leveled off from 2013 to 2015 but have increased since.

Table 7: Employment, 2017

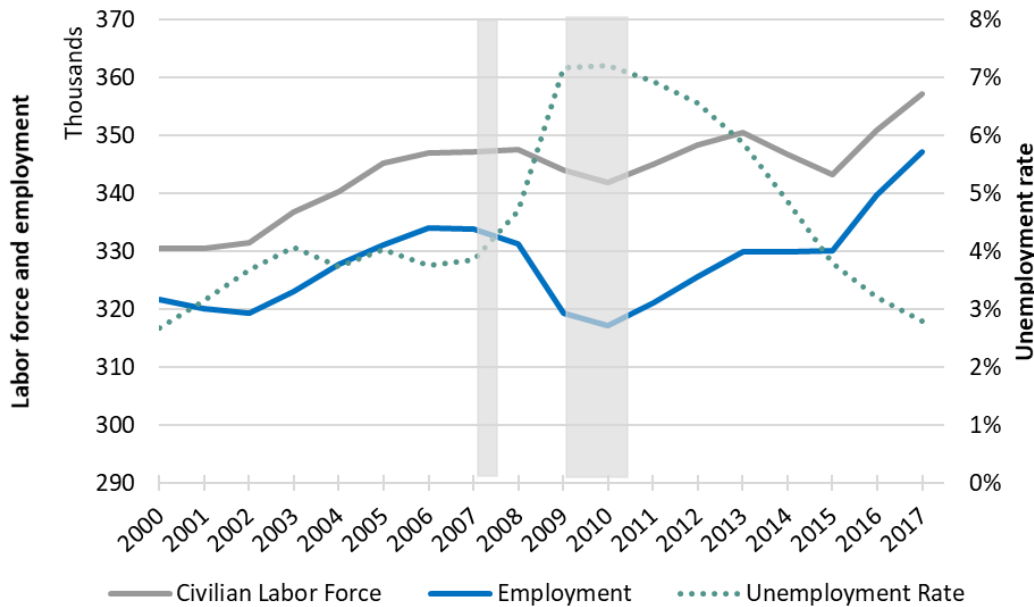
Geography	Employed, 17	% Change from '14
CCWI Region	347,067	5.2%
Cumberland	161,135	5.9%
Knox	20,077	2.5%
Lincoln	16,526	2.1%
Sagadahoc	18,875	3.9%
Waldo	20,338	3.9%
York	110,116	5.7%
Maine	677,145	3.1%
U.S.	153,337,000	4.8%

Source: Maine Department of Labor, Center for Workforce Research and Information (CWRI), October 2018; MCBER calculations.

At full employment levels; unemployment at lowest point in decades

Unemployment rates are at historic lows 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 2017 at 2.8 percent (refer to Table 8) and have consistently trended lower since the peak of the Great Recession (Figure 11). Within the region, Cumberland (2.5 percent) and Sagadahoc (2.7 percent) continued to have the lowest unemployment levels in the CCWB region; whereas Waldo (3.6 percent) and Lincoln (3.1 percent) had slightly higher unemployment rates in 2017. With the region at what economist consider full employment – virtually all workers participating in the workforce are able to find a job. While good for job seekers, employers struggle to find workers. As a result, employers will need to begin raising wages to attract and retain workers and to entice those who gave up looking for work to reenter the job market. However, it is important to recognize that unemployment rates vary by educational attainment level. While the regional unemployment rate was at 2.5 in Cumberland County for instance, that rate was about 1 percent for people with a Bachelor's degree or higher, while for individuals with less than a high school degree unemployment rates were closer to 9.8 percent and 4.3 percent for those with a high school degree.

Figure 11: Labor force trends in CCWI region from 2000 to 2017



Source: MEDOL, CWRI. Note: Shaded area indicates the Great Recession.

Table 8: Labor force summary, 2017

Geography	Labor Force		Unemployment Rate	Labor Force Participation Rate	
	Count, '17	% Change from '14	Count, '17	Count, '17	% Change from '14
CCWI Region	357,054	3.0%	2.8%	65.3%	0.8%
Cumberland	165,341	3.9%	2.5%	66.9%	1.4%
Knox	20,727	0.4%	3.1%	61.1%	-0.1%
Lincoln	17,077	-0.7%	3.2%	57.7%	-1.8%
Sagadahoc	19,398	1.9%	2.7%	65.1%	0.7%
Waldo	21,095	1.2%	3.6%	62.7%	-1.4%
York	113,416	3.2%	2.9%	65.7%	0.7%
Maine	700,102	0.5%	3.3%	62.0%	-0.5%

Source: MEDOL, CWRI.

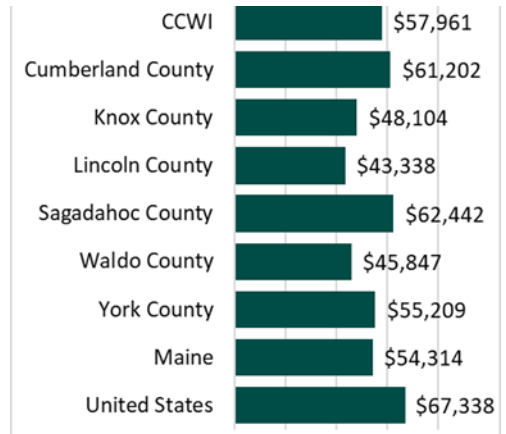
There are more people age 16 and over in the labor force in the CCWB region (65.3 percent), a higher percentage than the U.S. (62.9 percent) and Maine (62 percent) in 2014. Labor force participation rates have increased as unemployment rates have dropped; a result of more people heading back into the labor force and finding work. Rates vary across counties in the region. Knox and Lincoln County have the lowest labor force participation rate at 61.1 percent and 57.7 percent respectively, while Cumberland County, Sagadahoc, Waldo, and York rates are above the state and nation ranging from 63 to 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. Like unemployment rates, education level is closely correlated with labor force participation with lower percentages of individuals with lower levels of formal education participating less than those with higher levels of education.

Wages in the region are lower than the nation.

The region is at a relative competitive disadvantage when it comes to paying workers. In 2018, the CCWB region had an annual average wage of \$57,961, which is almost \$9,400 below the national annual average, though still above Maine’s annual average wage of \$54,314 (Figure 12). The regions annual average wage increased by 3 percent, on par with growth at the state level (3 percent). All counties within the region saw positive wage growth between 1 to 4 percent, except for the Waldo and Sagadahoc where wages slightly decreased over previous 2014 levels. Both Cumberland and Sagadahoc County had the highest annual average wage, \$61,202 and \$62,442 respectively; whereas Waldo and Lincoln have the lowest annual average wage. While pay varies across industries and occupations, the relative low wages will continue to make it difficult to attract talented workers to the region that are so important to the modern economy.

Figure 12: Average annual wages, 2018



Source: EMSI 2018.4 – includes QCEW and non-QCEW workers

Populations with employment barriers⁴

Veterans

Maine and the region have a large share of veterans in the population compared to others US states. About 10 percent of the population over age 18 identifies as veterans in the CCWB Region, or 57,800, 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. More veterans in the CCWB region have a high school diploma (5 percent higher than the state), but

⁴ Data for this section is from IPUMS 2012-2016, ACS 5-year estimates; MCBER calculations. The most detailed data available is by PUMA region, which for the most part aligns with the CCWI region, except includes Hancock County.

about 8 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 is typically lower than the non-veteran population for this period. However, the labor force participation rate of veterans (49 percent) was much lower than the nonveteran population (69 percent), though slightly higher than the statewide veteran labor force participation rate of 46 percent. This is due in part to the older age population of veterans in the state. The percent living at or below the poverty line was significantly lower for veterans (5.4 percent) relative to non-veteran population (10.7) in the region. However, when it comes to disability, 27 percent of veterans in the CCWB region claim a disability status compared to just 14 percent of the non-veteran populations.

People with Disabilities

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. The unemployment rate for people with disabilities in the region was slightly lower (11 percent) than the statewide rate (13.8 percent).

Population In Poverty And Work Status⁵

The percentage of people reported as being at or below the poverty level in the last 12 months was about 11 percent in 2016; lower than both the state (13.5 percent) and national average (14.6 percent). Within the region, Waldo County has a significantly higher rate (16 percent) than the lowest level in York County (9.4 percent), although lower (2 percent) than previous reporting period, suggesting varying degrees of economic status across 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, 64 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, 4 percent were unemployed in 2016, compared to 2 percent unemployment for those with a Bachelor's degree or higher.

⁵ Data for this section is from the US Census American Community Survey 5-year estimates, 2012-2016.

For the youth population aged 16 to 24 years old, labor force participation (68%) is slightly higher than the state (65%). Still, 7 percent of youth that would like to find a job, were unemployed in 2016 which was slightly better than Maine, where 8 percent of youth looking for a job were unemployed.

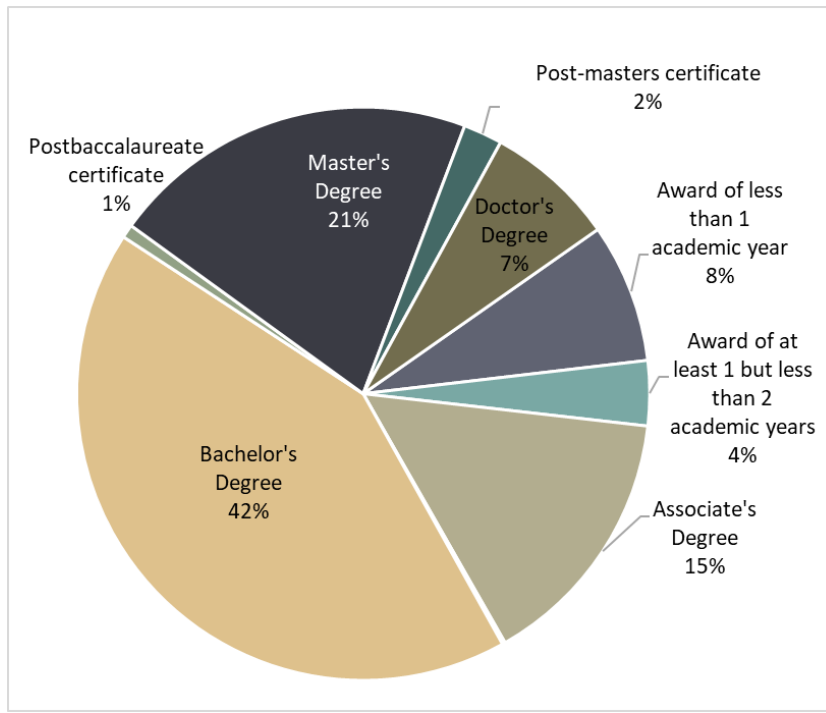
(D) Analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment 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 institutions that grant certificates and degrees. In 2017, there were a total of 7,198 completions, a 3 percent decrease from 2014 levels. Nearly, three-quarters of these completions were for four-year degrees or higher, an increase from 2013 levels (Figure 4).

Figure 13: Completions in 2017 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.⁶ 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.⁷

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.

⁶ This analysis is limited to Maine-based service training providers and does not extend the analysis to service providers located outside of the region.

⁷ The web address can be accessed at <http://198.182.162.220/mecrs/training.asp>.

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.

Table 9: 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 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		Midcoast School of Tech, SMCC, Portland Adult Ed, Northeast Tech Inst, Windham School Dept.	SMCC		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		
	Registered Nurses	Associate's degree			SMCC, UC at Thomaston	USM	
Healthcare	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
	Aircraft Mechanics and Service Technicians	Postsecondary non-degree award					Yes
Transport	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	
	Transportation, Storage, and Distribution Managers	High school diploma or equivalent					
Finance	Computer User Support Specialists	Some college, no degree		Numerous providers			

(E) 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 updated analysis of workforce conditions conducted by CCWB justifies three overarching themes:

- 1. The regional labor market continues to show signs of stress, driven largely by a population that is aging and tight labor market conditions.*

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 (¾) 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.

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 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, 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 and/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
- 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 [the following targeted populations](#):

- [Low-income individuals](#)
- [Individuals who are basic skills-deficient](#)
- [Individuals with disabilities](#)
- [Veterans](#)
- [New Immigrants \(immigrants who have immigrated to Maine within the last 5 years\)](#)
- [Ex-offenders / Formerly incarcerated individuals](#)
- [Youth \(16-24\) with a particular focus on out-of-school youth](#)
- [Older workers \(55+\)](#)

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 ([see above list](#)). 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, [in 2016](#) 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, [in 2016](#) 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.

For this Plan revision, CCWI conducted a similar process to build upon the prior research. As noted above, CCWI conducted a comprehensive labor market and workforce data gathering with support from the Maine Center for Business and Economic Research at the University of Southern Maine. This data gathering resulted in a Labor Market and Workforce Profile Report that was reviewed by staff and Board in preparation for the Plan renewal, and its analysis/findings are included within this Regional Plan. Four meetings of the Workforce Board’s Local Plan Revision Committee took place at which, targeted industries, priority populations and service strategies, in addition to Labor Market and Workforce Profile data were all discussed.

To facilitate these discussions, CCWI prepared a matrix analyzing each industry in relation to a number of factors to determine the current priorities. These factors included:

- Number of Jobs in the region in each industry
- Job growth in the region
- Economic importance to the industry to the region (including location quotient, and impact on other sectors of the local economy).
- Low-barrier to entry (prevalence of entry-level positions easily accessed by the area's target populations)
- Average earnings in the industry
- Career pathway applicability (how well do opportunities for advancement along a career pathway intersect with the work of our workforce development system? Does the industry provide a clear and attainable set of career pathways from entry-level positions. Importantly, are these industries “accessible” for priority populations and do they provide for movement into middle-skill and higher level jobs?)
- Service Strategies that align with the needs of the target service populations and provide access for those populations to occupations

Through the analysis conducted in 2019, the target industries were revised to include the following:

- Advanced Manufacturing
- HealthCare
- Retail
- Food and Accommodation
- Construction and Building Trades

Coastal Counties recognizes that transportation and logistics, IT and banking and financial service are industries still critical to our region. However, given our priority populations, we have decided to target strategies in five priority industries.

Following are some key observations and consideration of each industry's suitability and match for the target population and WIOA service strategies.

Advanced Manufacturing

As it is nationally, manufacturing is of critical value to the local economy. This is not just because of its scale (with 28,000+ jobs in 2018 and projected solid growth for the future) and the lucrative nature of positions (with average wages of \$76,580 in the region, some of the highest wages for any industry), but also because of the multiplier effect of the industry. The industry drives the economy with the highest location quotient (1.77) and a jobs multiplier of as high as 5:1 in the region, with more than five additional jobs in related industries and the wider economy created for each job in manufacturing.

Although the industry requires significant training to achieve the higher paying jobs, it also has achievable career pathways such that workers can enter in lower-level assembly positions and quickly gain skills in things like computer numeric control operations and programming, welding, and industrial maintenance through proven programs at area institutions. Some area highlights in the industry include:

- Occupational Trainings such as OJTs are common for WIOA-Adult and WIOA-Dislocated Workers in precision manufacturing, welding and other occupations.
- York County Community College's Sanford Instruction Site has programs in Precision Machining Technology and delivers customized hands-on training for new workers and incumbent workers in key technologies in conjunction with Pratt and Whitney and other equipment producers.
- Southern Maine Community College offers short-term occupational training for welding and manufacturing technicians.
- Adult Education provides opportunity for remedial education for manufacturing. For example, Bonny Eagle Adult Education offers a math course for machinists.

HealthCare

HealthCare is by far the largest industry in the region, with more than 50,000 jobs in 2018 and projected growth of 2046 jobs between 2018 and 2022. The industry offers competitive wages, with the average wage industry-wide at \$59,178 in the region. While many entry-level occupations are lower-wage, there are solid, achievable career pathways and plentiful training opportunities available at the college. The HealthCare industry is second only to manufacturing in its impact on the economy, with a location quotient of 1.2 and more than two related jobs resulting from every job created in the industry.

Coastal Counties has significant quantity and quality of occupational trainings across all three Title IB programs with approximately 50% of all WIOA-funded trainings in this industry.

Additionally, area healthcare employers continue to express greater need for workers in these positions.

Healthcare training strategies are an excellent match for the region's priority populations:

- They provide good entry level options for low-income individuals since trainings are generally low-cost.
- Employers are able to support in-house training and advancement and career pathway programs are well supported regionally. Some employers such as MaineHealth offer free training options to attract candidates for key entry- and certification-level occupations.
- Bridge training is an excellent model for individuals who are basic skills deficient or English-language learners, and there are several programs providing bridges into certified nursing assistant and other fields.

Some regional highlights:

- Southern Maine Community College offers CNA training and Phlebotomy in partnership with MaineHealth and NorDx and provides a one-year certificate program for Medical Assistant in partnership with MaineHealth.
- York County Community College has a Basic EMT and certification and is currently adding an Advanced EMT program as well. YCCC is also developing a phlebotomy certification that will be in place in the fall semester.
- Many area adult education programs in the region offer Medical Assistant, Certified Pharmacy Tech, EKG Technician and Certified Nurse Assistant (CNA) as well as other healthcare training programs. Adult education programs also offer opportunities for Integrated Education and Training (IET) in healthcare.

Retail

The Retail industry has been selected by CCWI as a priority primarily due to its large number of positions and low barrier to entry for the populations targeted by the WIOA system. Although, the industry is not growing to a significant degree, for youth, individuals with limited workforce experience or lower basic skills, immigrants (with limited English proficiency), and those with other barriers to employment, these positions can be the entry point to the workforce.

The industry has the largest number and proportion of opportunities that require no formal training among all industry categories. Within this industry, CCWI will focus on using the plentiful entry-level opportunities as a starting point and focus on building opportunities in conjunction with employers and industry groups to develop career pathways and expand advancement opportunities. Additionally, as a starting point, the industry will be used as a place where workers can gain experience and work in flexible and part-time situations while attending college or other training, often moving into other industries once they secure needed credentials

and work experience within this industry. Many large retail employers also provide opportunities for advancement in-house.

Within WIOA programming, youth work-based training is common in retail. Retail provides excellent “first job” and soft-skills building opportunities. The National Retail Federation (NRF) has the RISE UP certification program that includes Retail Industry Fundamentals, Customer Service and Sales Certification and Advanced Customer Service and Sales. This program has been piloted in York County through Adult Education.

Food and Accommodation

Based significantly in Maine’s tourism industry, this is a major driver in the statewide and regional economy. This industry is quite large regionally, with more than 33,000 jobs in 2018. Additionally, there is also significant projected growth with approximately 2000 more jobs projected in the period 2018-2022.

Direct-hire potential is high in this sector for youth and adults without significant experience or education. There are significant advancement opportunities in larger institutions especially major hotels. There are also some opportunities in small and mid-size restaurant from entry-level (e.g., bus-person, dishwashing, etc.) to mid-level (servers, etc.) but opportunities to move into management are more limited. Similar to retail, there are opportunities to enter the industry without formal training or education. The hospitality industry employs individuals with limited English proficiency for entry level positions (e.g., kitchen and housekeeping staff) and is an excellent match with some of the other targeted populations.

Training for advancement is often offered in-house, especially by larger institutions, so there may be opportunities to build partnerships to support this training through both new worker and incumbent worker programs. Local education providers also deliver many programs such as:

- ServSafe Food Safety and related certifications through the region’s community colleges.
- Culinary programs including complete curricula as well as non-credit culinary classes ranging from basic kitchen knowledge, soups/sauces, pastry, international cooking and others, both on a semester and short-term basis.
- Hospitality Maine is now a sponsor of apprenticeship so opportunities to enter and advance along career pathway through apprenticeship.

Construction and Building Trades

The Construction industry is somewhat smaller than other targeted industries (15,232 jobs in 2018) but shows continued growth in the medium and long-term. Advancement is clear and well documented by labor organizations and national standards for the skilled trades. The model of

Apprenticeship which began in this industry and the skilled trades is well supported by industry, employers and labor.

Historically, certain populations (e.g. women and immigrants) have been underrepresented in the labor force for construction and building trades. The industry is historically less accessible to minorities, immigrants and women, but can be attractive to youth and workers with limited education or lower basic skills as there are clear pathways into Registered Apprenticeship opportunities, and these programs regularly include contextualized basic skills support for candidates.

Skilled trades certifications are provided through area colleges and through the Registered Apprenticeship processes. For example, Southern Maine Community College offers its Construction Institute program that prepares workers for entry-level construction jobs. WIOA-funded trainings and certifications include HVAC, Oil Burner Technician, and Welding. Another example, a cutting-edge training that shows some of the future of the industry is the York County Community College Drone FAA Part 107 training that can be a lucrative skill for workers in environmental mapping, 3D modeling, real estate and related parts of the construction industry.

Employer Engagement in All Targeted Industries

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 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:

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 4** in the attachments to this Regional Plan.

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.

CCWB's approved Incumbent Worker Training policy is included as **Appendix 4** 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 provides 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
 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 meet with participants on an ongoing basis to check in on the progress of the goals stated in their plan. If the young person's interests or plans change course significantly, the Youth Employment Counselor will work with the youth to revise the plan accordingly.

All WIOA-enrolled youth 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 [out-of-school youth into 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 identify a mentorship program in their community. Mentoring often takes on an occupational focus to aide 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:

ADULT Common Measures	Q1	Q2	Q3	Q4
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
DW Common Measures	Q1	Q2	Q3	Q4
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

YOUTH Common Measures	Q1	Q2	Q3	Q4
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



**COASTAL COUNTIES
WORKFORCE, INC.**

*Your partner in business development
and economic prosperity...*

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

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

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
Live and Work in Region	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%
Work Outside Region	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%
Live Outside but Work in Region	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



Appendix 4

Subject:	Work-Based Training Services
Purpose:	To transmit the CCWB's policy on work-based training services
Statutory Authority:	Workforce Innovation Opportunity Act: Sec. 3 (14),(44), Sec. 122 (h), Sec. 134 (c),(d) Workforce Innovation and Opportunity Act; Final Rule: 20 CFR §§ 680.340, 680.700 – 680.850
Action:	
Effective Date:	12/8/16
Revision Date:	3/14/2019
Expiration Date:	Indefinite

Work-Based Training Services Policy

Background:

Work-based training is employer driven with the goal of unsubsidized employment after participation. Generally, work-based training involves a commitment by an employer or employers to fully employ successful participants after they have completed the program. Work-based training can be an effective training strategy to provide additional opportunities for participants in finding high-quality work and employers by developing their workforce.

It is the intention of both the Workforce Innovation and Opportunity Act (WIOA) and the Coastal Counties Board, that services provided through this policy encourage employment in jobs allowing individuals to become self-sufficient. Furthermore, it is the goal to employ WIOA participants in jobs that either have clear career pathways or that provide sustainable wages.

Provided consumer choice requirements of § 680.340 have been met, contracts for services may be used instead of Individual Training Accounts (ITAs) when the services provided are on-the-job-training (OJT), customized training, incumbent worker training, or work experience/transitional jobs. It is encouraged that employers assist WIOA staff in identifying appropriate training providers for the aforementioned trainings. As appropriate, local procurement of training providers will occur.

Providers of OJT, customized training, incumbent worker training, paid or unpaid work experience, or transitional jobs are not subject to the same WIOA eligibility requirements of sec. 122(a) through (f) that are established for providers listed on the State List of Eligible Training Providers and Programs.

Each of the following work-based training models can be effectively used to target different jobseeker and employer needs. Work-based training opportunities must be identified as appropriate activities for program

participants on the Individual Employment Plan (IEP). In addition, IEPs and case notes will specify goals of the Work-Based Training activity by identifying purpose of the activity and outcomes expected.

NOTE: Unless noted, work-based services may be in the private, for-profit sector, the non-profit sector or in the public sector.

I. On-the-Job Training (OJT):

OJT is provided under a contract with an employer or registered apprenticeship program sponsor in the public, private non-profit, or private sector, and is primarily designed to first hire the participant and then provide them with the knowledge and skills necessary for the full performance of the job. It is important that OJTs provide participants with relevant skills and opportunities for career advancement and that the OJT provides the employer with a skilled worker.

Through the OJT contract, occupational training (i.e., learning on the job) is provided for the WIOA participant in exchange for the reimbursement of 50 % of the wage rate of the participant, for the extraordinary costs of providing the training and supervision related to the training.

OJT contracts 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 IEP. See Appendix A for a chart describing appropriate OJT time periods.

OJT contracts must be continually monitored by the WIOA service provider (i.e., Workforce Solutions) so that WIOA funds provided through OJT contracts are providing participants the training to retain employment successfully.

a) Employer Eligibility Criteria:

Under WIOA title I, in order for an OJT contract to be written with an employer, the employer must not have a history or pattern of failing to provide OJT participants with continued long-term employment. Similarly, an employer with a history of failing to provide consistent workplace benefits to employees after their OJT, or in any way disparately treating such employee, will also be ineligible for OJT contracts.

b) Participant Eligibility Criteria:

OJTs may be provided to WIOA Title I eligible participants consistent with their IEPs.

OJT participants are part of the performance accountability system under WIOA which includes employment related outcomes, and performance information will be collected on all participants in OJT.

c) Employed Worker Criteria:

OJT contracts may be written for eligible employed workers obtaining a new position with the current employer when:

- i. The employee is not earning a self-sufficient wage or wages comparable to or higher than wages from previous employment, as determined by Local WDB policy;
- ii. The employee stands to obtain a wage gain, skills gain and opportunity for advancement or any combination of these factors;
- iii. The aforementioned requirements of OJT are met (derived from § 680.700); and

- iv. 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 WDB.

II. Incumbent Worker Training (IWT):

Incumbent worker training is 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 (i.e., increasing the competitiveness of the employee or employer). In addition, IWT can only be conducted with a commitment by the employer to retain or avert the layoffs of the incumbent worker(s) trained.

Pursuant to 20 CFR_§ 680.800, this board has decided to expend up to 20% of the combined Adult and Dislocated Worker allocation for IWT.

a) Employer Eligibility Criteria:

In order to utilize the IWT option, the employer(s):

- must commit to retain employees trained and,
- must sign affirmation stating that the training is necessary for employee retention (or averting a layoff)

Additionally, the following must also apply:

- the training must augment the competitiveness of the individual(s) and the employer(s); and
- the training must provide employees with access to new career opportunities within a business; or
- the training will create new opportunities for entry-level workers through the promotion of existing workers

b) Employee Eligibility Criteria:

The incumbent worker must meet the requirements established in § 680.780: Namely:

- 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 (except in the event that the incumbent worker training is being provided to a cohort of employees. In such cases, not every employee in the cohort must have an established employment history with the employer for 6 months or more as long as a majority of those employees being trained do meet the employment history requirement).

Importantly, an incumbent worker does not fall within the definition of participant for purposes of WIOA title I¹ (20 CFR 677.150(a)) unless they are also receiving other services under those programs. Therefore, they do not have to meet the eligibility criteria for WIOA title I adult and dislocated worker programs.

¹ See page **56154**, 20 CFR Parts 603, 651, 652, et al. Workforce Innovation and Opportunity Act; Final Rule for USDOL commentary. At the time of this writing, despite USDOL commentary on point at page 56154, 20 CFR 677.150(a) failed to contain any mention of incumbent worker although the commentary stated it would.

NOTE: As such, per federal regulations, IWTs are not included in calculations for the State Primary Indicators of Performance.

c) **Employer Matching Requirement:**

Employers are required to pay for a significant cost of the training for those individuals in incumbent worker training. This can be done through both cash payments and fairly evaluated in-kind contributions. The wages paid to individuals while in training may be considered as a source of matching funds. The employer's share of the cost shall not be less than 50 percent (50%) of the cost.

III. Customized Training (CT):

Customized training is designed to meet the special requirements of an employer or group of employers that seek to train and hire three (3) or more employees. In addition to the reasonability of cost per participant (AKA "cost per"), decisions regarding the approval of customized training should take into account whether the training will:

- Increase flexibility at the local level to serve business and industry through a value-added approach to their specific needs;
- Increase the skill levels of workers that increase opportunities for career advancement and higher wages; and
- Improve the ability of Workforce Solutions to respond quickly to the needs of business and industry.

Customized training is generally for hiring new or recent employees and not for retraining existing employees. Although not required, the CCWB encourages the use of customized training that leads to credentials. Customized training is generally classroom based and is often provided by a third party for the employer.

The employer(s) must pay not less than 50 percent of the cost of the training. Costs may be in cash, or in-kind, must be documented, and are subject to audit. A contract between the WIOA service provider, the training provider, and the employer (or group of employers) will be finalized and signed prior to the start of training.

The employer contribution can be met through the following means:

- Actual cash contribution
- Instructor costs
- Training facility/room costs
- Tuition costs
- Training materials
- Training equipment
- Employee wages during training (limited to 25% of the contribution requirement)

a) **Employer Eligibility Criteria:**

The employer (or group of employers) must commit to hire individuals who successfully complete the customized training program or, in the case of incumbent workers, continue to employ, an individual on successful completion of the training.

b) **Employee Eligibility Criteria:**

Customized training is generally for hiring new or recent employees (i.e., hired within less than 90 days) and not for retraining existing employees. CT may be provided to WIOA Title I eligible participants consistent with their IEPs.

c) **Employed Workers:**

A customized training contract may also be written to train an employee who is already working for the employer (or group of employers) for which the customized training is being provided, when the employee is not earning a self-sufficient wage. In this situation, customized training must elevate the employed worker to reach at least 75% of the self-sufficient wage as defined by local area policy. In addition, the skill upgrade training must relate to either:

- i. The introduction by the employer of new technologies;
- ii. The introduction to new production or service procedures; or
- iii. Upgrading to new jobs that require additional skills/workplace literacy or other purposes identified by the local workforce board.

IV. Youth Work Experience

WIOA Section 129 (c)(4) prioritizes work experiences for WIOA eligible in-school and out-of-school youth. WIOA requires local workforce areas to spend a minimum of 20 percent of local area funds on work experiences. Allowable Work Experience Expenditures include:

- Wages/stipends paid to youth in the work experience;
- Incentive payments directly tied to the completion of work experience;
- Employability skill/job readiness training to prepare youth for work experience;
- Staff time working to identify and develop a work experience opportunity, including staff time spent work with employers to identify and develop the work experience;
- Staff time working with employers to ensure a successful work experience, including staff time spent managing the work experience;
- Staff time spent evaluating the work experience;
- Participant work experience orientation sessions;
- Classroom training or the required academic component directly related to the work experience; and
- Orientations for employers

In accordance with 20 CFR §681.600 work experiences are planned, structured learning experiences that take place in a workplace for a limited period of time. These work based strategies can be provided through all core programs. They may be paid or unpaid, as appropriate. Importantly, these strategies may take place in the private for-profit sector, the non-profit sector, or the public sector.

NOTE: Labor standards apply in any work experience/transitional job where an employee/employer relationship, as defined by the Fair Labor Standards Act or applicable State law, exists.

Work experiences provide the youth participant with opportunities for career exploration and skill development. Work experiences must include academic and occupational education. The educational component may occur concurrently or sequentially with the work experience. Further academic and occupational education may occur inside or outside the work site.

The types of work experiences include the following categories:

- a) Summer employment opportunities and other employment opportunities available throughout the school year;
- b) Pre-apprenticeship programs;
- c) Internships and job shadowing; and
- d) On-the-job training (OJT) opportunities as defined in WIOA sec. 3(44) and in § 680.700.

Reporting Work Experience Expenditures:

In accordance with 20 CFR §618.610, the WIOA youth service provider must track program funds spent on paid and unpaid work experiences, including wages, and staff costs for the development and management of work experiences and report such expenditures as part of the local WIOA youth financial reporting. The percentage of funds spent on work experience is calculated based on the total local area youth funds expended for work experience rather than calculated separately for ISY and OSY.

NOTE: Local area administrative costs are not subject to the 20 % minimum work experience expenditure requirement.

V. Transitional Jobs:

Transitional Jobs:

Transitional jobs are a new type of work-based training that is allowed under WIOA. Transitional jobs are time-limited work experiences that are subsidized and are in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history, and are combined with comprehensive career and supportive services.

The goal of transitional jobs is to establish a work history for the individual that demonstrates success in the workplace, and develops the skills that lead to entry into and retention in unsubsidized employment or, provides some other tangible workforce development benefit. Unlike OJT, there is no assumption that the individual will be retained in their transitional job after the experience is over, though that would be a successful experience and outcome.

Pursuant to section 134(d)(5) of WIOA, this local board has voted to use up to 10% of its adult and dislocated allocation to provide transitional jobs to individuals.

VI. Registered Apprenticeships:

-RESERVED-

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 case manager/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 exceed four months.



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. 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.