

One-Stop Partner Meeting for the Coastal Counties Region
Meeting Notes

Meeting Attendees:

Adrian Cohen, Senior Program Manager, CCWI
Anita St. Onge, Director, Portland Adult Education
Antoinette Mancusi, Executive Director, CCWI
Cait Grant, Director of Economic and Workforce Development, York County Community College
David Klein, Director, Division of Workforce Programs, Maine DOL
David Watts, Director of Adult Education, Five Towns School District
David Wurm, Senior Director, Workforce Solutions, Goodwill Industries of Northern New England
Dawn Croteau, ASPIRE Program Manager, Office for Family Independence, Maine DHHS
Gail Senese, State Director of Adult Education, Maine DOE
Jaimi Clifford, CSBG State Coordinator, Office of Child and Family Services, Maine DHHS
Jillian Sample, Director of Operations, CCWI
Joni Boissonneault, Self Sufficiency Program Manager, Portland Housing Authority
Karen Fraser, Director, Bureau of Rehabilitation Services, Maine DOL
Kim Moore, Director, Bureau of Employment Services, Maine DOL
Laura Boyett, Director, Bureau of Unemployment Compensation, Maine DOL
Marianne Doyle, Director of Adult Education, Scarborough Schools
Mary Branagan, Asst. Vice President of Communications and Policy, Associates for Training and Development (A4TD)
Megan Dichter, Workforce Development Coordinator, Maine DOE
Melissa Harvey, Director, Career Center System, Maine DOL
Molly Ginn, Center Director, Penobscot Job Corps
Nikki Williams, Senior Policy Associate, Cutler Institute, University of Southern Maine
Patricia (Patsy) O'Brien, Deputy Director, Bureau of Unemployment Compensation, Maine DOL
Paulette Bonneau, Director of Adult Education, Biddeford Schools
Robert Klaiber, Career Center Manager, Maine DOL
Roger Felix, Workforce Development, Loring Job Corps
Stephanie Haskins, Director of Adult Education, Gray/New Gloucester
Suzannah Deeves, CSGB, Maine DHHS
Tara Chabot, Policy Assistant I, Cutler Institute, University of Southern Maine

One-Stop Partner Service Integration Meetings Overview

- Cutler Institute staff held a series of meetings with one-stop partners to discuss a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis on service integration in the Coastal Counties region. The One-Stop Operator (OSO) led these conversations. In total, 10 interviews were conducted with 30 one-stop partners representing 23 programs between November and December 2020. The reason this work is a priority is because:
 - WIOA wants to see an integrated service delivery system
 - State Plan speaks to an integrated service delivery system
 - One of CCWB's local plan goals is on service integration
- The OSO worked with a member of Cutler's research staff to code the notes from interviews, compile a summary and capture the words and ideas from participants across the 10 meetings. The summary was reviewed two more times, making this a collaborative effort to pull the ideas and suggestions out of the meeting notes and into a first draft of a report.
- The high-level strengths that stood out are: relationships, program delivery, and a strong commitment to the mission of serving the populations under WIOA. The strengths were reiterated a number of times from multiple partners. Major weaknesses include: information sharing, referral processes, service duplication, and role confusion.

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- *NOTE: there was overlap in Strengths, Weaknesses, and Opportunities, which was highlighted in the summary. For example, meeting attendees mentioned creative ways to collaborate across services as well as highlighted struggles in partnering. There were 23 programs represented in this process and it is not perfect across every program. There are areas for improvement across all the programs in terms of integration of services and partnering together.
- There was also discussion on role confusion between the One-Stop Operator and One-Stop Provider. Concern around limited employer participation, and opportunities (strengths and weaknesses) for making the referral process more streamlined. Virtual services has been a real opportunity, serving more job-seekers that would not necessarily travel the distance for in-person assistance.
- Meeting attendees also mentioned systemic barriers and some threats such as uncertainty around security of data, and changes in the political and economic environment.
- This summary document is a starting point for more conversation. During today's meeting, we will dive into these ideas some more as well as in upcoming Stakeholder Sessions to discuss the Local/Regional Plan for the Coastal Counties. The OSO is shifting the service integration workplan in order to build this work directly into the Local/Regional Plan, which we will discuss more next.

Coastal Counties Workforce, Inc. (CCWI) Updates:

- Infrastructure Funding Agreement (IFA) is a financial plan for sharing infrastructure costs and operating costs of the One-Stop Comprehensive Center. In 2017, WIOA required all local areas to have an IFA as part of the MOU. Local areas throughout the country have been out of compliance, including all three local workforce boards in Maine, which includes Coastal Counties Workforce Board (CCWB). CCWI (CCWB's administrative entity) has been leading conversations on how our local area can determine a cost allocation method that is fair. It is complicated by COVID, and partners not being able to co-locate at the One-Stop Comprehensive Center. The IFA under WIOA applies to all "required" One-Stop partners, whether partners are co-located or not. The IFA requirements under WIOA will be sent out to all one-stop partners with the notes from this meeting.
- The Local Area MOU was updated in January 2021 to include an Appendix B with the initial IFA signed by the WIOA "core" partners. This was a step to move forward with compliance. Please review the IFA (Appendix B), it includes both the preliminary budget for the 2020/2021 infrastructure costs at the One-Stop Comprehensive Center; and includes the cost allocation methods for the core partners. The two allocation bases negotiated during these conversations were FTEs and anticipated usage. A challenge is the infrastructure is not set up to track shared customers at the One-Stop Comprehensive Center. Core partners will work together to develop a plan to track the shared customers moving forward.
- At the next quarterly meeting of the One-Stop Partners for the Coastal Counties region, top on the agenda will be to do a deep dive into the IFA focusing on next steps, and how to incorporate the remaining required partners to sign on to the IFA. WIOA requires all required partners to partake and sign the IFA, and at this time only the core partners have signed the IFA. Please review the requirements for the IFA, and in phase two - CCWI will incorporate your services.

Local/Regional Area Plan Requirements and Timeline:

- CCWI is revising their 4-year regional plan – WIOA requires every workforce board develop a 4-year plan. The plan provides an overview of services and response to economic needs across the region and sets goals and strategies for regional workforce development activities. The integration conversations are providing valuable feedback, which CCWI will incorporate into the Local/Regional Plan. CCWI wants to hear from this group of one-stop partners, and additional education and training providers, businesses industry associations, economic development professionals and community-based organizations. Stakeholder Sessions will be held in March, survey and dates are on the CCWI website: <https://www.coastalcounties.org/announcements/>
- In summary, the Local/Regional Plan sets strategies and goals for workforce development in a region. It also provides a description of other required partners and the One-Stop Comprehensive Center. CCWI will follow up with partners individually to verify the descriptions or language for their program to incorporate into the plan. The goal is to complete the local plan process by June 4th, and it needs to be ready for comments by May 1st.

Questions:

What would be helpful to include in the local plan that really hears from the people who need our services?

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- We created a TBD Stakeholder Session and we may use that timeslot to hear from customers or clients of the system. However, we are also still determining the best method of collecting feedback from customers and advocates, which is very important, and will plan to share more guidance on this as we move forward.

Breakout Groups

In small groups, partners discussed ideas and questions about the service integration SWOT analysis and the Local/Regional Plan development. Key highlights from the breakout groups include:

- Excitement about focusing on service integration, and thinking about how to bring service integration into the local plan.
- WIOA Title IB integration is one program amongst many. There is a challenge to expand out partners' (or an individual partner) aperture beyond that one program, even if Workforce Solutions is the program that is most closely associated with CCWI or the One-Stop system.
- Some deeper dives on whether reciprocal referrals are something that should always be strived for, or are there instances/situations where there won't be a balance and this is not a negative indicator? And does duplication on paper always represent inefficiencies or can it represent an increase in scope of services?
- Don't get hung up on development of forms, databases or websites; those are available now. Need to build relationships and communications between services.
- Develop short, medium, & long-term goals for the system.
- Create a services map to know what each organization does and who the contact would be between services.
- Look at the Navigating the Waters course, which is done for Adult Education programs, and create something similar for service integration.
- Surveying customers (the people all the organizations serve) to find out the barriers, goals and their hopes would be valuable.
- How to move from these conversations into action. Integration ideas have been around for years. Pilots have been or are in place. Find out what has worked, build from it, and integrate into the plans we are developing and make actionable practices.
- Better understand duplication, and how it can be good or bad for the clients. Distinguishing between services and programming when we are thinking about duplication. Are we integrating the learning process of the referral services that share clients and the way they have streamlined the referral process for those clients?
- The SWOT analysis provides great information, what are the next steps to implementation of data sharing?
- Services are maxed, how to find the additional time, staff, and resources for implementation?
- Opportunity between the organizations for sharing data, how to keep information secure and shareable?
- Is there funding available to join the data from different services?
- Have the local plan that is developed really look at the implementation of these recommendations as the next step. What are the policy changes, staffing, etc., what will it take to see implementation into a reality?

Question: If I am an MDOL employee, for example, which survey do I complete?

Answer: This can be challenging to figure out due to some overlap in services. Everyone is welcome to complete any survey that feels relevant and complete more than one.

Question: Can you partake in more than one Stakeholder Session?

Answer: Absolutely! An organization may be working in more than one area.

Closing

- Sign up for a Stakeholder Session or complete the surveys from CCWI.
- Save the date for the next Coastal Counties One-Stop Partners meeting: **Tuesday, May 18th from 10 am to 11:30 am.**