



STATE OF MAINE WORKFORCE INVESTMENT ACT PROGRAM YEAR 2014 ANNUAL REPORT

Submitted by the Maine Department of Labor
and the State Workforce Investment Board

12/15/2015

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INTRODUCTION

The Workforce Investment Act (WIA) requires that each state that receives an allotment under WIA Section 127 (Youth activities) or Section 132 (Adult and Dislocated Worker activity), must prepare and submit a WIA Annual Report of performance progress to the Secretary of Labor in accordance with the requirements found in WIA Sections 136 and 185.

The State of Maine is submitting this document in response to the WIA requirement on December 15, 2015.

WIA PY14 PERFORMANCE DATA

Maine met or exceeded all of the negotiated performance thresholds for PY14, with the exception of the Youth Literacy / Numeracy measure.

MAINE PERFORMANCE RESULTS		
	Negotiated	Actual
WIA Adults		
Entered Employment	84%	73.4%
Retention	88%	86.7%
Average Earnings	\$11,700	\$11,854
WIA Dislocated Workers		
Entered Employment	89.5%	80.2%
Retention	92.8%	91.9%
Average Earnings	\$15,026.60	\$13,850
WIA Youth		
Placement in Employment or Education	66.3%	61.9%
Attainment of Degree or Certificate	73.3%	61.7%
Literacy / Numeracy Gain	33%	24.4%
W-P Labor Exchange		
Entered Employment	54.0%	57%
Retention	80.0%	82%
Average Earnings	\$12,500	\$12,482

Last year, Maine initiated an auto-exit function in its MIS system that we anticipate will significantly affect performance in PY15 and may have some negative affect on performance at the end of PY14. Over the past decade the performance tiers have been reaching ever-higher levels, creating, in some local areas, unrealistic goals for the populations being served and the geographic economies in which they reside. To accommodate the need to meet or exceed performance, staff have compensated by sustaining client enrollment periods until clients attain the required outcomes. Although the requirement for auto-exit has been in place since the beginning of WIA, Maine's MIS system had not been reprogrammed to perform the function until recently. With little to no control over the length of participation, the number of carry-ins, or whether services are provided during enrollment or follow up, local area service plans have been affected, but the full effect of the automatic closures will not be discernable until next program year due to the built-in lags in when WIA performance gets measured.

Corrective Action for WIA Youth Measure

The state workforce agency is working closely with local areas to strategize steps that will remediate any negative impact, including: ramping up outreach to target populations, ensuring the Youth ISS addresses academic skill gains, incorporating the application of academic skills in Youth Work Experience Agreements; expanding job-driven approaches to participant training and service recruitment, and emphasizing clearer documentation of services. Maine is also gearing up to meet the requirements of the Workforce Innovation and Opportunity Act through expanded emphasis on provision of services to out-of-school youth.

Table B – Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level		
			Numerator	Denominator
Entered Employment Rate	84.0%	73.4%	278	379
Employment Retention Rate	88.0%	86.7%	294	339
Average Earnings	\$11,700	\$11,854	\$3,461,461	292

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans	Individuals With Disabilities		Older Individuals		
Entered Employment Rate	73.22%	175	69.6%	16	71.1%	27	58.7%	27
		239		23		38		46
Employment Retention Rate	84.65%	193	95.2%	20	79.2%	19	76.5%	13
		228		21		24		17
Average Earnings	\$11,761.76	\$2,246,497	12,366	\$234,950	\$10,749	\$193,485	\$15,773	\$205,045
		191		19		18		13

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Only received Core Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	72.2%	13	75.5%	37	73.1%	228
		18		49		312
Employment Retention Rate	83.3%	5	92.6%	25	86.3%	264
		6		27		306
Average Earnings	\$10,877	\$54,383	\$11,213	\$280,330	\$11,934	\$3,126,748
		5		25		262

Table E – Dislocated Worker Program Results

	Negotiated Performance Level	Actual Performance Level		
Entered Employment Rate	89.5%	80.2%	Numerator	333
			Denominator	415
Employment Retention Rate	92.8%	91.9%	Numerator	353
			Denominator	384
Average Earnings	\$15,027	\$13,850	Numerator	\$4,875,031
			Denominator	352

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities	Older Individuals		Displaced Homemakers		
Entered Employment Rate	65.2%	30	65.0%	13	68.3%	71	100.0%	6
		46		20		104		6
Employment Retention Rate	94.1%	32	83.3%	10	90.0%	63	85.7%	6
		34		12		70		7
Average Earnings	\$16,565	\$530,090.00	\$13,399	\$133,993.00	\$12,449	\$784,317.00	\$13,423	\$80,535.00
		32		10		63		6

Table G – Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Received Only Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	95.5%	21	81.3%	39	79.1%	273
		22		48		345
Employment Retention Rate	90.9%	10	92.5%	37	91.9%	306
		11		40		333
Average Earnings	\$9,918	\$99,182.00	\$16,396	\$606,645.00	\$13,670	\$4,169,204.00
		10		37		305

Table H.1 – Youth (14-21) Program Results

	Negotiated Performance Level	Actual Performance Level		
			Numerator	Denominator
Placement in Employment or Education	66.3%	61.9%	Numerator	216
			Denominator	349
Attainment of Degree or Certificate	73.3%	61.7%	Numerator	150
			Denominator	243
Literacy and Numeracy Gains	33.0%	24.4%	Numerator	30
			Denominator	123

Table H.2 – Youth (19-21) Program Results

	Negotiated Performance Level	Actual Performance Level		
			Numerator	Denominator
Entered Employ. Rate	66.30%	61.2%	Numerator	85
			Denominator	139
Employment Retention Rate	73.30%	78.9%	Numerator	97
			Denominator	123
Earnings Change in six months	33.00%	\$4,242.84	Numerator	513384
			Denominator	121
Employment & Credential Rate	0.00%	35.2%	Numerator	68
			Denominator	193

Table I – Outcomes for Youth Special Populations

Reported Information	Public Recipients	Assistance		Veterans	Individuals With Disabilities		Out-of-School Youth		
Placement in Employment or Education Rate	61.8%	110	178	0.0%	0	55.3%	78	58.0%	119
					0		141		205
Attainment of Degree or Certificate Rate	63.2%	72	114	0.0%	0	50.6%	45	72.5%	29
					0		89		40
Literacy and Numeracy Gains	23.7%	14	59	0.0%	0	7.3%	3	24.4%	30
					0		41		123

Table L – Other Reported Information

	12 Mo. Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Workers) or Replacement Rate (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the training Received of Those Who Completed Training Services	
Adults	86.2%	319	\$5,721	\$1,779,104	2.2%	6	\$4,998	\$1,374,517	55.7%	127
		370		311		278		275		228
Dislocated Workers	93.2%	354	\$111	\$5,096,969	3.0%	10	\$6,154	\$2,042,993	58.6%	160
		380		46,009		333		332		273
Older Youth	84.0%	110	\$6,174	\$605,018	0.0%	0	\$3,682	\$312,940		
		131		98		85		85		

Table M – Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	39,297	35,875
Total Adult (self-service only)	37,914	34,983
WIA Adults	38,713	35,480
WIA Dislocated Workers	603	407
Total Youth (14-21)	816	536
Younger Youth (14-18)	453	313
Older Youth (19-21)	363	223
Out-of-School Youth	498	304
In-School Youth	318	232

Table N– Cost of Program Activities

Program Activities			Total Federal Spending
Local Adults			\$2,561,980
Local Dislocated Workers			\$2,087,286
Local Youth			\$2,397,323
Rapid Response (up to 25%) §134 (a) (2) (b)			\$839,563
Statewide Required Activities (up to 15%) §134 (a) (2) (b)			\$487,009
Statewide Allowable Activities §134 (a) (3)	Program Activity Description	3.75% of Adult, Youth, and DW funds for State Activities	\$201,530
		TAT (Tech. Assist. Trng.)	\$4,453
Total of All Federal Spending Listed Above			\$8,579,144

Table O (formulas to fill statewide data)

Statewide

	Total Participants Served	Adults	799		
		Dislocated Workers	603		
		Older Youth (19-21)	363		
		Younger Youth (14-18)	453		
	Total Exiters	Adults	497		
		Dislocated Workers	407		
		Older Youth (19-21)	223		
		Younger Youth (14-18)	313		
		Negotiated Performance Level	Actual Performance Level	within 80% of Neg. Perf. Level	
Entered Employment Rate	Adults	84.00%	73.35%	87%	
	Dislocated Workers	89.50%	80.24%	90%	
Retention Rate	Adults	88.00%	86.73%	99%	
	Dislocated Workers	92.80%	91.93%	99.1%	
Average Earnings	Adults	11,700.00	11,854.32	\$154	101.3%
	Dislocated Workers	15,026.60	13,849.52	(\$1,177)	92.2%
Placement in Employment or Education	Youth (14-21)	66.3%	61.9%	93%	
Attainment of Degree or Certificate	Youth (14-21)	73.3%	61.7%	84%	
Literacy/Numeracy Gains	Youth (14-21)	33.0%	24.4%	74%	
Description of Other State Indicators of Performance (WIA §136 (d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")					
Overall Status of Local Performance	Not Met	Met	Exceeded	80% to 100% = met	
	1	7	1	>100% = exceeded	

Table O Aroostook/Washington LA (ETA Code: 23030)

	Total Participants Served	Adults	3,557		
		Dislocated Workers	65		
		Older Youth (19-21)	81		
		Younger Youth (14-18)	66		
	Total Exiters	Adults	3113		
		Dislocated Workers	39		
		Older Youth (19-21)	42		
		Younger Youth (14-18)	37		
		Negotiated Performance Level	Actual Performance Level	within 80% of Neg. Level	Perf.
Entered Employment Rate	Adults	84.0%	76.00%	90%	
	Dislocated Workers	89.5%	69.00%	77%	
Retention Rate	Adults	88.0%	90.00%	102%	
	Dislocated Workers	92.8%	88.00%	94.8%	
Average Earnings	Adults	\$11,700	\$11,680	(\$20)	99.8%
	Dislocated Workers	\$15,027	\$14,072	(\$955)	93.6%
Placement in Employment or Education	Youth (14-21)	66.3%	75.00%	113%	
Attainment of Degree or Certificate	Youth (14-21)	73.3%	69.00%	94%	
Literacy/Numeracy Gains	Youth (14-21)	33.0%	56.00%	170%	
Description of Other State Indicators of Performance (WIA §136 (d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			n/a		
Overall Status of Local Performance		Not Met	Met	Exceeded	80% to 100% = met >100% = exceeded
		1	5	3	

Table O

**Tri-County
LA(ETA Code:23020)**

	Total Participants Served	Adults	7,808		
		Dislocated Workers	159		
		Older Youth (19-21)	56		
		Younger Youth (14-18)	78		
	Total Exiters	Adults	7287		
		Dislocated Workers	89		
		Older Youth (19-21)	33		
		Younger Youth (14-18)	46		
		Negotiated Performance Level	Actual Performance Level		within 80% of Neg. Perf. Level
Entered Employment Rate	Adults	84.0%	70.0%		83%
	Dislocated Workers	89.5%	88.0%		98%
Retention Rate	Adults	88.0%	84.0%		95%
	Dislocated Workers	92.8%	97.0%		104.5%
Average Earnings	Adults	\$11,700	\$11,340	(\$360)	96.9%
	Dislocated Workers	\$15,027	\$13,655	(\$1,372)	90.9%
Placement in Employment or Education	Youth (14-21)	66.3%	63.0%		95%
Attainment of Degree or Certificate	Youth (14-21)	73.3%	86.0%		117%
Literacy/Numeracy Gains	Youth (14-21)	33.0%	25.0%		76%
Description of Other State Indicators of Performance (WIA §136 (d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			n/a		
Overall Status of Local Performance		Not Met	Met	Exceeded	80% to 100% = met >100% = exceeded
		1	6	2	

Table O

**Central/Western
LA (ETA Code:
23035)**

	Total Participants Served	Adults	12,992		
		Dislocated Workers	155		
		Older Youth (19-21)	105		
		Younger Youth (14-18)	159		
	Total Exiters	Adults	11,223		
		Dislocated Workers	99		
		Older Youth (19-21)	69		
		Younger Youth (14-18)	120		
		Negotiated Performance Level	Actual Performance Level	within 80% of Neg. Perf. Level	
Entered Employment Rate	Adults	84.0%	74.0%	88%	
	Dislocated Workers	89.5%	82.0%	92%	
Retention Rate	Adults	88.0%	89.0%	101%	
	Dislocated Workers	92.8%	93.0%	100.2%	
Average Earnings	Adults	\$11,700	\$10,800	(\$900)	92.3%
	Dislocated Workers	\$15,027	\$12,930	(\$2,097)	86.0%
Placement in Employment or Education	Youth (14-21)	66.3%	64.0%	97%	
Attainment of Degree or Certificate	Youth (14-21)	73.3%	57.0%	78%	
Literacy/Numeracy Gains	Youth (14-21)	33.0%	13.0%	39%	
Description of Other State Indicators of Performance (WIA §136 (d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			n/a		
Overall Status of Local Performance		Not Met	Met	Exceeded	80% to 100% = met >100% = exceeded
		2	5	2	

Table O

**Coastal Counties
LA(ETA Code:23040)**

	Total Participants Served	Adults	14,356		
		Dislocated Workers	224		
		Older Youth (19-21)	121		
		Younger Youth (14-18)	150		
	Total Exiters	Adults	13857		
		Dislocated Workers	180		
		Older Youth (19-21)	79		
		Younger Youth (14-18)	110		
		Negotiated Performance Level	Actual Performance Level	within 80% of Neg. Level	Perf.
Entered Employment Rate	Adults	84.0%	73.0%	87%	
	Dislocated Workers	89.5%	78.0%	87%	
Retention Rate	Adults	88.0%	85.0%	97%	
	Dislocated Workers	92.8%	91.0%	98.1%	
Average Earnings	Adults	\$11,700	\$12,939	\$1,239	110.6%
	Dislocated Workers	\$15,027	\$14,361	(\$666)	95.6%
Placement in Employment or Education	Youth (14-21)	66.3%	58.0%	87%	
Attainment of Degree or Certificate	Youth (14-21)	73.3%	52.0%	71%	
Literacy/Numeracy Gains	Youth (14-21)	33.0%	20.0%	61%	
Description of Other State Indicators of Performance (WIA §136 (d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			n/a		
Overall Status of Local Performance		Not Met	Met	Exceeded	80% to 100% = met >100% = exceeded
		2	6	1	

Table P – Veteran Priority of Service

	Total	(%) Served
Covered Entrants who reached the end of the entry period	2,278	
Covered Entrants who received a service during the entry period.	2,278	100%
Covered Entrants who received a staff-assisted service during the entry period.	59	2.6%

Table Q – Veterans' Outcomes by Special Populations

Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who received at least Intensive Services	TAP Workshop Veterans		
Entered Employment Rate	71.4%	10	71.4%	10	0.0%	0
		14		14		0
Employment Retention Rate	92.9%	13	92.9%	13	0.0%	0
		14		14		0
Average Earnings	\$15,750	\$204,755	\$15,750	\$204,755	\$0.00	\$0.00
		13		13		0

Workforce Investment Cost Efficiency Data

Maine allocates approximately 85 percent of the WIA Title I funds it receives to four Local Workforce Investment Areas. The WIA Title I funds allocated to adults, dislocated workers, and youth had a direct impact on the range of strong performance outcomes for each of these groups.

CareerCenters are made up of effective teams consisting of providers of Workforce Investment Act, Trade Adjustment Assistance, and Wagner-Peyser services, as well as Maine’s Compleitive Skills Scholarship Program. Maine has recently partnered with the Maine Department of Health and Human Services to facilitate the work requirement for ASPIRE recipients and employment and training services for Food Stamps recipients as part of the OneStop workforce system. The Bureau of Rehabilitation continues to be an integral partner and continues to provide guidance to WIA service providers as they implement greater emphasis on enrollment of participants with disabilities that have resulted from three local areas participating in the Disability Employment Initiative grants.

UNIT COST DATA	COST-EFFICIENCY RATIO	TOTAL OBLIGATIONS*	TOTAL INDIVIDUALS SERVED
Overall, All Program Strategies	\$3,868	\$8,579,144	2,218
Adult Programs	\$3,206	\$2,561,980	799
Dislocated Worker Programs	\$2,462	\$2,087,286	603
Youth Programs	\$2,938	\$2,397,323	816

* Unit Cost Data is based only on WIA Formula funded Adult, Dislocated Worker, and Youth Programs.

WIA PY14 Reporting Assurance

The Maine Department of Labor submits all required WIA financial, participant, and performance data reports in accordance with instructions issued by USDOL and as laid out in 20 CFR 667.300 and within required reporting deadlines. In addition, Maine performs all federally mandated report and data element validation annually. Maine will continue to meet all deadlines for reporting as required.

Customer Satisfaction Surveys for Participants Employers

In September 2015, the Maine Department of Labor, Bureau of Employment Services created two surveys regarding Program Year (PY) 2014 Participant and Employer Satisfaction. These surveys were created and managed through SurveyMonkey, which is an online survey-development service that provides customizable tools for data collection and analysis. All participants that received WIA services in PY 2014 were e-mailed a specific Customer Satisfaction Survey. Likewise, all employers that posted orders on the Maine Job Bank in PY 2014 were e-mailed a customized Employer Satisfaction Survey.

WIA Participant Survey Results

Using the instructions outlined in TEGL No. 6-00 and TEGL 6-00-Change 1, we sought to measure whether WIA programs and services met participant needs and expectations and helped them to succeed in attaining employment. A total of 1,220 participants received a WIA Participant Satisfaction Survey; of those 1,161 did not respond, 10 opted out, 5 bounced and 44 responded for a survey response rate of 3.6%. Unfortunately, we felt this level of response did not provide us with a clear indicator of customer satisfaction. In order to get a more complete response the Bureau will look to reach out to WIA participants at different intervals of their participation, once while they are actively enrolled and once again immediately after exit from the program.

A detailed breakdown of the WIA Participant Satisfaction Survey questions and results are as follows:

Maine PY14 WIA Participant Satisfaction Survey Results (Recipients Total of 1,220, and 44 Responded for a Survey Response Rate of 3.6%)					
Measure (Scale)	Q1 What is your overall satisfaction with the CareerCenter services you received? 1 = Dissatisfied to 10 = Very Satisfied	Q2 How helpful was the information provided to you about job openings in your area of the State that are currently in demand? 1 = Not Helpful to 10 = Very Helpful	Q3 How would you rate the quality of workshops provided, such as job search techniques, resume writing, interviewing tips, or information about training resources? 1 = Not Helpful to 10 = Very Helpful	Q4 How would you rate the quality of staff assisted services such as career guidance and assistance in developing a plan of action to get training or employment? 1 = Not Helpful to 10 = Very Helpful	Q5 How easy was it to register for the MJB and to get job notices from employers who list their jobs on the Maine Job Bank? 1 = Easy to 10 = Difficult
1	4.6%	4.5%	4.5%	6.8%	6.8%
2	6.8%	4.5%	9.1%	6.8%	18.2%
3	2.4%	4.5%	4.5%	4.5%	4.5%
4	6.8%	13.7%	9.1%	4.5%	4.5%
5	6.8%	9.2%	6.8%	9.1%	2.3%
6	4.5%	6.8%	0.0%	4.5%	6.8%
7	0.0%	6.8%	6.8%	4.5%	6.8%
8	13.6%	13.7%	27.3%	9.1%	13.6%
9	6.8%	4.5%	11.4%	15.9%	13.6%
10	47.7%	31.8%	20.5%	34.1%	22.7%
Performance Result Breakdown					
Category Summary	Q1	Q2	Q3	Q4	Q5
Lowest Scale	4.6%	4.5%	4.5%	6.8%	6.8%
Below Median	27.4%	36.4%	34.0%	31.7%	36.3%
Above Median	68.0%	50.0%	59.2%	59.1%	49.9%
Median to Highest	72.6%	63.6%	66.0%	68.1%	63.5%
Highest Scale	47.7%	31.8%	20.5%	34.1%	22.7%

Answer Options	Q6 Which of the following services do you feel were the Most Beneficial ? Check all that apply.	Q7 Which of the following services do you feel were the Least Beneficial ? Check all that apply.
Maine Job Bank	54.8%	12.1%
Workshops	26.2%	36.4%
Information	40.5%	21.2%
Job Counseling	23.8%	39.4%
Job Training	38.1%	24.2%
Support Services	50.0%	30.3%

As the results indicate, for **Question 1**, “What is your overall satisfaction with the CareerCenter services you received?” 72.6% indicated they were **Satisfied** to **Very Satisfied**, whereas 27.4% indicated less than satisfied. An average of 68.0% was **Above Satisfied** and 47.7% was **Very Satisfied**.

Question 2 asked participants “How helpful was the information provided to you about job openings in your area of the State that are currently in-demand?” 4.5% of respondents indicated that the information was **Not Helpful** but 31.8% indicated the information provided was **Very Helpful**. The Median to Highest percentage is at a solid 63.6% indicating the information provided was helpful.

Of the survey responses for **Question 3** regarding the quality of workshops provided, the **Very Helpful** category rated 20.5% of respondents, with the lowest scale of **Not Helpful** representing only 4.5%. **Question 4** on staff-assisted services resulted in a 68.1% response of **Helpful** to **Very Helpful**. **Question 5** on the ease of using the Maine Job Bank (MJB), asked, “How easy was it to register for the MJB and to get job notices from employers who list their jobs on the Maine Job Bank?” With 1 being **Easy** and 10 being **Difficult**, 22.7% of participants found the MJB difficult to use, 36.3% found it easy to use and the remaining 63.5% fell in the middle.

Question 6 asked participants “Which of the following services do you feel were the Most Beneficial?” Listed by highest to lowest percentage, the Maine Job Bank is considered **Most Beneficial** with a result of 54.8%; Support Services closely followed with 50.0% and Information rated 40.5%. Participants expressed a 38.1% satisfaction with Job Training and Workshops and Job Counseling rating 26.2% and 23.8%. **Question 7** asked participants what services they felt were the least beneficial. Out of the six established categories, Job Counseling was identified as being least beneficial with a result of 39.4%. Workshops also rated poorly, with 36.4% of respondents finding them least beneficial. Support Services, Job Training, and Information categories rated 30.3%, 24.2% and 21.2% respectively.

Job Bank Employer Satisfaction Results

All employers that listed a job on the Maine Job Bank (MJB) during PY14 were surveyed for employer satisfaction to determine how well MJB services met employer expectations. For the MJB Employer Customer Satisfaction Survey, a total of 3,609 employers were notified with a survey questionnaire; of those 3,252 did not respond, 71 opted out, 286 bounced and 325 responded for a 9.0% response rate. A detailed breakdown of the MJB Employer Satisfaction Survey questions 1, 2, and 3 and results are as follows:

Measure (Scale)	Q1	Q2	Q3
	What is your overall satisfaction with the services offered by the Maine Job Bank? 1 = Dissatisfied to 10 = Very Satisfied	How would you rate the ease of listing job openings on the Maine Job Bank? 1 = Difficult to 10 = Very Easy	How would you rate the quality of staff-assisted services, such as responses to your inquiries or individualized guidance on how to list a job? 1 = Unhelpful and 10 = Very Helpful
1	5.5%	3.4%	5.2%
2	2.8%	1.5%	1.5%
3	7.1%	5.9%	3.4%
4	3.4%	5.2%	1.9%
5	17.9%	9.5%	16.0%
6	7.7%	5.9%	4.6%
7	9.2%	10.2%	8.3%
8	12.9%	22.1%	15.4%
9	13.5%	16.6%	16.9%
10	20.0%	19.7%	26.8%
Performance Result Breakdown			
Category Summary	Q1	Q2	Q3
Lowest Scale	5.5%	3.4%	5.2%
Below Median	36.7%	25.5%	28.0%
Above Median	46.3%	58.4%	59.1%
Median to Highest	63.3%	74.5%	72.0%
Highest Scale	20.0%	19.7%	26.8%

As the results indicate for **Question 1**, “What is your overall satisfaction with the services offered by the Maine Job Bank?” 63.3% gave a rating of **Satisfied** to **Very Satisfied**, whereas a 36.7% provided a rating below **Satisfied** to **Dissatisfied**. **Question 2** asked employers how they would rate the ease of listing job openings on the Maine Job Bank. The top of the scale, Very Easy category was at 19.7%, with the median to highest result being at 74.5%, showing that the majority of employers feel listing a job opening on the MJB is easy. The Below Median percentage is at 25.5% which indicates a significant portion of employers find listing a job opening as Difficult. Of the survey responses for **Question 3** which asked employers to rate the quality of staff-assisted services, 72.0% gave a Very Helpful rating from Median to Highest; the lowest scale of **Unhelpful** was indicated by 5.2% of respondents.

A detailed breakdown of the MJB Employer Satisfaction Survey questions 4, 5, 6 and 7 and results are as follows:

Measure (Scale)	Q4	Q5
	Did the Maine Job Bank or CareerCenter representative contact you regarding whether your job listing resulted in applicant referrals? Yes or No	Did a Maine Job Bank or CareerCenter representative provide suggestions on how to increase the number of applicants responding to your listing? Yes or No
Yes	36.3%	22.2%
No	63.7%	77.8%

Answer Options	Q6
	Of the following, which do you feel are the most beneficial aspects of the Maine Job Bank? Check all that apply.
Cost free	91.1%
Number of applicant referrals	14.1%
Quality of applicant referrals	8.3%
MJB staff support	23.7%

Answer Options	Q7
	Of the following, which do you feel are the least beneficial aspects of the Maine Job Bank? Check all that apply.
Number of applicant referrals	58.1%
Quality of applicant referrals	48.6%
MJB staff support	12.3%

Question 4 asked employers “Did the Maine Job Bank or CareerCenter representative contact you regarding whether your job listing resulted in applicant referrals?” As indicated in the above table, 63.7% of employers were not contacted by staff; less than half, 36.3% indicated they were contacted. The result of this survey question indicates a need to improve on contact and communication with employers who list openings on the MJB. **Question 5** asked employers, “Did a Maine Job Bank or CareerCenter representative provide suggestions on how to increase the number of applicants responding to your listing?” Only 22.2% of employers indicated they were provided suggestions. **Question 6** asked employers what they felt were the **Most Beneficial** aspects of the MJB. Employers could select all that applied or select from four categories: Cost Free, Number of Applicant Referrals, Quality of Applicant Referrals, and MJB Staff Support. Employers indicated all four options as

beneficial with “Cost Free” rating as most beneficial at 91.1%. Employers were asked which services they felt were least beneficial in **Question 7**; as in question 6, employers could select all that applied from these categories: Number of Applicant Referrals, Quality of Applicant Referrals, and MJB Staff Support. The Number of Applicant Referrals was identified as least beneficial with a 58.1% result. 48.6% of respondents rated Quality of Applicant Referrals as least beneficial, with 12.3% rating MJB Staff Support least beneficial. The survey allowed respondents to provide a one line comment. Many employers expressed frustration with the number of applicants who actually responded from a job match. For example, one employer could see that 118 prospective applicants registered with the MJB met the criteria for their postings but only two applied. MJB registrants complained that they were hesitant to apply for jobs that did not list the salary rates. Maine is in the process of purchasing a new MJB and MIS system known as America’s Job Link Alliance (AJLA), this system prompts employers to divulge wage data citing the fact that many registrants do not apply for positions that don’t list salary levels. During the winter, Maine’s Bureau of Unemployment Compensation established MJB registration as a requirement for UC claimants which pushed the number of MJB registrants up significantly. Until the MJB transitions to AJLA, Bureau staff will be encouraged to expand outreach to employers to educate them on job-seeker desire to see wages/salaries and to assist employers to utilize techniques for listing that will result in the highest number of registrants applying.

Use of USDOL Approved Waivers

The following waivers were requested and approved on April 23, 2003 by Jane Oates, Assistant Secretary of Labor, in her response to the submittal of the State Strategic Plan:

Waiver permitting the state to replace the performance measures required under WIA Sec. 136(b) with the Common Performance Measures:

The state requested a waiver to negotiate and report WIA outcomes against the Common Performance Measures only. This waiver removes the requirement for the state to negotiate and report performance measures tied to WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The state will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and Dislocated Worker programs. The state will use the three youth common performance measures to report outcomes for the WIA Youth program. While the documentation of a recognized credential is waived for performance purposes Maine will continue to identify the type of credentials earned by participants on the Workforce Investment Act Standardized Record Data system (WIASRD) as required. This waiver has been granted through June 30, 2017. The new nine measures include:

- Adult Entered Employment Rate
- Adult Retention of Employment Rate
- Adult Average Earnings
- Dislocated Worker Entered Employment Rate
- Dislocated Worker Retention of Employment Rate
- Dislocated Worker Average Earnings
- Youth Placement in Employment or Education Rate
- Youth Attainment of a Degree or Credential Rate
- Youth Numeracy and Literacy Gains Rate

Waiver of the time limit on the period of initial eligibility for training providers as provided in 20 CFR 663.530:

This waiver, which has also been approved through June 30, 2017, postpones the requirement of the state to determine subsequent eligibility of eligible training providers each year. The waiver offers training providers an opportunity to re-enroll and be considered as initially-eligible training providers without requiring detailed studies on performance of students completing their programs. WIA adult and dislocated worker participants can only utilize their Individual Training Accounts (ITAs) to pay the cost of tuition for programs and providers that have been approved to go on the Eligible Training Provider List (ETPL).

Without this waiver, subsequent eligibility determination would involve a costly review on behalf of the training providers requesting approval to be on the list. Data that would have been required to be reported and analyzed in order for a program to remain on the list would have been based on:

- Completion rates for *all* individuals participating in the program of study;
- Percentage of *all* individuals in the program of study who obtain unsubsidized employment;
- Earnings at placement of *all* individuals in the program of study;
- Completion rates for just WIA participants in the program of study;
- Percentage of just WIA participants in the program who obtain unsubsidized employment;
- Retention rates of WIA participants in the program of study six months after obtaining employment;

- Earnings of *Workforce Investment Act* participants who participated in the program of study six months after obtaining employment; and
- Rates of licensure, certification, and skill attainment for *Workforce Investment Act* participants completing the program of study.

While many educational institutions are starting to conduct studies and document student outcomes, the specific requirement for this level of research and analysis is off-putting to training providers who do not have the resources to validate these outcomes and would have a negative impact on number of providers from which WIA participants can select approved programs. This waiver will continue to be important for all states until such time as funding provided can be provided to support training provider performance mandates.

Waiver of the required 50% employer contribution for customized training per WIA Section 101(8)(C)

Maine requested the permission to use of a sliding fee scale for the employer contribution to the cost of Customized Training (CT) to be based on the size of the employer. The Act requires that employers pay at least 50% of the cost of Customized Training. While larger employers may more easily absorb this level of cost, over 90% of employers in Maine are very small with less than twenty employees and this level of cost would be prohibitive for most.

The waiver has been granted through June 2017 and bases the employer cost-match on business size as follows: employers with 50 or fewer employees would be required to pay 10% of cost; employers with 51-250 employees would be required to pay 25% of the cost; and employers with more than 250 employees would be required to pay the full 50% of the cost as required by WIA. Maine requires local areas to report on use of this and all waivers on a quarterly basis. While this waiver was intended to encourage smaller employers to hire and train WIA participants using the Customized Training approach, an approach which would provide them with specific occupational skills required by the business and result in direct employment, none of Maine’s employers utilized this training approach during PY2014. Maine is seeing an expanded use of this approach during the first part of PY2015 for participants under the Job-Driven and Sector Partnership NEGs.

Waiver of WIA Sec, 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

The State requested a waiver to permit local areas to conduct allowable activities as defined under WIA Section 134(a)(3) with local WIA formula funds, specifically for use for incumbent worker training. Under this waiver up to 10% of local WIA Adult formula and Dislocated Worker formula funds can be used to provide incumbent worker training when it is used as a layoff aversion or job retention strategy. Because of this restriction on use of funds, none of the local areas have utilized this waiver during PY14. Many companies at risk of downsizing are not identified until the actual layoffs occur.

Waiver of Requirement to Conduct Program Evaluations WIA Section 172 (20 CFR 665.200 (d)):

Maine requested a waiver of the requirement to conduct program evaluations which was approved by the USDOL on 12/30/2014 for the PY13 program year. Maine has begun baseline program evaluation work during PY14 explained further on in this report.

Waiver allowing use of Individual Training Accounts for Youth (20 CFR 664.500)

Region staff recommended that Maine request a waiver for use of Individual Training Accounts (ITA) for youth following a program review that identified that some service providers in Maine had been utilizing ITAs for youth that were not co-enrolled as Adults. Maine applied for and was approved for this Waiver; however, interest in the waiver has not been reported by Local Areas and it is our understanding that the new Workforce Innovation and Opportunity Act allows the use of ITA for youth without requiring a waiver.

WIA Five Percent Funds

In Maine, the WIA five percent funds have been used to cover the cost of administering the programs, program oversight and reporting. Specifically, it funded personnel in the Bureau of Employment Services who conduct policy development, monitoring and evaluation activities and required reporting, and staff to the State Workforce Investment Board and its activities. The level of these funds is not sufficient to fund all of the required activities under the law.

Monitoring and Evaluation Activities

During PY14, the Bureau of Employment Services conducted Workforce Investment Act and Wagner-Peyser Act monitoring and evaluation of each of the four Local Workforce Investment Boards and Service Providers for PY13.

Program monitoring has two main purposes: 1.) to ensure that the CareerCenter system is in compliance with the intent and substance of the rules governing funding streams; and 2.) to provide an understanding of the systems operating to achieve the overall workforce investment goals.

The first purpose satisfies the mandate of the State oversight agency to ensure that statutes, regulations, and policies are being followed. While comparatively more narrow in scope than the second purpose, monitoring for compliance supports the State Workforce Investment Board's goal of accountability and meets legislated oversight requirements.

The second purpose allows the monitoring effort to take a strategic perspective. Monitoring becomes a way to develop an understanding of the systems the CareerCenters draw upon to deliver information and services to customers. Presumably, the systems in place are a result of efforts to achieve State and local board goals. The systems are composed of the working relationships with public and private entities and may take such forms as partnerships, agreements, collaborations, coalitions, and protocols. Working relationships may be internal or external to the CareerCenter facility. They may have been established by a local board for the entire area or established independently by a CareerCenter.

The monitoring plan this past year included a thorough review of both programmatic and fiscal/administrative compliance for the previous PY13 period. As the issues of LWIB Vision/Strategic Planning; Governance; Policy Implementation; Partnership Development; High-Growth Industry Focus; Service Design; Program integration; Business Services; and Performance have been extensively reviewed over the last several years, they were not addressed during the PY13 monitoring cycle.

As a result of the USDOL compliance review conducted in 2014 and the need to improve BES monitoring practices, this year’s monitoring process was modified in a number of ways:

- ❖ Questions regarding the WIA Adult, Dislocated Workers and Youth; and Wagner-Peyser programming were customized to conditions and activities within each local area and were directed to service provider staff and Wagner-Peyser staff rather than to Board, or CareerCenter management, in order to determine if policy established at the Board and management level are being effectively communicated to and followed by CareerCenter staff.
- ❖ Four records were validated in each local area to test how improvements made by the workforce system are progressing.
- ❖ In two areas, interviews were conducted by telephone or in-person with participants of the WIA program to listen to their experiences with the services provided through the CareerCenter in order to help improve services.

The following represents the schedule of specific Local Area monitoring activity:

Programmatic Monitoring Review

Local Area 3: Central/Western Workforce Board
Site Visit: October 20–22, 2014
Site: Wilton CareerCenter

Local Area 2: Tri-County Workforce Board
Site Visit: June 16–17, 2015
Site: Bangor CareerCenter

Local Area 4: Coastal Counties Workforce Board Inc.
Site Visit: December 2–4, 2014
Site: Portland CareerCenter

Local Area 1: Aroostook/Washington Workforce Board
Site Visit: June 24–25, 2015
Site: Machias CareerCenter

Financial and Administrative Systems Review

Local Area 3: Central Western Maine Workforce Investment Board (CMMWIB)
Site Visit: June 3–4, 2015
Site: Lewiston

Local Area 1: Aroostook and Washington County Workforce Investment Board (AWWIB)
Northern Maine Development Commission (Fiscal Agent)
Site Visit: May 11–13, 2015
Site: Caribou

Local Area 2: Eastern Maine Development Corporation (EMDC)
Site Visit: May 13–15, 2015
Site: Bangor

Local Area 4: Coastal Counties Workforce, Inc.
Site Visit: June 10-11, 2015
Site: Brunswick

The monitors have completed their reports of the programmatic and fiscal findings, and areas of concern and corrective action plans have been developed. There is still an issue outstanding in one local area which has not conducted onsite monitoring of its service providers. We will be following up with that Local Area for corrective action.

WIA PROGRAM EVALUATION

Evaluating Leverage of Non-WIA Resources

Until this year, Maine had a waiver of the requirement to conduct a program evaluation beyond regular annual program monitoring and reporting. The level of WIA funding received by Maine is small in comparison to most States and, as a result, set-aside funds are used entirely for conducting the basic required WIA activities. However, Maine is interested in identifying ways to continue to offer high-quality employment and training services despite static funding and ever-increasing infrastructure and personnel costs. One method for doing this is to identify ways to promote and broaden the practice of leveraging non-WIA funds to support individual WIA participant service plans.

All of Maine's WIA service providers are either non-profit or government organizations. Many of these service providers are entities that provide other services beyond employment and training, for example two are local CAP (*Community Action Program*) agencies and one is a national agency (*Goodwill Industries*) well known for leveraging resources for a number of human services causes. The methods service providers use to compensate for declining WIA funds and rising costs vary. Some local areas have the capacity to actively pursue additional grants; others are resource-strapped and can only afford to conduct required local area work and oversight activities.

This PY14 evaluation is an informal evaluation of service provider practices regarding leverage and includes a formal appraisal of non-WIA public resources in Maine that are targeted to education and employment and training activities. An informal questionnaire was distributed to service providers to gain an initial understanding of how or whether these providers leverage and/or track utilization of non-WIA resources on behalf of shared clients.

Resources Leveraged

While financial resources are most desired, leverage of other resources are equally valuable. Physical resources, such as meeting or training space and access to tools and materials; intellectual resources, such as the skills, knowledge and expertise of partner stakeholders, and social resources, such as strong relationships may better meet the needs of certain circumstances than cash. Although, the MDOL (Maine Department of Labor) has required tracking of leveraged resources for some discretionary grants (*such as the Health Care Sector Grant and the WIRED grant*) it has not mandated or specific requirements or methods for tracking in-kind or cash leverage of non-WIA funds, outside of the requirements under WIA to utilize non-WIA resources such as PELL or the GI Bill first. This informal review will enable us to identify any challenges or barriers to requiring additional leverage and formal tracking of leverage beyond that already identified in program and fiscal reporting requirements.

Methods of Leverage

Volunteerism

Many non-profits have a history of effectively utilizing volunteers, but recent trends in ensuing high-quality, customer-centric, front-end services, require that the initial staff person a customer sees in a CareerCenter be vastly knowledgeable about the plethora of programs offered and the customer eligibility criteria of each. The requirement for this level of staff knowledge at the front-end limits the ability of providers to utilize volunteers at this critical service point where there is greatest potential for bottleneck of customer flow. Initially under

WIA, several CareerCenters utilized volunteers in the information or resource centers of the CareerCenters; this practice diminished because the high level of specific knowledge of resources and the ability to conduct initial assessment of customer needs to appropriately navigate the customer, made this practice impractical.

Fund Raising

This practice requires formal financial reporting and documentation, as well as up-front permission from the WIA grant officer. It also requires clear identification of how specific WIA program objectives are being met with the use of the funds that are raised. Few of Maine's service providers engage in formal fund-raising, and it is suspected that the intricacies and substantial amount of record keeping associated with this activity discourages service providers from engaging in it. One local area conducts formal fund raising for WIA participant scholarships during its annual meeting; another local area requests small cash and in-kind contributions from local sponsors to fund an annual career exploration event that the donors also play a role in.

Philanthropy

Leverage of resources from philanthropic organizations in Maine is the least used method. Some WIA service providers have had long-standing partnerships with other agencies that serve similar customers and that have received philanthropic donations, for example the John T. Gorman Foundation provides resources for youth transitioning out of foster care. However, Many Maine foundations are looking to support specific needs for which there are no other existing resources.

Co-enrollment

Co-enrollment is the most widely used method for leveraging funds. Many instances of co-enrollment are of a cost-sharing nature utilizing two federally-funded programs, for example the Trade Adjustment and National Emergency Grant programs, or co-enrollment of WIA formula-funded participants into specific USDOL-funded discretionary grants.

Co-enrollment into State-funded programs that are administered by the same service provider are next on the scale of most commonly used, with WIA participants being co-enrolled into State-funded programs like the Competitive Skills Scholarship Fund (*a program that provides up to eight years of supports for low-income individuals to achieve post-secondary degrees*) or the Maine Quality Centers (*a program funded by the Maine Community College System that prepares unemployed workers for specific occupations, in partnership with industry members*).

One local area has a policy against co-enrollment into the State-funded Competitive Skills Scholarship Program because they cannot charge WIA staff time for the extraordinary cost of case management of CSSP participants who generally require significant guidance and for which use of CSSP funds for case-management is severely limited by the existing CSSP statute.

Employer Match

The most common leverage of employer match comes in the form of participant wages for On-the-Job training which requires an employer contribution of 50% of the trainee wage. During PY14, Maine had a waiver of the 50% employer cost match for Customized Training (CT) that would allow the provider to negotiate an employer match of less than 50% for small employers. None of Maine's service providers utilized the CT waiver under WIA. Based on informal responses from service provider staff, the most likely reason the waiver was not used is staff lack of familiarity with the program and lack of training regarding how to work with an employer to develop and deliver training that is customized to the employer's needs. It is anticipated that Maine will see expanded use of Customized Training under WIOA as staff become more familiar with how to contract for this type of

training and because it is being strongly promoted as a job-driven training method under Maine's JD and SP NEGs going forward. Under WIOA the employer match may be adjusted based on employer size without requirement of a USDOL waiver.

Coalitions and Formal Collaboration

Rapid Response has traditionally leveraged in-kind resources for recently dislocated workers through community resource teams made up of local banks, food kitchens, community-based and faith-based organizations and other entities. These teams have been formally established in communities across Maine that have been most hard hit by trade-affected downsizing. These teams quickly coalesce whenever there is a layoff event. The collaborative members provide in-kind resources from financial and credit counseling to fund-raising pot-lucks to help pay for heating fuel and electricity of laid off workers.

Other collaborative efforts are led by economic development and are formed around key industry sectors. One local area has participated in a coalition led by "Mobilize Maine" a movement launched over five years ago that identifies regional assets and opportunities and convenes regional stakeholders to identify efficiencies and package resources on behalf of industry. Community and educational partners in southern Maine recently came together to address the hiring needs of one company. This model leveraged human and financial resources from economic and municipal development organizations and government and educational organizations.

Another example in local area two, involves a group of community partners that pool resources each year to provide a day-long, occupational exploration event known as EPIC Maine (*Exploring Pathways to Industries and Careers in Maine*). The first year it was hosted at Eastern Maine Community College and last year at Beal College. The initiative brings employers and industry members to the colleges who showcase occupations that are in high-demand in their industries and explains the educational and training pathways one must engage in to enter or move up in those occupations. The event attracts hundreds of high school and college students who have the opportunity to speak directly with employers about the jobs and to see the employers plying their trades via demonstration of actual skills used (*for example, students interested in learning about welding were able to see demonstrations at EMCC's welding labs and speak with employees of construction companies that utilize welders*). One portion of the event is geared totally to dislocated workers who are looking to get into new careers.

Another more common model of this type of leverage used by WIA stakeholders is the provision of community resource fairs and job fairs that are supported by a number of partners.

Emerging Model:

Another model for leveraging resources has resulted from a practice introduced by the Disability Employment Initiative (DEI) grants. These grants promote the use of an Integrated Resource Team or IRT, which is made up of local human service agencies (*such as housing and fuel assistance*) who package their resources to meet the needs of individual WIA participants with disabilities. The use of the IRT requires formal coordination by one of the agencies on behalf of the participant(s) and requires participant authorization to share information about their needs with other agencies. This type of partnering and leverage will occur more broadly under WIOA between the four core partners.

Evaluating Maine's Public Sector Investment in Workforce Development

During PY14, the State Workforce Investment Board conducted a formal evaluation of all of the publically funded resources in Maine. Please see APPENDIX-A: Maine's Public Sector Investment in Workforce Development. The goal was to identify all of the publically-funded resources in Maine that could be utilized to develop a skilled workforce and to analyze how and when these resources were or were not being utilized to support WIA participants.

The resources reviewed were broken down into three categories, **a)** employment and training resources, **b)** educational resources, and **c)** other. The breakdown was unofficial because some of the resources could be categorized under more than one of the above. The method of funding for each resource was further broken down into Federal, State and Other and named the entity or State agency with primary responsibility for administering the funds. A total of \$523,000,000 in annual resources were identified, with Federal funds making up 26%, State funds making up 66%, and other sources (*such as employer or participant contributions*) making up the remaining 8%.

Challenges and Barriers to Effective Packaging of Resources on behalf of WIA participants

Attrition of service provider staff is a continuous challenge. Staff turnover stems not only from large numbers of professional staff retiring but also from inability of the system to pay wages appropriate to the level of knowledge and skill required of workforce professionals in Maine. Workforce professionals must have an up-to-date understanding of the plethora of resources that could be leveraged on behalf of WIA participants, in addition to in-depth knowledge about the rules and regulations of each of the programs funded through their own agencies. Constant staff turnover requires continuous staff development, not only on the complex, ever-changing laws and rules of workforce program (i.e.: WIA vs. WIOA, and TAA) but of all of the outside resources and the ways to attain them. Lack of resources to provide professional development of staff continues to be a key barrier to promoting the packaging of non-WIA resources on behalf of WIA participants.

Packaging resources also requires a deep level of trust and willingness on the part of other agencies/providers to chip in and share resources on behalf of shared clients. While the concept of protection of "turf" has all but dissolved during the reign of WIA, some continue to hold concerns about the quality of the services of one provider over another; in some instances concerns may not pertain specifically to quality, but to assurance of future funding. Another barrier is that some resources are targeted to serve very specific populations (*Job Corps and YouthBuild or REA, for example*), while others are tied to specific employers such as the Maine Apprenticeship Program.

In addition to absence of policy or formal requirement for leveraging non-WIA resources beyond PELL, lack of staff-time and the systems with which to track and report such leverage are also impediments to bundling and reporting leverage of non-WIA funds.

Summary

Service providers have mastered the art of leveraging programs and services that fall under the administrative purview of their own agency - for example, the MDOL administers the WIA formula, Wagner Peyser, Vocational Rehabilitation, Trade Adjustment Assistance, Jobs for Veterans, REA, NEG, WOTC, and CSSP and leverage among and between these programs has occurred regularly for over a decade. However, leveraging of resources between two separate State agencies does not occur as readily.

Some staff support and promote sharing and leveraging of outside resources; while others are challenged to find the time to learn about and nurture the relationships that must be cultivated in order for there to be trust and comfort in packaging resources on behalf of shared clients between different agencies.

New concepts being promoted by recent grants (DEI, JD NEG, SP NEG etc.) and the requirements for core partners programs and services to be integrated under WIOA are broadening the perspectives on the practice of sharing resources and collaborating on behalf of clients, but scant resources continue to be a barrier to providing workforce professionals with all of the knowledge and training necessary to facilitate sustained practices of attaining and leveraging non-WIA resources.

Recommendations

In order for Maine to facilitate expanded leverage of non-WIA resources on behalf of WIA or WIOA participants the following actions must be implemented:

- a. Establish on-going training and inform workforce professionals about the plethora of programs and agencies from which they can leverage resources on behalf of WIA participants;
- b. Engage these professionals in ongoing and sustained discussions and best-practice sharing among and between the agencies so that additional or new resources will continue to be identified and trusting relationships will continue to be nurtured;
- c. Incorporate resource leverage (beyond just PELL) as a component of the OneStop Certification;
- d. Incent or reward WIA service providers that leverage non-WIA resources on behalf of participants;
- e. Develop and implement policy that requires and/or promotes leverage of outside resources;
- f. Encourage partnerships for pursuing grants and philanthropic funding;
- g. Put simple tracking and reporting mechanism in place (include as part of MIS system) that document and calculate resources leveraged; and
- h. Expand the use of models that naturally result in sharing of resources on behalf of WIA/WIOA participants like the IRT (*integrated resource team*) model used under the DEI grants.

Informal Questionnaire: The following questions were informally submitted to Local Board Directors, and CareerCenter and WIA Service Provider Managers to get information regarding non-WIA funds leverage.

1. Do you leverage funds other than Formula or Wagner Peyser (or other than your particular funding stream) to serve customers? Explain:
2. Do you tally leverage of resources from discretionary grants, partner contributions, employer contributions, in-kind, donations, fundraising etc. and if so have you documented the amount of leveraged funds for each of the last 2 or 3 program years?
3. If you don't leverage outside resources or have not tallied leveraged resources, why not?
4. Do you have a plan to leverage and tally leverage of resources in the future?
5. Do you think that leverage of outside resources should be a requirement for local areas? Explain:

The formal analysis of Maine's Public Sector Investment in Workforce Development chart can be viewed by clicking on this link: www.maine.gov/swib

Maine's Public Sector Investment in Workforce Development

Classification	Name of Program	SFY14 Funding (\$ millions)	Overseeing Agency	Program Description
Employment & Training	Workforce Investment Act (WIA) Title I	\$9.1		
	Federal	\$9.1	MDOL	WIA, enacted in 1988, provides the training, education and employment needs of adults, dislocated workers and youth. The Workforce Innovation and Opportunity Act (WIOA) supersedes WIA, and will take effect beginning July 2015. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.
	State	\$0.0		
	Other	\$0.0		
	Wagner-Peyser	\$3.6		
	Federal	\$3.6	MDOL	The Wagner-Peyser Act of 1933 established a nationwide system of public employment offices known as the Employment Service. The Act was amended in 1998 to make the Employment Service part of the One-Stop services delivery system. 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 need in one stop and frequently under one roof in easy-to-find locations.
	State	\$0.0		
	Other	\$0.0		
	Jobs for Veterans State Grant (JVSG)	\$0.9		
	Federal	\$0.9	MDOL	Jobs for Veterans State Grant funds are allocated to State Workforce Agencies from the Department of Labor's Veterans' Employment and Training Service (VETS) in direct proportion to the number of veterans seeking employment within their state. The grants support two principal staff positions: Disabled Veterans' Outreach Program Specialists and Local Veterans' Employment Representatives. This grant provides funds to exclusively serve veterans, other eligible persons and, indirectly, employers.
	State	\$0.0		
	Other	\$0.0		
	Trade Adjustment Assistance (TAA)	\$2.8		
	Federal	\$2.8	MDOL	The Trade Adjustment Assistance Program is a federal program that provides a path for employment growth and opportunity through aid to US workers who have lost their jobs as a result of foreign trade. The TAA program seeks to provide these trade-affected workers with opportunities to obtain the skills, resources, and support they need to become reemployed.
	State	\$0.0		
	Other	\$0.0		
	Work Opportunity Tax Credit (WOTC)	\$0.1		
	Federal	\$0.1	MDOL	The Work Opportunity Tax Credit is a Federal tax credit available to employers for hiring individuals from certain target groups who have consistently faced significant barriers to employment.
	State	\$0.0		
	Other	\$0.0		
	Reemployment & Eligibility Assessment	\$1.2		
	Federal	\$1.2	MDOL	Helps unemployment insurance claimants find employment faster. If applicable, claimants receive a notification that they have been randomly selected to participate in REA within four weeks of filing for unemployment. In addition to RES services, they meet one-on-one with a REA specialist to review their Career Action Plan and work search activities and receive individualized coaching. Once selected, participation is mandatory and failure to comply with requirements may cause a delay or loss of unemployment benefits.
	State	\$0.0		
	Other	\$0.0		
	Competitive Skills Scholarship Program (CSSP)	\$3.3		
	Federal	\$0.0	MDOL	The Competitive Skills Scholarship helps workers learn new skills and succeed in a changing economy. The program is open to all qualified Maine residents and pays for education and training for high wage jobs in demand in Maine. The number of new CSSP applicants accepted into the program each year is based on available funding and allocated by county.
	State	\$3.3		
Other	\$0.0			
Maine Apprenticeship Program	\$0.5			
Federal	\$0.0	MDOL	Helps mobilize Maine's workforce with structured, on-the-job learning in traditional industries such as construction and manufacturing, as well as new emerging industries such as health care, information technology, energy, telecommunications and more. Registered Apprenticeship connects job seekers looking to learn new skills with employers looking for qualified workers, resulting in a workforce with industry-driven training and employers with a competitive edge.	
State	\$0.5			
Other	\$0.0			
CareerCenter General Funds	\$0.5			
Federal	\$0.0	MDOL	The Maine CareerCenter provides a variety of employment and training services at no charge for Maine workers and businesses.	
State	\$0.5			
Other	\$0.0			
National Emergency Grants (NEGs)*	\$0.8			
Federal	\$0.8	MDOL	National Emergency Grants (NEGs) temporarily expand the service capacity of Workforce Investment Act Dislocated Worker training and employment programs at the state and local levels by providing funding assistance in response to large, unexpected economic events which cause significant job losses. NEGs generally provide resources to states and local workforce investment boards to quickly reemploy laid-off workers by offering training to increase occupational skills.	
State	\$0.0			
Other	\$0.0			
Penobscot Job Corps Center	\$9.4			
Federal	\$9.4	Boston Regional Office of Job Corps	Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training. The Job Corps program is authorized by Title I-C of the Workforce Investment Act of 1998. The Penobscot Job Corps Center is operated by Career Systems Development Corporation for the U.S. Department of Labor.	
State	\$0.0			
Other	\$0.0			
Loring Job Corps	\$9.5			
Federal	\$9.5	Boston Regional Office of Job Corps	Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training. The Job Corps program is authorized by Title I-C of the Workforce Investment Act of 1998. The Loring Job Corps center is operated by Career Systems Development Corporation for the U.S. Department of Labor.	
State	\$0.0			
Other	\$0.0			
Maine Conservation Corps (MCC)	\$1.0			
Federal	\$0.2	Maine Department of Agriculture, Conservation and Forestry	MCC's mission is to accomplish conservation projects, create conservation employment, provide conservation education, and engage conservation volunteers. The Community Leader Program harnesses and expands upon the skills of Maine veterans. The Environmental Steward Program matches individuals with non-profits, state or federal agencies to increase organizational volunteer capacity and aid in the development and implementation of host sites land management plans. The Field Team Program consists of trail crews that construct and rehabilitate sustainable trails.	
State	\$0.1			
Other	\$0.7			
Rehabilitation Services	\$25.3			
Federal	\$17.9	MDOL**	The Bureau of Rehabilitation Services provides a range of independent living and employment services for people with disabilities. The Division of Vocational Rehabilitation helps individuals with a range of disabling conditions to achieve or retain employment; the Division for the Blind and Visually Impaired provides services to individuals who are blind or have low vision; and the Division for the Deaf, Hard of Hearing and Late Deafened assists individuals with hearing impairments.	
State General Fund	\$7.1			
Other Special Revenues	\$0.3			
Women, Work and Community (WWC)	\$1.5			
Federal	\$0.3	UMA/UMS	WWC is the only statewide organization offering skills development and support in the areas of career planning, entrepreneurship and financial management. For Mainers in both life and career transitions, it provides an empowering environment for participants to define and achieve their goals. We help 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.	
State	\$0.8			
Other	\$0.4			
Senior Community Service Employment Program	\$2.0			
Federal	\$2.0	USDOL	Senior Community Service Employment Program (SCEP) helps individuals gain new skills while earning a stipend. The program provides subsidized, part-time, community services training for low income persons aged 55 and older. Participants receive on-the-job training with a local non-profit organization, train 20 to 25 hours per week, and receive a stipend of \$7.50 per hour. Individuals are also able to participate in workshops such as self-esteem improvement and resume writing.	
State	\$0.0			
Other	\$0.0			
Education	Adult Education	\$17.5		
	Federal	\$1.7	MDOE	Promotes programs that help American adults get the basic skills they need to be productive workers, family members, and citizens. The major areas of support are Adult Basic Education, Adult Secondary Education, and English Language Acquisition. These programs emphasize basic skills such as reading, writing, math, English language competency, and problem-solving.
	State	\$6.1		
	Other	\$9.7		
	Career and Technical Education (secondary only)	\$21.0		
	Federal	\$2.0	MDOE	As part of the Maine Department of Education's ongoing commitment to support all learners, Maine Career and Technical Education (CTE) aims to ensure that students acquire the high-quality, industry-recognized technical skills and related academic standards that will prepare them for postsecondary education and entry into an ever-changing workplace and society.
	State	\$19.0		
	Other	\$0.0		
	University of Maine System (UMS)	\$314.2		
	Federal	\$54.5	UMS	The University of Maine System offers associate's, bachelors, masters and doctoral degrees (including the JD degree) as well as a selection of specialized undergraduate and graduate certificates. The UMS features seven universities—some with multiple campuses—located across the state, as well as eight University College outreach centers, a law school, an additional 31 course sites, and Cooperative Extension. It has an annual enrollment of nearly 40,000 students and serves over 500,000 individuals annually through educational and cultural offerings.
State	\$230.9			
Other	\$28.8			
Maine Community College System	\$74.3			
Federal	\$8.6	MCCS	The mission of the Maine Community College System is to provide associate degree, diploma and certificate programs directed at the educational, occupational and technical needs of the State's citizens and the workforce needs of the State's employers. The primary goals of the System are to create an educated, skilled and adaptable labor force which is responsive to the changing needs of the economy of the State and to promote local, regional and statewide economic development. 18,164 enrolled in the fall of 2014.	
State	\$62.9			
Other	\$2.8			
Maine Quality Centers	\$0.9			
Federal	\$0.0	MCCS	The Maine Quality Centers (MQC) program funds customized workforce training delivered through Maine's seven community colleges. MQC grants are available to fund pre-hire, post-hire and incumbent worker training. The program is designed to ensure that Maine businesses have the qualified workers they need to succeed. Grants limits for incumbent worker training are based on company size. Employers with 1-50 employees may apply for 100% funding. Employers with 51-100 employees may apply for 75% funding, with a 25% company match. Employers with 101+ employees may apply for 50% funding, with a 50% company match. Other customized training is provided at no cost to either the business or	
State	\$0.9			
Other	\$0.0			
Other	State Correctional System	\$5.4		
	Federal	\$0.4	MDOC	Provides programs and services to reduce the likelihood of reoffending.
	State	\$3.5		
	Other	\$1.5		
	Maine Manufacturing Extension Partnership	\$1.2		
	Federal	\$0.7	US Dept. of Commerce, National Institute of Standards and Technology, Hollings Manufacturing Extension Partnership (NIST MEP)	Leverages a vast array of public and private resources and services that are available to every manufacturing enterprise in Maine. The nationwide system of MEP centers is linked through the U.S. Department of Commerce - National Institute of Standards and Technology (NIST), with the common goal to strengthen the global competitiveness of U.S. manufacturers. MEP's mission is to become the state's premier provider of growth-based solutions for Maine's small and medium sized manufacturers; and its vision is to create profitable growth opportunities for Maine's small and medium sized manufacturers by helping them become more efficient, productive and globally competitive.
	State	\$0.4		
	Other	\$0.1		
	Additional Support for People in Retraining and Employment (ASPRE)	\$15.8		
	Federal	\$8.2	DHHS	Maine's Department of Health and Human Services ASPRE Program (Additional Support for People in Retraining and Employment) is the training and employment program that serves TANF (Temporary Assistance for Needy Families) adults in developing individualized employment plans and provides supports which lead to successful transition to employment.
State	\$7.6			
Other	\$0.0			
Food Supplement Employment & Training (FSET)	\$0.7			
Federal	\$0.7	DHHS	Maine Department of Health and Human Services (DHHS) administers Maine's SNAP program, including SNAP Employment and Training (E&T) Activities. Maine DHHS partners with Maine Department of Labor (DOL) Bureau of Employment Services (BES), which conducts E&T activities at DOL-BES, operated Career Centers. Maine's E&T program is known as the Food Supplement Employment and Training (FSET) Program.	
State	\$0.0			
Other	\$0.0			
Total	\$525.8			
Federal	\$134.6	26% of funding		
State	\$343.5	65% of funding		
Other	\$47.8	9% of funding		

The State Workforce Investment Board developed this asset map to highlight the scope of Maine's workforce development system. The information includes most, but not all, workforce development programs. Not included are discretionary grants, K-12 education, and investments in training activities by employers and unions. In addition, the information does not represent a comprehensive view of DHS training activities.

*Data was provided directly from the programs and agencies. Readers should note that funding levels vary with a range of factors and are subject to yearly change.
 **Dollar figures reflect total funding for public sector employment, training and education programs (for ASPRE and MDOC). Figures only represent funding dedicated to education and training.
 -The classification of programs into categories (Employment and Training, Education, Other) is unofficial and intended to facilitate organization and reading of the map. Some programs could rightfully fit into multiple groups.
 -Grant start dates vary. FSET data represents the October 2014 - September 2015 period.
 -SFY14 represents July 2013 - June 2014
 * Program funding is sporadic
 **Rehabilitation Services operate within the offices of MDOL.
 -University and community college figures do not include federal student aid. Other income includes private grants and contracts and non capital gifts.

Employment & Training 14%
 Education 81%
 Other 4%

VETERAN SERVICES

The past year has been busy with veteran related activities from job fairs, conferences and workshops to special events. Maine's Governor Paul LePage and First Lady Ann LePage continue to show unprecedented support for Maine's veterans. In September of 2014, Maine's Jobs for Veterans State Grant hosted a Veterans Conference, *Maine Values Veterans*, at the Sheepscot Harbor Village and Resort in Edgecomb. JVSG Incentive monies supported the conference, which brought together MDOL leaders, CareerCenter and JVSG staff, as well as community business, nonprofit and military partners. First Lady Ann LePage and MDOL Commissioner Paquette kicked off the day, welcoming participants and thanking them for their partnerships and their service. Keynote speaker, Travis Mills, wowed the audience with his *CAN DO* attitude and honest comments about both the challenges and opportunities he, as a wounded warrior, has faced. A luncheon keynote by Dana Connors, President of the Maine State Chamber of Commerce and an employer panel in the afternoon set the stage for continued discussion regarding next steps to promote the hiring and advancement of veterans in Maine.

In addition to the Veterans Conference, Maine's First Lady Ann LePage also kicked off the second annual Government/Business Job Fair for Veterans in May of 2015 with a very moving speech encouraging employers to consider veterans as candidates for employment. While the fair was open to the general public, veterans were the focus. There was a combination of resources for veterans (outreach to help them with benefits, resumes, family resources etc.) and employers seeking to hire veterans. Interview rooms were set up for employers to talk to individuals privately about employment opportunities. The entire venue cheered when the bell rang signifying 2 on-the-spot hires! The committee involved in planning this event stretched across government entities to include: Jobs for Veterans State Grant & Rural Veterans Coordination Pilot, BES, MDOL, Hero2Hired (H2H), Employer Support of the Guard and Reserve (ESGR), State of Maine Bureau of Human Resources, Maine Military & Community Network (MMCN) and Maine National Guard.

The Jobs for Veterans State Grant (JVSG), a USDOL funded program, provided \$861,000 in PY 2015, supporting 13.5 FTE veterans staff positions, two of which were limited term positions added to build veterans staffing capacity in different regions of the state. Maine's staffing was comprised of six full time and five half-time Disabled Veterans Outreach Program specialists (DVOPs) and five full-time Local Veterans Employment Representatives (LVERs) working within 12 CareerCenter offices and numerous itinerant sites. One of the LVERs serves as the state Veterans Program Manager based at central office in Augusta. This staffing plan includes a heavier emphasis on DVOP positions to ensure that intensive services are adequately provided to veterans with barriers to employment.

The JVSG staff development plan for 2015 included training for both JVSG grant funded staff as well as training for our CareerCenter partners to include: WP, WIA and VR. In 2015 we provided the following trainings for staff:

Enrolling Veterans in OSOS Case Management - February 2015 With the shift in focus to include a much heavier emphasis on provision of intensive services to veterans with significant barriers to employment, the case management training in Maine’s One Stop Operating System (OSOS) was critical. The training covered the following OSOS functions: Basic Info/Verify Veteran’s Information; Case Management/Verify Counselor; Program Activity/Program Registration; Case Management/Set Goals & Create Plan; Enroll in Activity/Case Management.

CareerCenter Manager JVSG & RVCP Veterans Customer Flow Training – January 2015

In February 2015, JVSG and RVCP Program Managers met with CareerCenter staff to outline a new process for veteran customer flow at our CareerCenters. The new flow incorporates the existing intake screening for JVSG veterans at the front desk and adds a couple of questions to ensure that *transitioning veterans*, covered by the RVCP grant, are referred appropriately.

CareerCenter Staff – AJCs: *Preparing Veterans for Meaningful Careers*. Over half of Maine’s CareerCenter staff successfully completed this online training sponsored by the National Veterans Training Institute (NVTI). CareerCenter managers continue to encourage remaining staff to participate.

Maine’s DVOPs and LVERs continue to collaborate with local agencies and programs such as Easter Seals of Maine, Volunteers of America, Goodwill’s Veterans Program, Disability Employment Initiative, Maine’s Business Leadership Network (promotes the hiring and advancement of people with disabilities), the Apprenticeship Program, and Ticket to Work, Bureau of Veterans Services, Maine Military Community Network, Vocational Rehabilitation, VR&E, Chambers of Commerce, LWIBs, Homeless Shelters, American Legion, Maine National Guard, Employer Support of Guard and Reserve. In addition, the Veterans Program Manager provides staff leadership on the State Workforce Investment Board’s (SWIB) Veterans’ Employment Committee, which focuses on Veteran “Priority of Service” programs and other issues impacting Veterans.

Performance Targets and Outcomes for Jobs for Veterans State Grants, Quarter ending June 30, 2015.

<i>DVOP Specialists: (Source: VETS-200A):</i>	Negotiated Standard	Actual Outcome
Intensive Services Provided to Individuals by DVOP Specialists/Total Veterans and Eligible Persons Served by DVOP Specialists in the State (<i>New</i>)	70	78
Veterans’ Entered Employment Rate (VEER) <i>Weighted</i>	60	72
Veterans’ Employment Retention Rate (VERR)	78	80
Veterans’ Average Earnings (VAE) (Six Months)	\$12,750	\$13,268
Disabled Veterans’ EER (DVEER)	50	54
Disabled Veterans’ ERR (DVERR)	72	76
Disabled Veterans’ AE (DVAE) (Six Months)	\$13,750	\$11,523

Performance Targets and Outcomes for One-Stop Services for Veterans, Quarter ending June 30, 2015.

	Negotiated Standard	Actual Outcome
Veterans Entered Employment Rate (EER)	52	56
Veterans Employment Retention Rate (ERR)	80	81
Veterans Average Earnings (AE)	\$13,750	\$13,897
Disabled Veterans EER	47	50
Disabled Veterans ERR	79	80
Disabled Veterans AE	\$14,500	\$14,114

The actual performance as compared to the negotiated standards continued to trend up in the third quarter. We met or exceeded 11 of our 13 negotiated standards. Disabled veteran's average earnings again fell below the negotiated standard, although we were within a few hundred dollars of the targeted outcome at our One-Stops. The good news is that veterans average earnings increased this quarter – quite significantly – including Disabled Veterans AE at our One-Stops. Overall the trend is definitely positive. At least in part, we can attribute the upward swing to DVOP training on intensive services and proper documentation. In addition, the economic recovery is providing better opportunities for our veteran jobseekers. The veterans entered employment and retention rates improved again for both the JVSG grant and the One-Stops this quarter.

We are hopeful that with the employment outcomes for federal and DOD jobs, now included in our system, we'll see an increase in Entered Employment and Average Earnings for all veterans in the year ahead. All efforts to improve performance through increased staff training, strengthening collaborations with Chamber of Commerce and partner agencies to increase employment opportunities for targeted veterans groups will continue.

Priority of Service

Maine continues to implement the Veterans' priority of service as defined and required by 38 U.S.C 4215(b) and 20 CFR Parts 1001 and 1010. The Maine one-stop delivery system (Maine CareerCenters) is the core mechanism that is used to support, expand and maintain services to our Veteran population throughout the State. Priority of Service is made available and provided to all eligible veterans and eligible spouses, transitioning service members, Chapter 31 veterans, Native American veterans, and other groups targeted for special consideration, including difficult-to-serve veterans and veterans with barriers to employment.

Priority of service applies to Workforce Investment Act Adult, Dislocated and Youth Grants, National Emergency Grants, Demonstration Grants, Trade Adjustment Assistance, Wagner-Peyser, American Recovery and Reinvestment Act and other core programs funded by the U.S. Department of Labor and administered in Maine by the Maine Department of Labor (MDOL). Accordingly, MDOL has issued guidance to the State's Local Workforce Investment Boards (LWIBs) requiring local policy issuance to providers of the above applications to include priority of service for Veterans requirements in *agreements* (plans, contracts and subcontracts).

MDOL, in conjunction with our DVET, *monitors* LWIB issuance, implementation and compliance of the priority of service statute and policy. LWIBs are subsequently required to conduct the same monitoring with any and all contractors receiving Department of Labor funds. DVOP Specialists and LVERs are responsible for advocating for Veterans and monitoring the priority of service principle within the Maine's CareerCenter network. Any case where a Veteran or eligible spouse is denied services over a Non-Veteran will be documented and brought to the attention of the Bureau of Employment Services for review and further action as appropriate.

Priority of service for Veterans and eligible spouses supports the tenets of "precedence" and "awareness" as defined in 20 CFR 1010. With regard to precedence for all U.S. DOL core-funded programs, Maine Veterans and eligible spouses receive access to services earlier than non-covered persons. Indeed, if limited resources restrict a particular service, then, a Maine Veteran or eligible spouse will receive access instead of or before Non-Veterans. Again, precedence will apply to every qualified job training program funded, in whole or in part, by the U.S. Department of Labor.

Under the tenet of "awareness," Maine focuses on points of entry for services, both physical and virtual modes. All Maine CareerCenters and itinerant sites have signage in their entry ways that defines priority of service for Veterans. At the initial point of contact with CareerCenter staff at reception, Veterans' status is determined and

priority for services is discussed. For all hard-copy products (pamphlets/brochures) describing U.S. DOL core-funded programs, priority of service for Veterans is inscribed. On all MDOL web sites, priority of service for Veterans is highlighted. This applies as well to the web sites of LWIBs, program operators and others receiving U.S. DOL core program funds. In the revised Maine Job Bank, a screen reflects what priority of service for Veterans means, particularly as it relates to precedence.

Special Initiatives – In the past year, several special projects for veterans were initiated. Some highlights include:

Maine Dept. of Labor Awarded the Rural Veterans Coordination Pilot, August 2014.

The Maine Department of Labor won a \$2 million grant to assist veterans who are transitioning to civilian life in rural areas of the state gain access to employment, healthcare and support services and resources. Partner agencies in the grant include DVEM and Easter Seals Maine. Northern Maine Development Commission will also receive funding due to the grant's particular focus on Aroostook and Washington Counties. "This grant provides much-needed supports to our veterans, who have given our country so much," said Governor Paul R. LePage. "Commissioner Paquette directed her staff to identify grants that could benefit our workforce development programs. This program is a beneficiary of her successful efforts and will do a great deal to help our veterans transition back into civilian life with a new career." The grant was awarded as part of the Rural Veterans Coordination Pilot (RVCP) from the U.S. Department of Veterans Affairs' Office of Rural Health.

Hilton Honors Program for Veterans Launches in Maine

In October of 2014, MDOL signed a contract (along with 20 other states) to participate in a new program for job seeking veterans, Hilton Honors. With this program, if veterans have to travel for a job interview, they will now be able to access points by working with their CareerCenter, and those points can be used to pay for their stay in a Hilton Hotel. This program is a part of Hilton's Operation Opportunity initiative to provide support to United States military veterans and their families. In partnership with the National Association of State Workforce Agencies and individual State Workforce Agencies, the Hilton Honors Military Program is donating points to eligible transitioning service members, veterans and military spouse. By becoming a Hilton Honors Military member, veterans will receive a 100,000 point donation to support travel related to their job search activities. There are currently 20 Hilton brand hotels in the state of Maine. By June 2015, 3 job-seeking veterans in Maine had successfully utilized this program.

Social Media Options for Improving Visibility of MDOL Programs for Veterans

In February of 2015 Maine's DVOP/LVER team along with RVCP staff developed a social media plan to attract more veterans to our programs. The overall objective of a unified MDOL Veterans' Team social media presence is to increase veterans' employment in the State of Maine by cultivating a neighborly web presence in order to inform and communicate with our target populations, driving qualified veterans towards the resources and services available to them through the Department of Labor.

The objectives of this program are threefold: Initiate a web presence on Facebook, Twitter, LinkedIn, POS-REP and YouTube; train Veterans' Representatives on use of social media for digital outreach; establish continuity and a schedule for continuous management and maintenance of Veterans' Team social media accounts. The Facebook page, Maine DOL Veterans Employment Team, is up and running with 345+ likes at: <https://www.facebook.com/MaineDOLVET>

Maine Hire a Vet Campaign (MHAV) to Launch on Labor Day, September 7, 2015!

Planning for the *Maine Hire A Vet Campaign - 100 Days, 100+ Employers, 100+ Veteran Hires* is well underway, with a scheduled launch date of Labor Day (September 7, 2015). The primary goal of the campaign is to raise awareness (and raise wages) of veterans employment and advancement in the civilian workplace. We'll also be educating employers (and learning from them, too) by offering in person and/or online trainings about USERRA, military culture, the benefits of hiring veterans, and strategies for retaining them. We will be reaching out to all areas of the media and social media to bring visibility to the campaign and the issue of veteran's employment. MHAV Campaign Partners include: MDOL BES- Jobs for Veterans State Grant (JVSG) & Rural Veterans Coordination Pilot (RVCP), Hero2Hired (H2H), Employer Support of the Guard & Reserve (ESGR), Veterans Inc., VA Togus Vocational Rehabilitation and Employment (VR&E) and VA Togus Homeless Veterans Community Employment Program.

NVTI Trainings in Denver

Five of Maine's DVOPs and LVERs attended trainings at NVTI in Denver in the past year. Trainings included: Facilitating Veterans Employment (FVE), Case Management (CM) and Employer Outreach (EO). In addition, one of our CareerCenter managers and one of our Rural Veterans Coordination Pilot staff attended the Leadership for the Implementation of Veterans Services (LIVS) training. NVTI is encouraging non-veteran CareerCenter staff and partners to participate in the training as a way to raise awareness of the integration of veterans' services at our centers. We will see more of this in the year ahead!

LOCAL AREA 1

AROOSTOOK-WASHINGTON WORKFORCE INVESTMENT BOARD

(AWWIB)

The Aroostook and Washington counties region is the largest geographic workforce investment area in the state and covers more than 9,000 square miles. Some of the responsibilities of the Workforce Development Department are:

- Plan, oversee, and evaluate local workforce development programs, including the CareerCenter operations in Presque Isle, Machias, and Calais.
- Direct WIOA compliance through interactions and negotiations with the Maine Department of Labor, Bureau of Employment Services and through CareerCenter oversight.
- Collaborate with the economic development community to promote the region's economic prosperity.
- Serve as the point of contact for business and industry, facilitating communications regarding workforce needs in our area.
- Assess regional business needs and align programs and services to meet those needs; thereby ensuring the availability of qualified workers and promoting coordination between business and the public sector.
- Implement a comprehensive workforce development system that adds value for job seekers, incumbent workers and employers. Promote strategies to encourage life-long learning, improve workplace skills and assist in the development of new training programs to benefit the region's workforce.
- Actively seek federal and state grant funds and build partnerships with other agencies to offer training and education programs to unemployed, incumbent and dislocated workers and youth.

Maine Military Authority (MMA) NEG - PERFORMANCE SUMMARY:

National Emergency Grants (NEGs) temporarily expand the service capacity of Workforce Investment Act Dislocated Worker training and employment programs at the state and local levels by providing funding assistance in response to large, unexpected economic events which cause significant job losses. NEGs generally provide resources to states and local workforce investment boards to quickly reemploy laid-off workers by offering training to increase occupational skills.

As of June 30, 2015, Aroostook County Action Program delivered the following program outcomes:

- MMA NEG Enrollments totaled 63 participants or 97% of the planned level of 65.
- MMA NEG Program Separations totaled 48 or 192% of the planned level of 25.
- MMA NEG Program Job Placements totaled 29 of 132% of the planned level of 22.
- MMA NEG Program Average Wage at Placement was \$13.49.
- MMA NEG Program Employer Assisted Benefits totaled 24.
- MMA NEG Program Female Job Placement totaled 5.

Jobs Innovation and Accelerator Challenge (JIAC) – ETA (Ended September 30, 2015)

The overarching goal of the employment and training component is to train individuals in careers that are in high demand and have been identified by the renewable energy cluster (REIC) as careers that are currently needed to be filled by use of H-1B visas due to a lack of a skilled workforce in the region. Services and resources are being provided by AWWIB’s service providers ACAP and Bureau of Employment Services (BES).

American workers will receive education and training needed to fill jobs that are currently being filled by foreign labor due to a shortage in the region.

The major objectives of the GREENMe ETA initiative are:

- 1.) Increase the number of incumbent renewable energy employees, unemployed workers, displaced workers, veterans, and underserved communities who advance their training and earn degrees, with a specific focus of the industry recognized careers of biological technicians, mechanical engineers, electrical engineers, and engineering managers.
- 2.) Improve access to information about renewable energy career pathways and training options within the renewable energy cluster in northeastern Maine.
- 3.) Maintain and strengthen partnerships among the regional employers, education and workforce sectors to advance the development of a skilled renewable energy workforce.

Jobs Innovation and Accelerator Challenge (JIAC):

- Total Participants Served: 31
- Total Participants Completed Training: 31
- Total Participants Employed: 28
- Wage at Placement: \$25.34

Service Provider - Aroostook County Action Program (ACAP):

ACAP continues to move forward with Workforce Center of Excellence (WCOE) initiatives to better align programs with the needs of businesses. ACAP is better connecting training programs and providers with job seekers to meet the needs of the employers.

ACAP strives to work with the AWWIB partners and educators to help stem student outmigration, and to inform junior high and high school students of upcoming job opportunities in the region.

ACAP works to aid businesses with aging workforces by providing them with potential prospects to help them maintain or grow their businesses.

ACAP continues to respond to the needs of Dislocated Workers in the region as illustrated by the NEG award for the displaced Maine Military Authority workers in Limestone.

Service Provider – Washington County Maine CareerCenter/MDOL**St. Croix Tissue Partnership**

Washington County CareerCenters/Maine Dept. of Labor, Washington County Community College and St. Croix Tissue formed a strong collaboration to meet the high skill need for St. Croix Tissue's new tissue making facility in Baileyville. WCCC launched extensive training programs that have been supported by various CareerCenter/MDOL funding sources. The first wave of training was a nine-month Paper Making Technology course designed by the company and WCCC to provide students and prospective employees with base level knowledge of the paper making process. Thirty-eight (38) students completed the course, and seventeen (17) of those students were assisted through various MDOL programs including Workforce Investment Act, Job Driven National Emergency Grant, and Competitive Skills Scholarship Program.

The second phase of the training project is a 16 week customized training program developed by the company and WCCC, and delivered on campus at WCCC. All new employees are participating in this intensive training, and approximately thirty (30) are supported by CareerCenter/MDOL programs mentioned previously.

Directly in response to this company need as well as the manufacturing sector itself, WCCC has launched new degree tracks that will also respond to the needs of other growing manufacturers in the region. Certificate programs in both Production Technology and Pulp and Paper Technology come with nationally recognized manufacturing certifications. An Associate level program in Applied Science, which builds upon either certificate track will help fill the skills gap in high-tech manufacturing in this region. Twenty-six students/new-hires have chosen to enroll in these degree tracks. With company, WCCC and CareerCenter/MDOL support, students will work toward advanced degrees in manufacturing.

Once production begins, on-the-job training will begin at the production facility. This third phase of training will work simultaneously with those seeking the degree option. Apprenticeship opportunities will be utilized, as well as traditional on the job training options with the aforementioned CareerCenter/MDOL programming.

LOCAL AREA 2

TRI-COUNTY WORKFORCE INVESTMENT BOARD (TCWIB)

Response to Changing Labor Market and Economic Transformation in our Region

During the past year Eastern Maine Development Corp.(EMDC) has been in the forefront of responding to the expanding lay-offs in the paper industry in our region. We worked with our workforce partners, education partners and other community partners to assist over 1,000 dislocated mill workers from East Millinocket, Lincoln, Old Town and Bucksport last year providing re-training, re-employment and support services. We established a fully-staffed Community Transition Center in Orland to work with over 500 laid-off workers from Verso Paper Company in Bucksport.

While we have responded with workforce services to those affected by these mill closures and lay-offs we have also been working with a variety of community and industry partners and stakeholders to develop a strategic plan focused on our region's assets to support economic growth and stability.

Eastern Maine Development Corporation was awarded a grant from EDA to support a short-term planning project to perform a comprehensive supply chain analysis in key industry sectors in the region. EMDC also plans to conduct a workforce skills analysis that identified transferable skills and skill gaps in the region to inform the planning for a more fine-tuned retraining and education strategy for the regions workers, businesses, and training institutions.

The overall objectives of this project are to:

- Develop a strategy to support economic growth and stability in a region severely impacted by shifting and disappearing economies
- Create a workforce plan that supports fine-tuned retraining and education to support growth strategies
- Develop a plan to mitigate the negative impact of future economic dislocations

To achieve these objectives, various activities were conducted, including:

- Engaging in regional collaboration efforts through a series of listening sessions followed by industry round tables and focus groups
- Establishing an advisory committee of regional and industry stakeholders and experts to participate in strategic planning on a monthly basis
- Recruiting consultants with expertise in forest products, economic forecasting, and supply chain distribution logistics
- Performing asset mapping and gaps analysis
- Outreaching to communities, employers, educators, government and other stakeholders for input

Our overall objective is to develop a workforce strategy to identify workforce needs for targeted occupations/industries, share labor market and career information with the workforce/economic development community, and create a plan to support employer needs to accommodate changing workforce demographics.

Workforce Development Program Innovations

During PY 2014 EMDC designed and launched several sector-based training projects for workers and employers in need of skilled workers in Fine Woodworking/Boatbuilding, Medical Information Technology and Administrative Medical Assistant occupations. The training programs combined industry recognized certifications and credentials with enhanced soft-skills training to prepare the workers with skills regional business indicated they most desired. The projects combine a multisource funding model with direct involvement of industry working with our education and training partners to specify the curriculum.

We also expanded our signature Youth “Career Compass” program to include a module teaching youth the basics of starting a business. Career Compass (CC) is a program designed to create employable, experienced, career conscious youth. It blends employability, (soft skills) training, guest speakers, career exploration, and 3rd party certifications with work experiences in the individual’s area of interest.

As part of a special entrepreneurship initiative, EMDC integrated a new entrepreneurship curriculum into the CC program. Over the course of the curriculum, participants worked to create their own small business. The curriculum served as both a catalyst for workplace discussion and investigation, and a building block for practical budgeting and self-marketing.

Students began the program by establishing a mission statement, organizing a business plan, and identifying competitors and as they progressed through the program, implemented hiring practices and hired a classmate and created a marketing plan, all the while adapting to adverse conditions and tracking financials and output.

The connection to personal employment and job seeking was never lost throughout the business planning discussions-- everything always looped back to personal employment. The students were consistently reminded of the parallel concepts between employers, jobseekers, business, industry, and the labor market.

LAYOFFS AND NATIONAL EMERGENCY GRANTS

The TCWIB’s biggest challenge has been to address the large number of laid off workers in Penobscot, Piscataquis and Hancock Counties. Over the past two years employees from Eastern Maine Development Corporation and MDOL’s Bureau of Employment Services have work diligently to serve laid off workers from Great Northern Paper Mill, Lincoln Paper and Tissue LLC and Verso. In the last few months recent potential layoff notices have been posted in the local news by Old Town Fuel and Fiber and Lincoln Paper and Tissue LLC who have informed the community that their companies may have additional layoffs in the near future.

Current Lincoln Paper & Tissue NEG: While this project had not increased beyond the initial 63 participants enrolled in the early months of the lay-off, it is now anticipated that this number will increase based on recent the announcement of additional lay-offs from the mill. We anticipate requesting an extension of this grant to allow us to assist these newly laid-off workers.

Current Great Northern Paper Company and Verso NEG: This project was expanded in July 2015 to include services to the mill workers displaced from Verso Paper in Bucksport. EMDC has enrolled over 50 new workers in the grant since July and will continue enrollment activities over the next several quarters.

EMDC and MDOL’s Bureau of Employment Services have worked diligently to develop training programs that meet the needs of the workers from GNP, Verso and Lincoln Paper & Tissue businesses in our region.

EPIC MAINE- Exploring Pathways to Industries & Careers in Maine

EPIC Maine 2015 was a huge success! This year’s event was held on April 10, 2015 at Beal College and Fields4Kids in Bangor. 115 representatives from 56 companies and organizations participated. Hands-on

demonstrations like Beal College's law enforcement simulator lab and medical assisting lab were very popular. EMDC's Career Compass students and individuals from Penobscot Job Corps volunteered and helped us collect feedback forms. Some of the data from those include:

90% of attendees left EPICMaine2015 with a clearer idea of the career they wanted to pursue.

90% of businesses felt EPICMaine provides a worthwhile workforce development exercise.

32% of businesses identified potential future hires.

89% of businesses would attend future EPICMaine events.

TCWIB'S NEW FISCAL AGENT

On May 26, 2015 the CLEO Board and the County of Penobscot Commissioners signed a memorandum of agreement to transfer fiscal activities to the County of Penobscot and began serving as the new fiscal agent for TCWIB July 1, 2015.

The TCWIB has contracted with EMDC since 2009 to provide workforce services and resources throughout Penobscot, Piscataquis and Hancock Counties. The work described above is just an example of how the TCWIB looks for pathways to align workforce development and economic development. We wish to thank EMDC for all the great work over the past year. Further, program year 2015 is providing a platform to make bigger and better changes to the way we do business.

Local Area 3

Central/Western Maine Workforce Investment Board (CWMWIB)

During PY14, a significant amount of effort went into the implementation of the 5-yr Local Plan which directly focuses on industry workforce needs for the region. The main objective included activities and partnerships to support and facilitate industry sector development through: increased employer engagement in the workforce development system; improving educators' understanding of employers' workforce needs/skills requirements; and reducing the mismatch between job seeker skills and employer needs. See section below on **addressing the industry/sector needs** for summary of activities that had direct impact toward the goals that are outlined in the 5-yr Local Plan.

Due to the 300 workers laid off at UTC in Pittsfield, a contract was awarded to CWMWIB to provide a Peer Support Worker (PSW) support to the affected employees as the facility began to shut down. The purpose of the PSW is to act as a liaison between the company, the employees and the rapid response services that are available to the employees.

CWMWIB was awarded a grant to implement the Disability Employment Initiative (DEI) program. Staff provided oversight and collaboration with service providers, employers and CareerCenters to improve education, training, and employment opportunities and outcomes for adults with disabilities who are unemployed, underemployed and/or receiving Social Security disability benefits. The two Disability Resource Coordinators continued their work to build effective community partnerships that leverage public and private resources to better serve persons with disabilities and to improve employment outcomes. Activities included:

- An Assistive Technology inventory was completed in all Local Area 3 CareerCenters.
- Created an Assistive Technology Locator guide.
- Provided monthly tips (via email) to increase awareness of how to better serve people with disabilities.
- Supported local Cash Coalitions to assist low-income individuals in asset development strategies to enhance their long term economic self- sufficiency.
- Developed a five-county disability resource guide.
- Integrated a financial capability assessment tool and asset building assistance into the program.
- Developed a "Partnership Plus" agreement between MDOL and Vocational Rehabilitation.
- Created a Ticket –to – Work Employer Network for MDOL.
- Implemented a "Flexible Employment Fund" (FEF) account. The FEF is a unique, time-limited resource designed to maximize the likelihood of a successful employment outcome for WIA participants with disabilities. This is accomplished by providing supplemental support for individuals with disabilities who had an employment-related need for which no other funding sources were available.

CWMWIB was awarded a Job –Driven NEG grant (JD-NEG) that will be used for collaborating with employers to provide work-based training (emphasis on work experience, On-the-Job Training and Registered Apprenticeships) to the long-term unemployed to enable them to return back to work. Activities included:

- Working with MDOL on the JD-NEG and the Healthcare industry to create and implement a Ready2Work (R2W) Healthcare academy to prepare job seekers for specific health care occupations. Participated in two focus groups (Medical Assistants at MaineGeneral Hospital and Certified Nursing Assistants at the Gray Birch assisted living facility) to obtain information/input regarding the curriculum development.
- An R2W CNA Project was developed and implemented at St. Mary's Health System with Lewiston Adult Ed using classroom training along with OJT's for the first time to train 15 CNA's for St. Mary's Health System. The CareerCenters and CWMWIB used the same model for MaineGeneral Hospital along with Augusta Adult Ed to train 15 more needed CNA's for their long-term care facilities. This training industry sector partnership model will be repeated next year to train other entry level hospital openings at Central Maine Medical Center (CMMC), St. Mary's Health System and MaineGeneral. During PY 14, MaineGeneral had over 40 RN apprentices and CMMC is interested in doing several apprenticeships along with working collaboratively with St. Mary's to develop a fast track Medical Assistants Apprenticeship for both hospitals and all of their general and specialty practice offices.
- Worked with local CNA Adult Ed programs and CMMC to coordinate CNA trainings on a year round basis so they

don't compete with each other when starting the courses at the same time. Helping to develop a career pathway CNA video that will promote interest in becoming a CNA.

With the new WOIA legislation enacted, CWMWIB started working closely with MDOL and the other LWIBS to develop plans to transition from WIA to WIOA. CWMWIB served and will continue to serve on the WIOA State Steering Committee and the State Unified Plan sub-committee. Staff participated in a two-day visioning workshop with the State Workforce Investment Board, MDOL, LWIBs, Adult Education and numerous other workforce development stakeholders. The plan is to develop a statewide vision and associated goals that will be incorporated into the State Unified Plan. A significant amount of focus and time was and will continue to be spent at both the local and state level as Maine transition to WIOA.

How is the Local Area addressing the industry/sector needs for the region?

During PY 14, a significant amount of effort went into the implementation of the 5-yr Local Plan which directly focuses on industry workforce needs for the region. The main objective included activities and partnerships to support and facilitate industry sector development through: increased employer engagement in the workforce development system; improving educators' understanding of employers' workforce needs/skills requirements; and reducing the mismatch between job seeker skills and employer needs. Activities for the year included:

- Manufacturing Day 10/3/14: 340 student visits, 6 schools/CTE's, 14 plus employers (Mountain Machine Works, Thos. Moser Cabinetmaking, P & G Tambrands, Cascades Auburn Fiber, Maine Machine Products, Formtek Maine, Kennebec Technologies, Huhtamaki, Grassland Farms, Maine Grains, Backyard Farms, Franklin Press, Howie's Welding, and Maine Wood Concepts), in the 5 counties, many students who never before had considered advanced manufacturing as a career are now considering it as a possible career option. The goal is to work with schools on an ongoing basis to send groups of students to tour these businesses to expand the students' knowledge about and improve the public perception of manufacturing careers and manufacturing's value to the Maine economy. This strategy enables Educators to learn about how to engage their students through manufacturing and students will learn about high tech-high paying jobs with benefits in the growing manufacturing sector in Maine.
- Helped set up manufacturing onsite tours in Androscoggin and Oxford County in the Spring of 2015 including GE and Down East Machine and Engineering, Maine Machine Products and P & G.
- As a result of the Manufacturing Day, CWMWIB worked with the CareerCenters to develop a contact list of local area manufacturers to meet and pursue the idea of a Ready2Work Manufacturing Academy.
- Welding training at SF Pathways in Lewiston and New England School of Metalwork; 6 graduated & working, 6 more in class that graduated 12/19/14.
- Stitching, Cutting collaborative with T. Moser, Auburn Mfg., Rancourt Shoe, Allen Mfg., Global Mfg., (Falcon Shoe), Strainrite, curriculum for training ready to go to replace aging stitches for their workforce.
- Maine is IT Business Advisory Focus Group for KVCC: BEK Inc. (Brunswick), Gold Bridge Partners Inc. (Augusta) Abilis Solutions (Portland), Pinnacle IT (Waterville), Maine Technology Group (Augusta), Central Maine Technology (Augusta), Carbonite (Lewiston). Helped develop and evaluate new IT Assoc. Degree course at KVCC and vetting new course changes as they develop.
- Participated in the Tourism, Health Care, Forestry, Natural Resources focus groups for Northern Somerset County.

Briefly describe a major accomplishment/reward/recognition received by the Local Area during PY 14:

The Director of Employer Services received Star Performer Award by the Manufacturers Association of Maine in October 2014 for tripling the numbers of students and employers to help Manufacturing Day be a success in Local Area 3.

WIA programs and services provided during PY 14 were fruitful; our combined Local Area exceeded the following required performance rates:

- The combined enrollment levels for all activities in the Adult Program exceeded the planned level (Core 112%; Intensive Services 117%; Total Training Services 114%).
- The Total Exiters (159%) and Total Entering Employment (156%) combined for the region exceeded the planned levels.

- The combined enrollment levels for all activities in the Dislocated Worker Program exceeded the planned level (Core 105%; Intensive Services 106%; Total Training Services 107%).
- The combined enrollment levels for the Youth Program exceeded the planned level [Total Enrollees 112% (Out-of-School Youth 126%)].
- The Total Exiters (113%) and Total Entering Employment (113%) combined for the region exceeded the planned levels.

Briefly describe a major obstacle/challenge within the Local Area during PY 14:

A continuing challenge that is becoming more evident is the decreasing supply and availability of qualified job seekers. We have focused on employer needs for many years and have developed a successful Business Services model, but we need to put more emphasis, time and effort on the supply side to help job seekers improve and obtain marketable skills for the high demand occupations. With the increase of aging-out workers and the lack of youth coming into the labor market, it is imperative to have a high degree of involvement with the under-represented population segments.

LOCAL AREA 4 COASTAL COUNTIES (CCWIB)

WORKFORCE INVESTMENT ACT SERVICES

Our Local Area is the most populous, with approximately half of Maine's residents and business community located within our borders. CCWI, working with its primary service provider, Goodwill Workforce Solutions, supports the regional economy by advancing a range of workforce training programs to meet the changing needs of local businesses and job seekers.

In Program Year 2014–2015 (July 1, 2014 – June 30, 2015), the region's CareerCenters and Workforce Solutions Centers saw more than 55,555 customer visits. Individuals receiving WIA-funded employment and training services over that period of time totaled 923. The average entered employment rate across the three WIA formula programs was 83%, and all WIA National Performance Measures were met or exceeded except for the Youth Literacy & Numeracy Gain.

The program served 282 youth throughout the region; 217 were out of school and 65 were in school. Despite life and work challenges that some of the youth face, they also experience great successes through their program enrollment.

JOB DRIVEN NATIONAL EMERGENCY GRANT (JD NEG)

During Program Year 2014, CCWI was awarded \$943,435 in funding through Maine's Bureau of Employment Services via the U.S. Department of Labor for dislocated workers, with a focus on those who are long-term unemployed. This project will support training and reemployment efforts for 108 participants. Many of those who are long-term unemployed have disengaged from job-seeking activities and therefore can be difficult to service. While engaging this population can be arduous, CCWI has committed to work with its partners to employ techniques to enlist participants from this population and address stigmas in hiring.

MIDCOAST TECHNOLOGY OCCUPATIONS THROUGH PATHWAY STRATEGIES (TOPS)

This grant, funded by employer-paid H-1B visa fees, is designed to encourage Maine's midcoast employers to hire Maine residents with science, technology, engineering, and math (STEM)-related skills and experience. This public-private partnership provides a combination of On-the-Job (OJT) and classroom training to a target of 370 participants.

The project is assisting employers with hiring and training workers along a career pathway for a broad range of mid- and higher-level, STEM-related occupations. Key partners on this initiative include Goodwill Industries of

Northern New England, the Midcoast Regional Redevelopment Authority (MRRRA), Southern Maine Community College, and the Maine Centers for Women, Work & Community.

To date, TOPS has provided 355 participants with OJTs in nearly 57 different companies including Mölnlycke Healthcare, Archer Machine, Ocean Renewables, Unified Technologies, Walsh Engineering Associates, Inc., Tempus Jet Centers, Oxford Networks, Maine Tool and Machine, Maine Medical Center, C.C.B., Inc., and Farming Fungi. Over \$1.5 million dollars, including employer-paid OJT wages, were leveraged through TOPS as of this date.

MAKE IT IN AMERICA (MIIA)

As a \$2 million DOLETA H-1B Jobs Accelerator, MIIA serves to reduce the reliance on foreign workers through the skill development and training offered to Maine participants. Grant objectives of the Integrated Unemployed Worker Training (IUWT) include identifying and enrolling 80 unemployed or underemployed Maine residents with at least a HS diploma or GED and related education or employment experience in one of the four targeted industry sectors: Aviation/Aerospace, Biotechnology, Renewable Energy, Advanced Materials and Composites.

Participants will partake in these internships to upgrade their experience and skill development, with the goal of receiving industry-recognized credentials and becoming employed full time in non-entry level positions.

In addition, funding is provided for valuable training experiences for workers currently employed in companies in these industry sectors. The goal of this grant is to provide 80 internships and 150 incumbent workers in numerous regional companies with training, thereby adding to the quality and skill development of Maine's workforce.

Coastal Counties Workforce has been instrumental in fostering valuable partnerships with many of Maine's major industry associations and organizations. Through these relationships, CCWI has been able to reach large numbers of their member companies throughout the region. Among those are E2Tech, Maine Composites Alliance, Maine Ocean and Wind Industry Initiative and Manufacturers Association of Maine, with membership numbers in the hundreds. The services offered through the MIIA grant have also benefitted several start-up companies who have moved into the exciting new technology accelerator known as Tech Place that has recently opened at Brunswick Landing.

DEVELOPMENT OF CAREER PATHWAYS

Given the current economic climate and impending rollout of the Workforce Innovation and Opportunity Act (WIOA) that focuses us on career pathways work, there has never been a more important time to strategically align workforce development programs with industry and sector needs. CCWI is working with the Council for Adult and Experiential Learning (CAEL) to do just that. During this project, CAEL will assist CCWI in identifying key industries in the region by analyzing labor market data and gathering on-the-ground intelligence from local partners. From this industry analysis, several career pathways will be articulated and deployed.

Target industries will be identified based on factors including size, projected growth and replacement jobs, degree of regional specialization, accessibility of occupations, the job multiplier effect, and regional economic development interest or efforts. CAEL will then identify job families and related occupations within the target industries and define requisite skills, education or training requirements and inventory-related programming in the region. CAEL will facilitate ongoing stakeholder discussions to further prioritize particular occupations. Through these processes, CCWI will build capacity to address skills and workforce development needs across our target sectors throughout the region.