

Maine's Workforce Investment Act

Annual Report

July 1, 2004 – June 30, 2005

Submitted by:



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This report covers the Workforce Investment Act (WIA) program year beginning July 1, 2003 through June 30, 2005.

I) Introduction

Governor John E. Baldacci has created ambitious vision for the State of Maine. That vision builds on our rich heritage and introduces bold innovations to achieve sustained economic prosperity for Maine people. In times of tight budgets and fiscal austerity, Governor Baldacci has challenged us to work smarter, embrace unconventional solutions and hold ourselves accountable for outcomes, and has asked us to put together a workforce development system that is accessible, affordable, relevant and equitable for Maine workers and employers. This report highlights some of the key Workforce Investment Act initiatives that have supported the Governor's challenge to the workforce system stakeholders.

While there were a number of significant events have been associated with Program Year 2004 workforce and economic development activity in Maine a few are particularly noteworthy. During the past year the State of Maine has made great strides in three important areas:

- First, in *aligning workforce development organizations* under a common mission and coordinated decision-making structure;
- Second, in *establishing a common analytical understanding and policy framework* for addressing workforce issues; and
- Third, in *implementing workforce goals through creative partnerships at the local level.*

This coordinated governance structure, policy focus, and program development effort is in place just in time for Maine. The Base Realignment Commission recently decided to close the Brunswick Naval Air Base, an action that will result in the direct and indirect displacement of thousands of civilian workers in Midcoast Maine. The cooling off of the nation's housing markets may result in the loss of jobs in Maine's rural lumber mills. Meanwhile, the transformation of Maine's economy from a farm, forest, and fishing base to technology and service-based employment structure continues apace.

All of these developments will test the ability of Maine's public and private workforce partners to meet the needs of Maine workers. The organizational

restructuring of the past year will enhance the ability of the workforce development system to rise to the challenge.

On the following pages the three major areas of achievement are described in more detail under the headings of:

1. Alignment at All Levels
2. Sharp Policy Focus
3. Innovative Implementation

II) Status Report: Maine's Workforce Development System

1) Alignment at All Levels

a) Workforce Cabinet

In November 2003, Governor John E. Baldacci formed the *Workforce Cabinet*; a body comprised of seven cabinet level leaders, to serve as catalyst for action -- to promote greater state agency coordination that is focused on responsive economic development, education and workforce providers to the needs of Maine businesses. Specifically, the Governor charged the Council to:

- Stimulate job creation in traditional and emerging industries that provide for rising living standards for Maine workers and their families;
- Promote and support the work of the Creative Economy Council and the Natural Resource Based Industries Steering Committee;
- Ensure that key sectors and clusters of Maine's economy are more effectively aligned with education and training systems
- Create more access to higher education and job skills training for Maine's young people and working adults;
- Promote and support statewide innovative education and training initiatives;
- Operate a world class system of employment services;
- Provide for more creative approaches to income support when Maine workers experience economic setbacks, employment transitions and job loss;
- Prepare a Governor's Annual State of the Workforce Report.

The Workforce Cabinet is chaired by the Commissioner of the Department of Labor and is staffed by the Director of the Maine Jobs

Council. The Maine Jobs Council is the state's workforce investment board. So built into the very structure of the Governor's workforce advisory body is a direct conduit of policy-making to the Department of Labor and the public-private Maine Jobs Council.

The Workforce Cabinet meets monthly and has coordinated the state response to new employers coming to Maine (such as T-Mobile), to major economic threats (such as the naval base closing), to efforts to improve access to the University system, and to common workforce analysis and planning.

b) A reorganized Maine Jobs Council

In the summer of 2005, the Maine Jobs Council restructured itself in order to simultaneously increase its participation and at the same time increase its ability to respond quickly and nimbly to economic opportunities and crises.

Growing the size of the Maine Jobs Council increased participation. Membership was increased from about 20 to over 50. The new members brought energy and ideas to the table from all corners of the state and from all perspectives.

At the same time, the Council's ability to respond in an effective and timely fashion was increased by the creation of a Policy Committee. The newly constituted body is comprised of all key participants in the workforce development system: state agencies such as Education, Labor, and Economic Development; local workforce investment board staff and board members, local elected officials, organized labor, educators, and citizens. In addition the chairs of the Maine Jobs Council's seven committees (Apprenticeship, Women's Employment Issues, Older Workers, School to Work, Employment of people with Disabilities, Industry Associations, WIA) also participate. Again, this structure reinforces communications and policy linkages at all levels of policy-making and service delivery.

The seven committees now use the Policy Committee as their place to bring recommendations for change. The Policy Committee is the location for debate about the big picture, and for setting priorities among recommendations that arise from the subcommittees and elsewhere.

The new structure refocuses the Council's efforts on broad policy issues, positions the Council to proactively provide recommendations to

the Governor and Legislature, and enables the Council to mobilize coalitions for action. The newly reconstituted MJC also is designed to better integrate workforce development into economic development, education and human service systems, and to create overall system accountability.

Together, the Workforce Cabinet and restructured Maine Jobs Council provide a lean, representative, and responsive governance arrangement for workforce policy.

c) **Businesses are at the table – a demand-driven approach at all levels**

As is explained above, private business representation on the Maine Jobs Council has been greatly increased with the increase in Council membership. Particular emphasis has been made to attract representation from businesses in the key sectors that the Governor has identified as key to Maine's future growth: forest products, marine resources, precision manufacturing, tourism, biotechnology, financial services, and radio frequency identification (RFID).

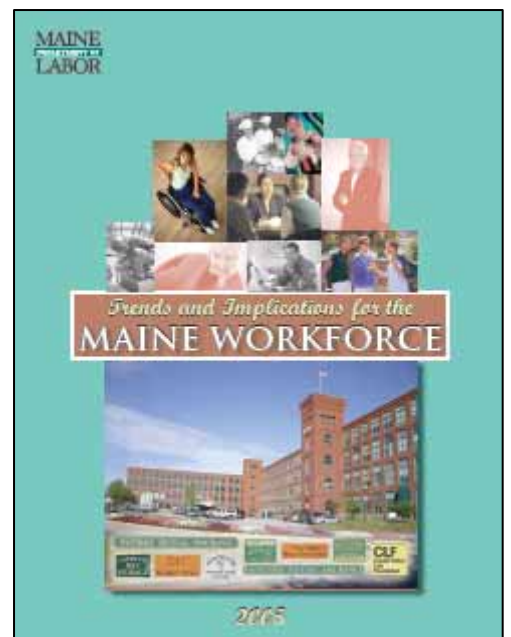
The same effort is underway at Maine's four Workforce Investment Boards. Each has recruited key businesses and developed plans that employ *Industry Cluster-Based Approaches* to workforce development. These approaches (described in further detail in Section C, Implementation) employ demand-driven models for connecting specific industry needs with the workforce development system.

Together, these key steps in reorganizing and aligning the Workforce Cabinet, the Maine Jobs Council, its subcommittees, and Local Workforce Investment Boards, put Maine's workforce participants in a position to respond quickly and in a coordinated way to emerging opportunities and crises.

2) **Sharp Policy Focus**

a) **Workforce Report**

In one of its first acts, the Workforce Cabinet commissioned the Maine Department of Labor to develop a comprehensive analysis of the issues facing the Maine workforce in the coming decade. In March 2005, the Workforce Cabinet received that report,



which was entitled *“Trends and Implications for the Maine Workforce.”*

This report has been the focus of Cabinet-level meetings, presentations to business groups, workshops with educators and job counselors, and media reports. It is a touchstone for all policy development in the state – be it economic development, education, job training, even housing. It is available on the web at:

<http://mainegov-images.informe.org/labor/lmis/pdf/MaineWorkforce.pdf>

The report particularly identified four key workforce challenges for Maine:

b) Slow population growth and the aging workforce

The population is growing older. In part a cause, in part an effect, the out-migration of young people has prompted policymakers to place a greater emphasis on retaining and attracting youth and skilled workers to support future economic development. Meanwhile, solid prospects for economic development in Maine and the increasing need to fill jobs vacated by retiring baby boomers will create more opportunities for skilled employment and rewarding careers over the next 10 years. For Maine’s economy to grow and living standards to rise, the state must find ways to enfranchise everyone in the workforce with the needed talents and skills to compete.

c) Changing composition of business and industry

Maine must reposition its workers and communities away from dependence on maturing industries that are losing employment towards emerging industries. The pace of technological change and the forces of global competition will continue to transform the Maine economy, and workers must be prepared.

d) Occupational shifts and new skill requirements

Increasingly, occupational qualifications, and occupations themselves, can be short-lived. Maine workers must be helped to adapt more rapidly to changing work requirements. Along with the changing composition of the industrial base have come vast changes in the kinds of occupations and careers available to Maine workers. A culture of lifelong learning is now essential for future economic development.

e) Regional disparities

While Southern Maine is booming, Northern Maine has lost jobs and people. Maine must help its rural areas to gain new vitality, and must help its disenfranchised populations to have the skills to compete for the good jobs that are being created in regions nearer to Boston.

f) Conference on Education, Technology, and the Future of Maine's Economy

In January 2005, Maine's Departments of Education, Labor and Economic and Community Development hosted a high-level conference entitled "Education, Technology and the Future of Maine's Economy." The conference featured four prominent international leaders in new educational thinking: Alan November, Willard Daggett, Marc Tucker, and Seymour Papert.



Hundreds of Maine's leading educators, business executives, local and state government officials listened to the thought-provoking presentations on how to incorporate technology and new skill development into the school curriculum, then sat down and worked together on ideas and plans for implementing such ideas in Maine. The results can be seen on the web at:

<http://www.maineascd.org/etfme/proceed.htm>

Maine already is a leader in the nation in its universal use of laptop computers in middle school grades. This conference reinforced the importance of what has been accomplished, and re-committed Maine's educators and civic leaders to continuing to stay on the front edge of educational reform and innovation.

I) Maine's Workforce Investment Plan Update

In the context of this analysis and review, the Maine Jobs Council (MJC) published a modification of the WIA Five-Year Strategic Plan entitled the "Maine Workforce Investment Act (WIA) Planning Guidelines." The existing plan was set to expire on June 30, 2005; this modification extended it through 2007.

The process for the WIA Strategic Plan Modification began in the early fall of 2004 and continued through late March 2005. The planning process engaged wide stakeholder involvement. The Council and its staff consulted with numerous stakeholders, including the Local

Workforce Board representatives and key WIA partners.¹ Planners also solicited service provider input from the CareerCenter management team, the Maine Equal Justice Project, local Adult Education providers, and other community-based organizations.

In January 2005, the MJC adopted the following **six WIA Strategic Plan Modification goals** for Program Years 2005 -2006:

- a. Position low-income individuals, unemployed and entry- level incumbent workers to more effectively participate in the workforce and benefit from the economy.**
- b. Promote employment and skills training opportunities that provide livable wages, leading to worker economic security.**
- c. Build a stronger demand-side involvement through business and industry participation as partners, collaborators, advisors and investors in workforce hiring and training.**
- d. Provide system support for workforce development through professional practices and capacity building within the CareerCenters.**
- e. Provide a focus on program alignment between CareerCenter and community partners to increase collaboration through greater levels of service integration.**
- f. Insure that CareerCenters and community partners deliver relevant services that are results driven and include a high level of accountability.**

III. Maine Jobs Council Subcommittee Reports

With the broad umbrella goals of the Workforce Investment Act Plan Update having been set, individual Maine Jobs Council subcommittees then set to work to apply the larger vision and goals to particular problems. The following describes their efforts:

1. Youth Transitions Committee

¹ The WIA Strategic Plan development team included the Bureau of Unemployment Compensation, Division of Labor Market Services, Bureau of Rehabilitation Services, Departments of Education and Economic and Community Development, Aroostook County Action Program, Coastal Economic Development Corporation, Western Maine Community Action, Training Resource Center and the Training and Development Corporation.

The vision of the Youth Transitions Committee is to help (youth ages 14 to 24) to gain the knowledge, skills, attitudes and abilities needed to transition successfully into the workplace and to other post-secondary learning opportunities.

As part of its mission, the Committee recognizes that a critical factor to success within our society lies in the ability to navigate change successfully. For youth those transitions include the move from home to elementary school, from elementary to middle school, from middle to high school, and from high school into further education, military service, work, family and/or a combination of those options. Failure to transition successfully at any of those points can mean another societal intervention usually occurs (voluntary, such as alternative education, or involuntary, such as incarceration), which is often more costly (to the society and to the individual).

The Committee's **goal** is to influence public policy to support successful youth transitions.

2. Women's Employment Issues Committee

The Women's Employment Issues Committee fosters action on current factors affecting women's participation in the workforce.

The Committee highlights employment issues, develops recommendations to the Maine Jobs Council, and supports initiatives that remove barriers preventing women in Maine from attaining complete economic success and security.

The Committee proposes and promotes policies, programs, and legislation that provide full economic opportunity for all Maine women. Through 2010, the Committee will establish quantifiable benchmarks to measure, monitor, and annually evaluate Maine's progress in achieving that economic opportunity and security for all Maine women.

3. Commission on Disability and Employment

The Commission on Disability and Employment promotes collaboration with the public and private sectors to increase awareness and to influence policy related to employment for people with disabilities. To that end, efforts this year include supporting a public forum on employment and disability issues, identifying reliable Maine disability

data, and prioritizing areas of system improvements for focus in the workforce development of people with disabilities.

4. The Older Worker Committee

The Older Worker Committee of the Maine Jobs Council was formed in late 2004. Current membership stands at eighteen and includes representation from SCSEP, the National ABLE Network, AARP, SeniorSense, Maine's CareerCenter system, private employers and older workers. Committee members include several who are also members of the Maine Jobs Council.

The Committee measures the issues on which it intends to work against the "4 A's" of Advocacy, Awareness, Alignment, and Accountability. It examines policies, laws and beliefs about the older workforce and acts to educate and assist Older Workers, employers and the community. A wide range of topics is currently being prioritized. Issues range from livable wage, to the Medicare Part D Prescription Program, to labor market information that shows Maine with the seventh oldest state population in the country. The intent is to explore these issues, among others, and affect a variety of activities in response.

Current activities include ongoing development of the *Maine CareerCenters' Older Worker Resource Guide*. This guide is being sponsored by the Bureau of Employment Services and Maine's four Local Workforce Investment Boards, with particular support from the Area III Workforce Investment Board through a SeniorSense project. Another project underway is creation of a public service announcement on the value that older workers can provide to Maine's business community. PSAs will be used to educate the community as a whole, not only during National Employ Older Workers Week but year-round.

5. Industry Association Committee

The Industry Association Committee (IAC) of the Maine Jobs Council strives to promote the following in order to achieve shared goals:

- Expanded collaboration between Maine businesses, industry sectors, and public and private agencies
- Just-in-time sharing of resources and information
- Industry involvement in workforce education and training initiatives
- Industry involvement in economic development initiatives

The IAC will concentrate on three key issues:

- **Promote direct industry involvement in development of Maine's overall economic development strategy**
- **Encourage strategic partnerships between industry associations and public agencies engaged in surveying and analyzing business trends and issues that will result in real time information, improved planning and development, and reduced duplication.**
- **In collaboration with Maine training institutions, work to ensure flexibility and expanded options for delivery of workforce development and training programs that will meet the needs of both Maine industry and its workforce. Current daytime, semester driven models focus on supply-side versus demand-side requirements.**

6. Apprenticeship Committee

The purpose of the Maine Apprenticeship Committee is to facilitate workers continuing classroom education and on-the-job skills training for the benefit of those workers and the businesses employing them.

The Maine Apprenticeship Program has identified the following Initiatives in PY 04:

1. Six new Apprenticeship programs debuted in partnership with the Maine Marine Trades Association. Classes start in PY 05.
 - Wood Boat Builder
 - Marine Joiner
 - Marine Electrician
 - Marine Engine Service Technician
 - Marine Certified Composites Technician
 - Marine Tradesperson
2. Full integration of The National Institute for Metalworking Skills (NIMS) competency-based Apprenticeship program in partnership with the Maine Metal Products Association
3. Apprenticeship participation in the formation of the Western Maine Forestry Resources Training Consortium
4. Apprenticeship participation with the Building Trades Training Collaborative in Oxford Hills

From the Governor's Office to cabinet level departments to Maine Jobs Council subcommittees to local workforce investment boards, a common

policy focus and agenda is being developed at all levels. This policy focus is paying off in innovative program implementation, as is shown below.

II) Innovative Implementation

1) Lifelong Learning Accounts – first in nation funded by US DOL

The Maine Department of Labor developed and launched a 3-year project designed to create workforce access to Lifelong Learning Accounts. The LiLA initiative is supported with funding from the Ford Foundation and the U.S. Department of Labor. Maine's is the first statewide initiative and the first LiLA program funded by the U.S. Department of Labor. Created by the Council for Adult & Experiential Learning (CAEL), LiLAs allow workers to finance education and training through employer matched asset development accounts.

2) Workforce development integration into cluster strategies

Governor Baldacci has identified seven key clusters as important to Maine's future economy – four in the traditional sectors, three in emerging sectors. Workforce development strategies are integral to success in each, as is described below:

a) Forest Products Industry

Maine's economic health, traditional landscape, and the welfare of many communities are tied to the viability of the forest products industry. However, it is a mature industry, facing intense competition from abroad. To make Maine's forest products industry the national leader it once was, the forest product industry has been focused on the research and development of new technologies. Moreover, emphasis has been on the commercialization of these new technologies, with special attention to wood composites, the increased development of value added wood products and the continued investigation of by-product technologies. In March 2005, the Department of Conservation, Maine Forest Service and the Maine Technology Institute issued a report that outlined the challenges and strategies that impact the future of state's forest economy; The *Maine Future Forest Economy Project* to:

“[Identify] what is needed to maintain Maine's existing wood using industries, to identify growth opportunities

in existing and potential new wood using industries, and to identify what Maine State Government and the industry itself could do to improve the prospects for Maine's forest products industries.”

b) Marine Related Activities

One of the hallmarks of Maine's landscape is our magnificent coastline and a strong history of a thriving fishing and boat-building industry that has suffered from the effects of regulation, conservation and the economy. The state can resume this position again by targeting and coordinating our marine-related research. With a top-ten marine research institute and a multi-million dollar Federal investment currently underway at the University of Maine; the state has the potential to be an international hub for coldwater marine research and a leader in the Northeast in fisheries science. Efforts are underway to expand the state's research capability in marine science by forming a research coalition made up of Maine's leading research institutions.

c) Precision and Niche Manufacturing

The state has a long and honorable manufacturing tradition. With the dramatic changes in Maine's manufacturing economy losing its traditional base – textile, shoe, paper – efforts to be creative and flexible in developing the manufacturing jobs of the future are underway. New research and the development of cutting-edge technology for specialized and niche manufacturing will require a highly skilled workforce.

d) Tourism

This traditional industry is vital to Maine's economic future. Already, tourism accounts for 15% of Maine's gross state product - compared to 5% for the nation, and 6% for the rest of New England. Tourism leverages our magnificent natural resources in a way that, for the most part, is environmentally friendly. As an economic development strategy, the state will continue to work with local agencies to promote different areas of Maine; work with our higher education institutions to provide degree programs in hospitality; and expand our marketing efforts, utilizing "single image" branding to promote our state. In January 2005, the University of Maine System Board of Trustees approved a new program that will

provide educational, research, and outreach assistance to Maine's multi-billion dollar tourism industry.

In March 2005, Governor Baldacci unveiled a new economic initiative aimed at developing and expanding a range of tourism opportunities in Maine's rural communities. The Maine Nature Tourism Initiative involves tax incentive legislation designed to encourage new investment in outdoor recreation businesses. Under the proposed legislation known as the Pine Tree Recreation Zone Act, new hotel or resort proposals, as well as existing sporting camps, may qualify for a number of tax incentives that would enable them to create new jobs and pump new dollars into rural economies that are seeking to diversify.

e) Biotech and Biomedical Research

The groundwork in this important area is in place. Maine is already home to several leading biotech and biomedical research organizations. The state is currently seeing the components of a medical instrumentation "cluster" take shape; we must encourage this development. Additionally, we have an excellent School of Engineering at the University of Maine that includes world-class research and development capabilities in digital information technology. We also have a strong tradition of manufacturing and the existence of a number of Maine companies in this field. With Jackson Labs, the Maine Technology Institute and the Maine Incubator program, we have the infrastructure to be competitive in biotech and biomedical product development.

The world of biotechnology is very competitive. To be successful, the Governor has set the objective of \$1,000 of investment in research and development per Maine worker by 2010.

f) Financial Services

The financial services sector offers significant growth opportunities. Maine is well positioned to grow in this important area. The numerous companies that have already located in the state point to our favorable bank franchise tax situation, our advanced telecommunications network, our strong labor pool, affordable office space and unparalleled quality of life.

g) Radio Frequency Identification (RFID)

RFID presents significant potential for Maine. It is an important emerging industry in the world economy. An initiative in this field will support Maine's two premier semiconductor companies, one of which has already staked out a leadership position in the field. In addition, two other cutting edge end-use manufacturing companies in Maine have already begun establishing a presence. Properly developed and supported, this industry could become a dominant force in the state.

V) Innovative Pilot Projects of Local Workforce Investment Boards

1) BEST -- Business Enhancement Solutions Teams A Project of the Coastal Counties Local Workforce Investment Board (CCWB)

The CCWB has committed itself to an aggressive demand-side strategy, one that articulates the unique role of the business community in holding the workforce development system accountable for meeting its need for skilled workers and contributing to overall State and regional economic development goals.

Given that business is the Board's primary customer, CCWB actively engages the business community through outreach and education via its Business Enhancement Solutions Team.

In PY2004, the Local Board initiated a business services component entitled the "Business Enhancement Solutions Team" or BEST, designed to supplement the successful Business Assistance Team Strategy. The Board believes that all businesses in the six county region should have the opportunity to become sustainable, viable businesses. Unfortunately, most businesses are not unaware of public programs and services that are available to help them address business challenges. And if they are aware, they do not have the staff or time to determine what's appropriate for their business. There are a myriad of programs and services available to businesses to help them address unique needs, but these resources can be overwhelming to navigate for a small or medium sized Maine business. CCWI's Business Enhancement Solutions Team connects businesses and program/service providers to facilitate solutions that address specific business needs. CCWI staff is an active extension of a client's management team. From this vantage point the navigation begins. Benefits include connecting businesses and workers to the publicly funded Workforce System and other

appropriate resources, thereby creating sustainable, viable businesses that will employ both educated and undereducated Maine people.

2. Work Readiness Certification and other innovations From the Tri County Local Workforce Investment Board

The Tri-County region has adopted the identical six goals as those described above from the Maine Jobs Council's Workforce Investment Act Plan Modification. This ensures total policy consistency at the two levels.

The region's vision, shared by the Governor, the Maine Jobs Council and the U.S. Department of Labor, is to ensure a pipeline of "ready to work" workforce. Over and over we hear from businesses that various "soft-skills" and entry-level educational requirements are lacking in their applicant pools. During the next two years we will also work with State agencies, local boards, the business sector, and the CareerCenter system to develop a Work Readiness Certification system in Maine to meet entry-level skill certifications that businesses need. Developing this certification will assist businesses to find the skilled workforce that they are seeking.

In addition, this region will continue to promote the increased usage of On-The-Job-Training contracts to respond to business/employer needs and to leverage training funds available either through specific funding streams in WIA, NEG grants, TAA designations, or partnered funds. One issue here is the way in which traditional programs such as On-the-Job and Apprenticeship models function as viable options for business development; the Board will continue to work with Business Services Teams to develop marketing skills/approaches appropriate as options for stated business needs and how traditional programs such as OJT and Apprenticeship combined with job development are viable options for business retention, expansion and development.

Based on regional analysis completed by local economic development agencies, Labor Market Information and information from business groups the board has identified a number of issues that it will need to be confronting over the next couple of years. Some of these issues are as follows: the aging workforce and aging population, the shift from manufacturing to service sector based economy, the work readiness certification need, and the need to

retool the workforce to meet future business and economic development demand.

The Aging Workforce and Aging Population. The aging workforce will have an impact on the region in terms of skill shortages and retraining dislocated and incumbent workers to fill these gaps as the exodus of older workers from the labor force in the region occurs over the next 10 year period. Simultaneously as these workers retire and the region becomes a magnet for the retired population, there will be workforce pressures to have adequate workforce staff in mature population services industries primarily in the home health care field.

The shift from manufacturing to service sector based economy. As the mature manufacturing industries have declined over the past few years, many of these jobs have been replaced by those in service sectors industries which often time offer lower pay and fewer benefits. The implications of this movement on local community economies, the ability to offer lifelong learning opportunities that are affordable and offered in non-traditional modalities, and preparing for career path skill development are some of the issues that will need to be discussed and addressed.

The Work Readiness Certification Need. Business continually state how ill-prepared entry level workers are for the demands of the businesses from "soft-skills" to basic educational standards in reading, mathematics, writing and communications. Statewide-collaboration with multiple partners will be necessary to tackle this issue in order to assist businesses to survive in the competitive market place.

The need to retool the workforce to meet future business and economic development demand. Of major importance today is the need to meet with business from various industry sectors to not only ask what skills sets are necessary for the workforce today but also the skills that will be needed in a decade so that existing or new emerging industries have a ready-workforce. In addition, the Board must be vigilant in working with economic development agencies to design strategies for business attraction, retention and expansion where the Board can assist to develop a workforce to retain existing businesses or to attract new businesses. Local partnerships will need to continue to strengthen, so as to maximize scarce resources to make value-added investments in local workforce training programs.

3. Employee Retention and other innovative projects from the Central Western Local Workforce Investment Board

a) Employee Retention Program for Employers

Working in collaboration with Western Maine Community Action, the Staff of the University Center/CareerCenter in South Paris, and Central Maine Community College, Ken O'Brien, business consultant, was contracted to produce a program for employers to focus on employee retention. The product consists of easy-to-use surveys, diagnostic tools, and offers a number of options to improve employee retention and productivity. Final edits are currently in progress.

b) Employer-Endorsed Certification Program

To respond to employer requests for a Certification Program providing assurance of basic ready-to-work skills [sometimes called "soft skills"], the Board has partnered with Adult Education to develop a curriculum for a Certification Program in time for a rollout of three Pilot projects during fall 2005. The Pilot sites are Bangor, Caribou, and Lewiston; the projects will be developed and monitored by employer-lead Advisory groups at each site.

c) Grants:

- The Maine BICC [Maine Building Industry & Construction Collaborative] application is now in progress for a grant from the Employment & Training Administration (US DOL) to work with the Construction sector in providing consultation and training options for both incumbent and entry-level employees.
- Health Care Workforce Development in cooperation with the University of Southern Maine, Pathways to Higher Education and the Health Care Action Team [HCAT] in the Lewiston/Auburn area, grant application is in progress for an initiative to work with incumbent health care workers to provide entry-level staff into higher-level positions.

d) Maine Jobs Council Committee Participation

The Chairs of the CLEO Board and the LWIB Board and the Executive Director are voting members of the Maine Jobs Council

- Industry Association Committee
- Older Worker Committee

The Board has submitted to the Maine Jobs Council its *Local Strategic Plan Modification* for 05-07. The Council approved the Board's Plan. The Plan is available for review on line at *mainefocus.org*.

e) Collaborative Development of Roles & Responsibilities

On-going work involving the Bureau of Employment Services, the Maine Jobs Council, and the four Local Area Directors during the last six months is a priority to establish more coordination and better communication among CareerCenter partners. The group is working toward a fully articulated system of Memoranda of Understanding among participants.

f) Reorganization of Board Committees

The Board has made some changes in the way its work is structured. Each Board member has been asked either to serve on an *ad hoc* committee focused on specific projects, a standing committee, or provide his/her expertise to the Board. Currently the *ad hoc* committees are the *ad hoc* Sector Committee and the *ad hoc* Fiscal Committee, Standing Committees are the Executive Committee, the Steering Committee, and the Nominations Committee.

g) Local Workforce Development Organizations

In Area III, there are a number of local organizations to maintain collaborative community efforts to develop the workforce. For examples, the Franklin County Business and Education Taskforce [BETF] and the Somerset Workforce Development Team [SWDT] continue to focus on local employment and training issues.

h) Regional Managers Team

(1) Regional Work Plan

A work plan entitled Planning for Effectiveness and Efficiency developed with Area III Managers by the Center for Educational Services in 2003 continues to inform Managers' Team work in the CareerCenter sites for Area III.

Impact from the Business Forum series featuring Melanie Arthur Consulting (2004-2005) funded by the Incubator grant in 2004-2005 also provides direction and focus for developing and offering specific Business services within the CareerCenter system.

(2) Business & Employer Services

The Team works on identifying key approaches to business services in CareerCenters in Area III, attempting to integrate business service models with service to job seekers and incumbent workers. Once each quarter, the four local Business Assistance Teams meet with Regional Managers to review progress and performance in this area.

(3) Active & Contributing Memberships

- The Workforce Alliance [TWA], Washington, D.C.
- National Network of Sector Partners [NNSP], Oakland, CA
- National Association of Workforce Boards [NAWB], Washington, D.C.
- Coalition for Workforce Development [CWD], currently in transition.

The Coalition is an advocacy group involving representatives from the Maine Legislature, Chambers of Commerce, DECD, DOE, DHHS, DOL, the Community College system, USM, the Central/Western LWIB, Women Work & Community, and other advocacy representatives presenting on positions re. Key issues and projects involving Maine's programs to serve Maine people in need.

4. Aroostook/Washington Counties Local Workforce Board

(a) Healthcare Sector Coalition Project

In 2003, the Northern Maine Sector Intervention Research project, completed by representatives from Northern Maine Development Commission, Aroostook County Action Program and the Local Area 1 Workforce Investment Board, determined that the healthcare sector in Aroostook and Washington Counties had reached a crisis level. The numbers of positions not being filled by skilled workers had caused a very serious situation for people needing health care. As a result, the major healthcare provider organizations came together, set aside their competitive issues, and created the Healthcare Sector Coalition

Group that received an ear mark grant with the support of Senator Susan Collins and the other Maine delegates.

The work on the Healthcare Sector Coalition Project ear mark grant application was completed and accepted by the United States Department of Labor Employment and Training Administration in May 2005, and we began drawing down on funds as early as July 1, 2005. By making use of existing administrative structures and procedures we have been able to set aside 83% of the total amount of the grant, or \$207,974, for direct training. The following information has been made available to date:

Participating Healthcare Organizations:	7
Participating Institutions:	4
Positions Being Trained For:	
Occupational Therapist	1
Physicians Assistant	1
Physical Therapist	4
Registered Nurse	13
Radiology Technician	7
Nurse Anesthesia	1
Total Number of Individuals Being Trained	27
Males Being Trained	4
Females Being Trained	23
Amount Contributed by Healthcare Org	\$55,316
Amount Contributed by Grant	\$55,316
Total Amount for Training	\$110,632
Amount Contributed for Recruitment	\$2,500

(b) Connecting CareerCenter Youth Programs to Elementary Curriculum

The Kindergarten through 3rd grade students at Jonesboro Elementary School participated in and successfully completed the "One, two, three . . . Jobs for Me" workshop series presented by the CareerCenter. The workshops provided the students with career exploration, self-assessment, resume introduction,

business card creation, portfolio creation and maintenance, and even starting their own businesses.

The above are examples of how policies and analysis developed through statewide discussions are translated into action at the local level. This is a product of the alignment of organizations and plans described earlier.

VI) Workforce Investment System Performance Outcomes

There are numerous federal, State, and local programs which operate in CareerCenters and contribute to serving the needs of job seekers and employers. The contribution of WIA funds to the actual training of numbers of individuals is relatively small. However, the use of WIA funds to leverage other resources is a large contribution to the workforce investment effort. WIA funds are spent on the infrastructure of the CareerCenter system to integrate many other resources designed to find employment for those who seek it.

The following summary of other federal and state programs and outcomes for PY 2004 illustrates the extent to which WIA funds help to leverage resources and contribute to workforce development:

1) Trade Adjustment Assistance

Compared to the previous year, the number of individuals trained and the number of companies who benefited was up considerably due to Trade Adjustment Act funds that were used to fund training expenses for **2,289** workers and exited **1,251** workers. Overall, the Trade Adjustment Act program provided reemployment services to **3,132** individuals.

TAA program outcomes for PY 2004:

- **Entered Employment Rate: 94%**
- **Retention Rate: 81%**
- **Earnings Replacement Rate: 81%**

2) National Emergency Grants

The BES and Local Workforce Boards responded to a number of significant downsizing and closure events in PY 2003. During the program year beginning July 1, 2003 through June 30, 2004 we received 8 new NEG awards totaling **\$3,357,592**. Grants were awarded to assist workers who were affected by downsizing and closures at:

G.H. Bass
C&S Wholesale
ICT, Oxford
Tyson

Great Northern Paper and
Sappi
Biddeford Blankets
Coastal Multi. Company
Forsters's Manufacturing

Throughout all of PY 2003, total of **4,164** workers received work search assistance and training with an **89%** entered employment rate.

3) Pre-Apprenticeship and Registered Apprenticeship Activities and Outcomes

- 241 Sponsors statewide support 353 Pre-Apprenticeship and 390 Apprenticeship programs.
- 62 new Pre-Apprenticeship programs were registered for an increase of 21%
- 66 new Apprenticeship programs were registered for an increase of 20%
- 39 new Pre-Apprentices were registered
- 207 new Apprentices were registered
- 97 Apprentices were issued completion certificates
- Females represent 23% of Pre-Apprentices, 20% of Apprentices, and 11% of completions
- Average 1st year Apprentice wage was \$10.90
- Average 4th year Apprentice wage was \$16.15
- Annual Return on Investment (ROI) is estimated at \$40 for every dollar of Apprenticeship budget

4) Service to Youth and Families

- MDOL provides staff for Maine Children's Cabinet Senior Staff, which supports the Children's Cabinet Commissioners. Through a Senior Staff initiative, CareerCenters provide representatives to the three Regional Children's Cabinets. These relationships strengthen local systems of care for youth and families through a direct connection of job seekers, employers and education/training providers.
- CareerCenters have developed working partnerships with the Department of Corrections, Department of Health and Human Services, and Department of Education to provide services for youth in transition from correctional facilities, foster care and schools, into adult life.
- A pilot project between two CareerCenters and the Maine Association of Community Service Providers (MACSP) has begun to improve the process of matching job seekers with Direct Support Professional

positions. It is anticipated to increase the job retention and career advancement of these workers who continue to be in short supply in Maine. The project is slated for statewide implementation by the end of 2006.

- Maine continues to see growth in the number of citizens who are 55 or older. With this trend suggesting a shortage of workers for the future, the Older Worker Committee of the Maine Jobs Council is embarking on a campaign to educate employers and workers about the issues of employing older workers and the benefits of working with local CareerCenters.

5) Governor's Training Initiative Activity:

• Number of companies assisted:	7
• Number of new hires trained:	371
• Number of incumbent workers trained:	2,401
• Number of Maine workers impacted by GTI:	2,772
• GTI investment in Maine workers:	\$2,031,537
• Total private sector match:	\$6,564,666
• Total investment in Maine workforce:	\$8,596,203

6) CareerCenter Seamless / Integrated Service Delivery Project

In 2002, the leadership of Maine's CareerCenter system launched an initiative that would generate clarity and consensus to a shared image of integrated service delivery. Throughout all of 2002-2004 the emphasis on seamlessness and integrated service delivery within the CareerCenters resulted in several sites volunteering to participate in a piloted approach to organizing staff and program resources between WIA and Wagner-Peyser. Some of the key guidelines for implementing this integrated service model included:

- Providing a framework for organizing work and customer flow based on the 3 tier service levels (core, intensive and training) currently in place.
- Organizing Wagner-Peyser and Workforce Investment Act services into "functional" teams. The team members are assigned according to function and the level of service.
- Teams are organized to be "fluid" and overlap.
- Teams could be designed to rotate among the levels of services (i.e., Team "A" provides Core A/B services for 3 months and then rotates to providing Intensive Services for 3 months, etc.)

- The majority of staff in the Center engages customers in "initial assessment" and basic up-front triage services.
- All customers are shared.

7) Support for Small Business Development and Entrepreneurship

- In 2004, the **Maine Enterprise Options** program served **492** eligible Unemployment Insurance claimants who chose the option of collecting self-employment assistance allowance at the same level as regular unemployment insurance benefits while developing a small business.

The MEO provides eligible unemployment insurance recipients the option of collecting self-employment assistance allowance at the same level as regular unemployment insurance benefits while developing a small business. To be eligible to apply for self-employment assistance benefits under MEO an individual claimant must be profiled as "likely to exhaust."

The first eligible unemployment compensation recipients were notified of the availability of the self-employment option in October 1995. The following summarizes the program's operation through program year 2004:

	PY 04	PY 03	PY 02	PY 01	PY 00	PY 99	PY 98	PY 97	PY 96	PY 95 (3mos.)	Totals
Eligible UI recipients	15,746	10,235	5292	5908	4588	3572	3639	4144	2475	706	40,559
Applicants	629	354	293	205	148	109	139	168	177	47	1640
Accepted	492	201	115	113	98	58	99	101	129	44	958

- **Project GATE (Growing America Through Entrepreneurship)**

Maine was one of only three states chosen to participate a multiyear study by the federal government to determine the value of business assistance programs are worth their cost. The primary objective of the project is to examine the viability and effectiveness of teaming workforce development and economic development services in the one-stop environment. Project GATE was operated through the CareerCenters in Lewiston, Portland and Bangor. The other two states that participated are Minnesota (Duluth and Minneapolis - St. Paul); and Pennsylvania (Pittsburgh and Philadelphia). The project began in September 2003. By the time the project ended in June 2004, over **2,200** individuals had inquired about participating in GATE; the CareerCenters held **874** orientations; **568** people have applied to participate (**275** people had been selected to participate in GATE and

293 people are members of the control group). The project will complete the research and evaluation phase and issue a final report describing program outcomes by the end of June 2007.

- **Entrepreneurship Working Group**

The MDOL is an active member of the Entrepreneurship Working Group (EWG) Steering Committee and has participated in many EWG initiatives including the statewide assessment of Maine's entrepreneurial leadership assessment conducted by the Ewing Marion Kauffman Foundation and development of the *Business First* model that was subsequently presented to the Commissioner of the Department of Economic and Community Development as an approach for promoting small business assistance coordination.

During 2004 MDOL participated in the development of the Rural Entrepreneurship Development System proposal to the W. K. Kellogg Foundation. The proposal development was a joint effort of the Department of Economic and Community Development, Maine Small Business Development Centers, Maine Centers for Women, Work and Community, Coastal Enterprises, Inc, Maine Community College System, University of Maine System, Washington-Hancock Community Agency, Maine Technology Institute, Junior Achievement and several other organizations. The Maine LEADS project was designed to promote the *Business First* model, which sought to create regional collaboration for the coordinating statewide entrepreneurial activity.

8) Other Accomplishments:

- MDOL hosted the **NETwork '04 Conference**. Nearly 300 workforce development professionals from New England, Puerto Rico, and the Virgin Islands were in Maine to attend the recent conference focusing on improving the linkage between workforce development and economic development efforts in the states.
- Completed all 2002-2004 **WIA program monitoring**. This past year of program level monitoring has illuminated a number of program and service improvement areas that have become necessary on a statewide basis. In the coming months we will be working with all four Local Board Directors and CareerCenter managers to identify and implement stronger assessment and documentation protocols.

- MDOL initiated a long-term program with the objective of **Raising Women's Wages** through the promotion of good paying jobs for women, assisting businesses and employers with recruitment and retention of women, policy development, training, and replication of best practices. Placement wages are being used as a primary measure of our efforts to improve the training and job placement services we are offering to women. In Program Year 04, a Labor Program Specialist assigned to this task visited each CareerCenter and presented the most recent report on statewide average placement wages for women and men, along with Labor Market data on the average new hire and ongoing wages in selected local industries, also by reported by gender, and the average placement wages for women and men placed in nontraditional occupations. These meetings led to discussions on how each CareerCenter can best improve wages for female customers within the constraints of local job markets and economic factors.

Staff training that will occur in Program Year 05 and routine supplemental information and support is following up this effort. Many CareerCenters are already responding with new or revised services and products that better address the workforce needs of local businesses, more education and outreach to women, more collaboration with partner agencies serving women in the workforce, and more awareness of nontraditional occupations and job placements. In addition, state-funded Business Assistance contracts with each local workforce investment area now include an objective for a modest (5%) increase in women's placement wages as a marker of improved recruitment and retention services to employers and industries.

**Maine WIA Placement Wages by County by Program by Gender
Program Year 2004**

	Adults & Dislocated Workers						Youth					
	Female			Male			Female			Male		
	#	Avg Hourly Wage	Avg Weekly Wage	#	Avg Hourly Wage	Avg Weekly Wage	#	Avg Hourly Wage	Avg Weekly Wage	#	Avg Hourly Wage	Avg Weekly Wage
Statewide	693	\$9.80	\$353.33	439	\$11.99	\$464.05	102	\$7.95	\$257.41	62	\$9.23	\$325.43
Androscoggin	55	9.72	342.72	35	11.14	431.37	4	10.16	324.88	1	10.20	306.00
Aroostook	59	8.49	322.72	55	12.11	469.48	12	7.88	284.42	17	10.74	340.52
Cumberland	79	11.33	416.30	58	14.27	548.90	12	8.61	220.89	2	9.61	384.20
Franklin	21	8.98	317.06	11	8.88	360.82	5	7.29	241.50	4	8.25	276.75
Hancock	32	10.40	340.95	9	9.78	347.22	5	9.39	338.90	7	7.82	288.63
Kennebec	115	10.12	365.02	41	11.72	443.38	2	7.45	229.00	2	16.48	617.20
Knox	13	9.53	359.11	5	12.40	496.00	2	8.50	238.75	0		
Lincoln	6	9.17	345.67	2	10.15	406.00	0			1	7.10	319.50
Oxford	46	9.22	333.59	27	12.57	490.75	4	7.38	264.00	1	6.25	125.00
Penobscot	63	9.63	348.80	70	11.20	438.70	14	6.86	187.33	3	9.37	403.00
Piscataquis	7	8.68	258.86	7	9.57	398.21	1	7.50	300.00	0		
Sagadahoc	17	10.50	384.81	14	12.82	502.54	2	9.33	373.00	1	8.00	320.00
Somerset	76	9.24	336.56	48	9.83	391.67	16	7.56	255.27	11	7.97	298.39
Waldo	13	9.18	344.50	3	9.59	383.73	7	7.79	279.82	3	7.50	240.83
Washington	33	9.36	317.90	19	13.10	436.91	9	8.51	293.84	5	9.12	338.64
York	58	10.31	371.95	35	14.68	581.76	7	7.62	234.75	4	8.56	320.00

VI) Workforce Investment Cost Data

Maine allocates 85% of the Workforce Investment Act, 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 of the range of strong performance outcomes for each of these groups. Each of Maine's CareerCenter offers an extensive array of core, intensive and training services.

The largest share of WIA Title I resources were spent on providing a wide range of primarily Core and Intensive services. The CareerCenters have focused their delivery process on providing services that are designed to assist workers entry and re-entry into the labor market. Because we operated for most of the program year under the conditions of severe labor shortages in most labor markets, employment opportunities were relatively plentiful. The majority of customers who were registered received assistance with finding employment that offered the opportunities for good benefits and the potential for income growth.

Through Core and Intensive Services the range of activities included helping customer gain access to employment opportunities, job search preparation, application and resume preparation, effective interviewing techniques, career planning and wage progression evaluations. The CareerCenters have been working as effective teams consisting of Workforce Investment Act, Wagner-Peyser and to some extent Bureau of Rehabilitation service providers to offer registered customers the highest level of support necessary to gain access to employment. The outcomes for Workforce Investment Act registered customer suggest that we are experiencing some early success with this approach.

UNIT COST DATA	C-E RATIO	TOTAL OBLIGATIONS	TOTAL INDIVIDUALS SERVED
Overall, All Program Strategies	\$953	\$4,337,919	4,554
Adult Program	\$1,446	\$1,905,031	1,317
Dislocated Worker Programs	\$689	\$1,341,141	1,947
Youth Programs	\$1,622	\$2,091,747	1,290

Workforce Investment Act and Wagner-Peysner Services Report
Statewide, Program Year 2004

CareerCenter Labor Exchange Activity

Individuals looked for jobs via Labor Exchange	42,252
Jobs listed by employers via Labor Exchange	18,224
Individual job seekers referred to employers	22,606
Job seekers placed in employment	69%

WIA Participants receiving counseling and training services

Adult	1,317
Dislocated Workers	1,947
Older Youth	374
Younger Youth	916

Customer Satisfaction	Goal	Actual
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Participants	78%	78%
Employers	73%	72%

Entered Employment rates (placement rates)

Adults	82%	87%
Dislocated workers	86%	90%
Older Youth	74%	85%

Retention rates (employment after 6 months)

Adults	85%	90%
Dislocated workers	90%	92%
Older Youth	75%	79%
Younger Youth	57%	66%

Earnings change/ replacement after 6 months

Adult	\$2,000	\$3,039
Dislocated workers	88%	88%
Older Youth	\$2,900	\$3,224

Credential/Diploma Rate

Adults	58%	61%
Dislocated workers	55%	63%
Older Youth	52%	59%
Younger Youth	52%	59%

Skill attainment rate

Younger Youth	84%	94%
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Table A – Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	78%	75%	309	1,775	395	78%
Employers	73%	76%	496	3,289	693	72%

Table B – Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level		
			Numerator	Denominator
Entered Employment Rate	83%	87%	Numerator	507
			Denominator	583
Employment Retention Rate	85%	90%	Numerator	583
			Denominator	648
Earnings Change in Six Months	\$2,100	\$3,039	Numerator	\$1,914,475
			Denominator	630
Employment and Credential Rate	62%	61%	Numerator	197
			Denominator	324

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	85%	40	91%	48	77%	44	69%	25
		47		53		57		36
Employment Retention Rate	89%	39	88%	42	88%	61	88%	36
		44		48		69		41
Earnings Change in Six Months	\$4,471	\$183,323	\$2,677	\$123,121	\$3,539	\$237,093	\$176	\$7,026
		41		46		67		40
Employment And Credential Rate	59%	30	60%	12	53%	20	47%	7
		51		20		38		15

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	88%	240	86%	267
		273		310
Employment Retention Rate	88%	258	92%	325
		294		354
Earnings Change in Six Months	\$3,895	\$1,090,532	\$2,354	\$823,943
		280		350
Employment And Credential Rate	61%	197	0%	0
		324		0

Table E – Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level		
Entered Employment Rate	87%	90%	Numerator	908
			Denominator	1,007
Employment Retention Rate	90%	92%	Numerator	950
			Denominator	1,036
Earnings Replacement Rate	89%	88%	Numerator	\$10,862,160
			Denominator	\$12,313,913
Employment And Credential Rate	58%	63%	Numerator	367
			Denominator	587

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	91%	106	91%	61	86%	120	100%	5
		116		67		140		5
Employment Retention Rate	86%	96	86%	59	90%	115	100%	11
		111		69		128		11
Earnings Replacement Rate	89%	\$1,348,683	90%	\$623,763	72%	\$1,177,040	89%	\$94,599
		\$1,515,199		\$690,191		\$1,635,486		\$106,883
Employment And Credential Rate	71%	44	68%	27	60%	43	0%	0
		62		40		72		2

**Table G – Other Outcome Information for the
Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	89%	524 587	91%
Employment Retention Rate	91%	539 590	92%	411 446
Earnings Replacement Rate	87%	\$5,925,589 \$6,793,074	89%	\$4,936,571 \$5,520,839
Employment And Credential Rate	63%	367 587	0%	0 0

Table H – Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level		
		Entered Employment Rate	74%	85%
			Denominator	86
Employment Retention Rate	76%	79%	Numerator	73
			Denominator	92
Earnings Change in Six Months	\$3,000	\$3,224	Numerator	\$270,836
			Denominator	84
Credential Rate	52%	59%	Numerator	67
			Denominator	114

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	75%	9 12	50%	1 2	92%	12 13	84%
Employment Retention Rate	100%	8 8	0%	0 0	87%	20 23	76%	59 78
Earnings Change in Six Months	\$5,606	\$44,844 8	\$0	\$0 0	\$3,587	\$68,157 19	\$2,995	\$212,658 71
Credential Rate	50%	7 14	0%	0 2	59%	10 17	57%	56 99

Table J – Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	85%	94%	214
			228
Diploma or Equivalent Attainment Rate	53%	59%	157
			267
Retention Rate	57%	66%	208
			316

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	100%	11	93%	178	99%	113
		11		185		114
Diploma or Equivalent Attainment Rate	48%	12	62%	74	39%	19
		25		120		49
Retention Rate	59%	26	60%	83	63%	55
		44		139		88

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	82%	577	\$2,128	\$1,493,901	1%	4	\$4,370	\$2,215,673	68%	192
		702		702		507		507		284
Dislocated Workers	87%	1010	115%	\$13,608,930	2%	15	\$5,391	\$4,895,290	65%	340
		1162		\$11,798,526		908		908		524
Older Youth	74%	93	\$2,434	\$306,669	0%	0	\$3,127	\$228,281		
		126		126		97		73		

Table M – Participation Levels

	Total Participants Served	Total Exiters
Adults	1,317	622
Dislocated Workers	1,947	967
Older Youth	374	139
Younger Youth	916	374

Table N– Cost of Program Activities

Program Activities		Total Federal Spending
Local Adults		\$1,905,031
Local Dislocated Workers		\$1,341,141
Local Youth		\$2,019,747
Rapid Response (up to 25%) §134 (a) (2) (b)		\$589,230
Statewide Required Activities (up to 15%) §134 (a) (2) (b)		\$261,722
Statewide Allowable Activities §134 (a) (3)	Program Activity Description	10% of Adult, Youth, and DW funds for State Activities
		\$238,683
Total of All Federal Spending Listed Above		\$6,355,554

Table O Statewide

	Total Participants Served	Adults	1,317	
		Dislocated Workers	1,947	
		Older Youth	374	
		Younger Youth	916	
	Total Exiters	Adults	622	
		Dislocated Workers	967	
		Older Youth	139	
		Younger Youth	374	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	78%	75%	
	Employers	73%	76%	
Entered Employment Rate	Adults	83%	87%	
	Dislocated Workers	87%	90%	
	Older Youth	74%	85%	
Retention Rate	Adults	85%	90%	
	Dislocated Workers	90%	92%	
	Older Youth	76%	79%	
	Younger Youth	57%	66%	
Earnings Change/Earnings	Adults	\$2,100	\$3,039	
	Dislocated Workers	89%	88%	
Replacement in Six Months	Older Youth	\$3,000	\$3,224	
Credential/Diploma Rate	Adults	62%	61%	
	Dislocated Workers	58%	63%	
	Older Youth	52%	59%	
	Younger Youth	53%	59%	
Skill Attainment Rate	Younger Youth	85%	94%	
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
		0	3	14

Table O Aroostook/Washington LA

	Total Participants Served	Adults	302	
		Dislocated Workers	181	
		Older Youth	113	
		Younger Youth	203	
	Total Exiters	Adults	126	
		Dislocated Workers	79	
		Older Youth	41	
		Younger Youth	107	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	78%	83%	
	Employers	73%	76%	
Entered Employment Rate	Adults	83%	84%	
	Dislocated Workers	87%	88%	
	Older Youth	74%	87%	
Retention Rate	Adults	85%	88%	
	Dislocated Workers	90%	89%	
	Older Youth	76%	100%	
	Younger Youth	57%	69%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,100	\$2,803	
	Dislocated Workers	89%	105%	
	Older Youth	\$3,000	\$6,835	
Credential/Diploma Rate	Adults	62%	70%	
	Dislocated Workers	58%	87%	
	Older Youth	52%	60%	
	Younger Youth	53%	62%	
Skill Attainment Rate	Younger Youth	85%	97%	
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
		0	1	16

Table O Tri-County LA

	Total Participants Served	Adults	210	
		Dislocated Workers	275	
		Older Youth	88	
		Younger Youth	165	
	Total Exiters	Adults	86	
		Dislocated Workers	171	
		Older Youth	28	
		Younger Youth	65	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	78%	82%	
	Employers	73%	77%	
Entered Employment Rate	Adults	83%	95%	
	Dislocated Workers	87%	93%	
	Older Youth	74%	89%	
Retention Rate	Adults	85%	89%	
	Dislocated Workers	90%	90%	
	Older Youth	76%	70%	
	Younger Youth	57%	82%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,100	\$4,252	
	Dislocated Workers	89%	80%	
	Older Youth	\$3,000	\$4,887	
Credential/Diploma Rate	Adults	62%	60%	
	Dislocated Workers	58%	70%	
	Older Youth	52%	57%	
	Younger Youth	53%	61%	
Skill Attainment Rate	Younger Youth	85%	89%	
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
		0	3	14

Table O Central/Western LA

	Total Participants Served	Adults	485	
		Dislocated Workers	887	
		Older Youth	100	
		Younger Youth	341	
	Total Exiters	Adults	268	
		Dislocated Workers	479	
		Older Youth	38	
		Younger Youth	132	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	78%	70%	
	Employers	73%	78%	
Entered Employment Rate	Adults	83%	86%	
	Dislocated Workers	87%	89%	
	Older Youth	74%	88%	
Retention Rate	Adults	85%	94%	
	Dislocated Workers	90%	93%	
	Older Youth	76%	79%	
	Younger Youth	57%	61%	
Earnings Change/Earnings	Adults	\$2,100	\$2,368	
	Dislocated Workers	89%	89%	
Replacement in Six Months	Older Youth	\$3,000	\$3,005	
Credential/Diploma Rate	Adults	62%	55%	
	Dislocated Workers	58%	55%	
	Older Youth	52%	62%	
	Younger Youth	53%	66%	
Skill Attainment Rate	Younger Youth	85%	95%	
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
		0	3	14

Table O Coastal Counties LA

	Total Participants Served	Adults	320	
		Dislocated Workers	604	
		Older Youth	73	
		Younger Youth	207	
	Total Exiters	Adults	142	
		Dislocated Workers	238	
		Older Youth	32	
		Younger Youth	70	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	78%	78%	
	Employers	73%	76%	
Entered Employment Rate	Adults	83%	88%	
	Dislocated Workers	87%	91%	
	Older Youth	74%	76%	
Retention Rate	Adults	85%	86%	
	Dislocated Workers	90%	90%	
	Older Youth	76%	76%	
	Younger Youth	57%	68%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,100	\$3,918	
	Dislocated Workers	89%	86%	
	Older Youth	\$3,000	\$1,735	
Credential/Diploma Rate	Adults	62%	62%	
	Dislocated Workers	58%	61%	
	Older Youth	52%	55%	
	Younger Youth	53%	65%	
Skill Attainment Rate	Younger Youth	85%	93%	
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
		1	1	15

Aroostook-Washington

LA

Tri-County LA

Central LA

Coastal LA

Statewide

	Aroostook-Washington LA			Tri-County LA			Central LA			Coastal LA			Statewide		
	Standard	Actual	Δ%	Standard	Actual	Δ%	Standard	Actual	Δ%	Standard	Actual	Δ%	Standard	Actual	Δ%
Adult															
A. Adult Entered Employment Rate	83%	84%	1%	83%	95%	14%	83%	86%	4%	83%	88%	6%	83%	87%	5%
B. Adult Employment Retention Rate	85%	88%	4%	85%	89%	5%	85%	94%	11%	85%	86%	1%	85%	90%	6%
C. Adult Earnings Gain Rate	\$2,100	\$2,803	33%	\$2,100	\$4,252	102%	\$2,100	\$2,368	13%	\$2,100	\$3,918	87%	\$2,100	\$3,039	45%
D. Adult Employment and Credential Rate	62%	70%	13%	62%	60%	-3%	62%	55%	-11%	62%	62%	0%	62%	61%	-2%
Youth															
A. Older Youth Entered Employment Rate	74%	87%	18%	74%	89%	20%	74%	88%	19%	74%	76%	3%	74%	85%	15%
B. Older Youth Retention Rate	76%	100%	32%	76%	70%	-8%	76%	79%	4%	76%	76%	0%	76%	79%	4%
C. Older Youth Earnings Gain Rate	\$3,000	\$6,835	128%	\$3,000	\$4,887	63%	\$3,000	\$3,005	0%	\$3,000	\$1,735	-42%	\$3,000	\$3,224	7%
D. Older Youth Credential Rate	52%	60%	15%	52%	57%	10%	52%	62%	19%	52%	55%	6%	52%	59%	13%
E. Younger Youth Skill Attainment Rate	85%	97%	14%	85%	89%	5%	85%	95%	12%	85%	93%	9%	85%	94%	10%
F. Younger Youth Diploma or Equivalent Attainment Rate	53%	62%	17%	53%	61%	15%	53%	66%	25%	53%	65%	23%	53%	59%	11%
G. Younger Youth Retention Rate	57%	69%	21%	57%	82%	44%	57%	61%	7%	57%	68%	19%	57%	66%	15%
Dislocated Worker															
A. Dislocated Worker Entered Employment Rate	87%	88%	1%	87%	93%	7%	87%	89%	2%	87%	91%	5%	87%	90%	4%
B. Dislocated Worker Retention Rate	90%	89%	-1%	90%	90%	0%	90%	93%	3%	90%	90%	0%	90%	92%	2%
C. Dislocated Worker Earnings Replacement rate	89%	105%	18%	89%	80%	-10%	89%	89%	0%	89%	86%	-3%	89%	88%	-1%
D. Dislocated Worker Employment and Credential Rate	58%	87%	50%	58%	70%	21%	58%	55%	-5%	58%	61%	5%	58%	63%	8%
Customer Satisfaction															
A. Participants	78%	83%	6%	78%	82%	5%	78%	70%	-10%	78%	78%	0%	78%	75%	-4%
B. Employers	73%	76%	4%	73%	77%	5%	73%	78%	7%	73%	76%	4%	73%	76%	4%