



**WIA Plan Modification
for the
Tri-County Workforce Investment
Board**

July 1, 2009 – June 30, 2010

Voted on and Approved on June 11, 2009

**Tri-County Workforce Investment Board (Local Area 2)
Serving
Hancock, Penobscot and Piscataquis Counties**

Section I: Context, Vision, and Strategy

Introduction

Workforce Investment Act (WIA) Title I Modifications

The Tri-County Local Workforce Investment Board (LWIB) has been exploring WIA service delivery options for its region for the past year. Its purpose was to enhance services in the region and to expand service points if possible. In November 2008, the Tri-County LWIB released a Request for Proposal (RFP) for its WIA programs (disadvantaged youth, disadvantaged adult and dislocated worker). Five proposals were received for the Adult and Dislocated Worker programs and four proposals for its youth program. In March 2009, after review and recommendation of a LWIB Selection Committee, the Tri-County LWIB voted to award the contracts for WIA youth, adult and dislocated worker programs to Arbor Employment and Training.

However, the award decision was appealed and during this same period, the American Recovery and Reinvestment Act was passed. The Tri-County LWIB was concerned that the best implementation strategy for the region be available to support both the traditional WIA programs and the new infusion of ARRA funds, which were almost equivalent to the traditional programs annual funding. With new leadership at Eastern Maine Development Corporation, the workforce development and the economic development leaders for the region agreed to look again at their service delivery options.

Both groups started from the same premise: workforce development and economic development are mutually dependent. These two functions need to be "in synch" for a local workforce area to compete in the global marketplace. As they explored their options, they discovered that several LWIBs in other states, who were co-located or housed with economic development organizations, developed a an in-house service delivery model with the economic development entity providing the workforce development services under contract to the LWIB. (See Attachment A. for more details on in-house service delivery models under WIA.)

This model has been designated a best practice and there are several economic development agencies across the nation that have adopted this model with great success. For example, the Northwest Workforce Development Council (NWDC) based in Bellingham, Washington serves four very large, rural counties and has delivered WIA adult, dislocated worker and youth services in-house since WIA was implemented in 2000. They are one of the most respected local workforce areas in the nation, have won a number of national awards and are regularly featured in "best practices" publications and on panels.

Based on these successful examples of economic development agencies providing the workforce development services in-house, Tri-County Workforce Investment Board, along with the Chief Local Elected Officials (CLEO), decided that this region would be the first in Maine to adopt the model.

On May 28, 2009, the Tri-County Workforce Investment Board and Eastern Maine Development Corporation announced their new initiative for workforce development. Eastern Maine Development Corporation will be the one stop service provider for Penobscot, Piscataquis and Hancock Counties, linking workforce development and economic development in the region.

According to Michael Aube, President and CEO of Eastern Maine Development Corporation, “the initiative to retain the workforce development services in house fits nicely with the four core values of EMDC: quality service to the people and businesses of eastern Maine, empowering businesses and communities to achieve their goals, commitment to accountability, and encouragement of collaboration amongst private and public sectors.”

The Workforce Investment Act of 1998 (WIA) allows the local Workforce Investment Board (WIB) to designate the one-stop operator and to permit the operator to deliver adult and dislocated worker services in-house. Until recently, the Tri-County Workforce Investment Board has chosen to deliver these services by contracting with an outside agency.

Tri-County Workforce Investment Board Executive Director Joanna Russell indicated that EMDC will begin delivering the WIA services starting July 1, 2009.

As a consequence of these recent decisions, the Tri-County LWIB will be reviewing its Strategic Plan and its WIA Services Strategies to bring them in to alignment with the workforce and economic development opportunities available as a result of launching this new model. The tri-County LWIB anticipates creating this strategic document over the next year and making it available as the WIA Plan needs to be renewed in summer of 2010.

Until that time, the current 2007-09 WIA Plan Modification, supplemented by this modification, will be the operational and strategic planning document for the region. The current WIA Plan Modification 2007-09 is available at the Tri-County LWIB website (see www.tricountywib.org)

American Recovery and Reinvestment Act (ARRA) Implementation

The American Recovery and Reinvestment Act (ARRA), signed by President Obama on February 17, 2009, has afforded the workforce development community a tremendous opportunity to serve its customers -- Maine businesses and individuals – through enhanced AND increased services. To support the federal administration’s commitment to transparency and accountability, the Tri-County Local Workforce Investment Board (LWIB) has solicited for projects and program activities as well as actively engaging partners in the development of new and expanded initiatives. The Tri-County Region has received approximately \$1.9 million in ARRA funds to be used for employment and training. The Tri-County Local Workforce Investment Board estimates serving an additional 200 disadvantaged young people, 105 disadvantaged adults and 300 dislocated workers within the next 20 months (from May 1, 2009 through December 31, 2010).

To increase public awareness on the LWIB’s plans for these funds, this WIA-ARRA Plan Modification for Local Area 2 has been prepared. It outlines how the ARRA funds will be used and where relevant articulates how the use of these resources may differ from its existing 2007-09 WIA Plan. The current 2007-09 WIA Plan, which is posted on the LWIB’s website (see www.tricountywib.org) remains the plan through June 30, 2010, unless otherwise noted in this document.

The Tri-County LWIB hosted a Public Hearing for comments on this draft Plan Modification on June 10, 2009 at 2:00 p.m. at Eastern Maine Development Corporation, 40 Harlow Street, Bangor, Maine. The LWIB reviewed the public comments and voted to approve the Plan Modification, including any changes resulting from those public comments, on June 11, 2009 at its meeting at EMDC in Bangor, Maine.

A. Economic and Labor Market Context:

(1) Provide a detailed analysis of the local and regional economy, the labor pool, and the labor market context. (§112(b)(4).)

In responding to this question, the LWIB should update the analysis provided in the Local WIA Strategic Plan Modification 2007-2009 to indicate how the economic downturn has impacted the region's economy and the labor market context. This analysis should include current and anticipated impacts on employment by sector, current and projected demographics of the available labor pool including income levels as appropriate, and describe any skills gaps the region's workforce faces.

Every region in Maine has seen the impact of the recent national economic downturn. Throughout Maine, the tourism industry has experienced a reduction in trip visits, the manufacturing sector has seen a decline in orders, and the natural resources industries, especially wood harvesting, has had extensive layoffs and plant closings, due to the decrease in housing starts and renovations.

While economic conditions throughout Maine have deteriorated during the recession, paralleling the national downturn, the effects have been felt most strongly from central Maine to the northern and eastern extremes of the state. From April 2008 through April 2009, the number of unemployed people in Penobscot, Piscataquis and Hancock Counties grew by 60 percent to 10,620, raising the aggregate unemployment rate from 5.5 to 9.2 percent. By comparison the April 2009 statewide unemployment rate was 8.3 percent. The individual unemployment rates by county were Hancock County 9.5 percent, Penobscot County 8.6 percent and Piscataquis County 14.3 percent (highest in the state).

The economic downturn has also exacerbated the economic divide between the rural northern and eastern regions with the more economically diversified and prosperous southern, central, and mid-coast regions of the state. The manufacturing and natural resource sectors that have long formed the economic backbone of this region have been hit especially hard by this downturn. Forest products industries including logging, paper mills, and saw mills have experienced a large number of temporary and permanent layoffs, business closures, and reductions in work schedules and benefits.

While many economic forecasts see an end to the recession in the coming months, economic growth in Maine flows from south to north along the I-95 corridor and coastal Route 1. The recovery will be well underway in south, south central, and mid-coast regions before the effects reach the Tri-County Region. How strong the effects will be will depend on length and strength of the national economic expansion.

When job growth does return to the region, it will continue to face profound workforce challenges in this region. While out-migration rates have slowed, the population continues to age, which is slowing labor force growth; restructuring of the employment base is causing knowledge and skill gaps between the needs of employers in growing industries and the skill sets of displaced workers; and the spatial mismatch continues as workers located in isolated, rural mill towns who are not easily able to commute to regional employment centers where job opportunities exist.

The Tri-County LWIB Area includes three distinct economies; they are Coastal Hancock County, Southeastern Penobscot County (Bangor MSA) and Northern & Southwestern Penobscot, Northern Hancock and Piscataquis Counties.

Coastal Hancock County has an economy predicated on Tourism, Maritime Trades (Boat Building, Fishing, Lobstering, Aquaculture), Bio Medical Research and Traditional Manufacturing (Paper, Food Processing). The area is also a retirement destination boosting the need for healthcare and retail services.

Southeastern Penobscot is the most economically diversified part of the Tri-County region and is northern and eastern Maine's economic engine. The Bangor M.S.A. is an educational service center, a healthcare service hub, retail shopping/entertainment center and destination, and the region's government administration center.

North/Southwest Penobscot, Northern Hancock & Piscataquis is an area with a heavy dependence on mature manufacturing industries, agriculture and natural resources and tourism (Moosehead Lake Region/Baxter State Park). This part of the Tri-County WIB area has a very narrow economic base and the smallest population in WIB area.

The recession has exacerbated the workforce development challenges in the Tri-County region, but from a long-term perspective, the challenges of demographic trends, shifting employment structure, and geographic divide between job displacement and job growth remain the same as those outlined in the statewide 2007 to 2009 WIA plan modification. [See Attachment B. for additional Workforce Information.]

B. Local / Regional Vision and Priorities

(1) What is the LWIB's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4).)

The vision outlined on page 7 section A.(4) of the current Local Area 2007-09 WIA Plan / Modification continues to reflect the initiatives that are supported by the Local Area.

For the ARRA funds, the LWIB has initiated individual meetings with the regional Community College [EMCC], Adult Education providers, and community-based organizations (CBOs) who are interested in developing course/program "bundles" targeting key components of the major identified sectors in the State Plan (energy, weatherization, health care and information technology) as well as the sectors identified in the current WIA Plan 2007-09, such as hospitality & tourism, biotechnology, boat building, marine technology and composites.

These initiatives are currently being developed and as they are finalized and/or new initiatives are undertaken, information on the course offerings and training opportunities will be posted on the LWIB's website.

(2) What is the LWIB's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless

youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, youth with disabilities, and other youth at risk? (§112(b)(18)(A.))

For the WIA formula youth funds and program, page 9 section A.(6) of the 2007-09 continues to support Local Area 2's vision for youth services. For the ARRA specific youth funds, in early May Local Area 2 solicited Summer Youth Program project, work site and community service applications (see Attachment C.1-4) from interested and qualified organizations.

Local Area 2 is looking to work with a variety of organizations to support the Summer Youth programs in its three counties. These Summer Youth projects focus on work-readiness skill development, work/study, and private industry partnerships to provide continuing employment and/or further training and education. When possible, the identified major sectors are / were given preference.

(3) Identify the LWIB's key workforce investment system priorities for the region's workforce investment system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d) and 112(a).)

See page 4 (Strategic Direction) and pages 19-20, section D.(4) of the current Local Area 2 WIA Plan Modification for the key workforce investment strategies for WIA formula funds. The Tri-County LWIB has existing commitments to and strategies for the hospitality & tourism, information technology, biotech and health care sectors as well as to the NSAI clusters of boat building, marine technology and composites. Through ARRA, Local Area 2 will continue its support of these sectors and add energy renewal and diversification as a new priority industry sector.

The State of Maine Plan Modification for WIA – ARRA funds states that “Governor Baldacci’s future vision for Maine includes that state would become the renewable energy leader in New England. To this end he has directed our workforce development system to focus the use of Recovery funds on the areas of Energy and “Green jobs”, and weatherization. He is further directing the use of the funds toward the growing sectors of IT and Healthcare. He also expects us to develop and implement a robust training pathway for computer literacy. The Governor requests that we look to maximize opportunities to leverage these valuable resources with other funding sources and related programs. He directs us to look for opportunities to partner with existing programs and leverage other resources to carry out the intent of the ARRA workforce funding. The future of our workforce and the Maine economy are dependent upon the efficient and effective use of these resources”.

Energy, “green jobs”, and weatherization are all integrated sectors or occupational areas within the new “green” goal and emphasis which the Governor and the President have launched, in part, through these ARRA funds, targets and opportunities. Research indicates that the policy directives as represented by the passage of ARRA and other “green” legislation, emerging technologies addressing “green” demand and needs, and economic incentives will cause the “green jobs” sector to be a growth sector in the next decade (from Aaron Fitchner, Rutgers University presentation at the US DOL Regional Forum in Boston, 4/29/09). In 2006, these industries generated 8.5 million new jobs, nearly \$970 billion in revenue, more

than \$100 billion in industry profits, and more than \$150 billion in increased federal, state, and local government tax revenues (from the American Solar Energy Society, "Renewable Energy and Energy Efficiency: Economic Drivers for the 21st Century, 2007 www.ases.org/ASES-Jobs-Final-Report.pdf). However, it is still difficult in this nascent phase to accurately predict which jobs and at what level.

The "green jobs" opportunities are reflected in three categories of skills sets for workers: "green growth", "green enhanced" and "green emerging" employment. The Connecticut DOL / Research Office indicates that six out of ten green jobs generally require high or middle level skills and that almost half of the jobs in "green" occupations will require education or training beyond high school. (See Attachment D. for excerpts from Roger Therrien's presentation at the US DOL Regional Forum, Boston, MA in April 2009.)

However, as Rebecca Rust with the Florida Agency for Workforce Innovation / Labor Market Statistics Center / Florida indicated in her presentation (in early May 2009) -- "Green" is pervasive and is difficult to isolate and measure [as] most green industries and occupations are not exclusive. For examples, she cited a green job might be an accountant employed at a wind mill manufacturing plant or a wind mill technician employed within a petroleum company. She also raised the point (like many other organizations and individuals) that "green has many shades" as the definitions of "green occupations" is refined. As those definitions emerge, "the concept of production vs. practice matters: Production would include manufacturing wind blades and solar panels while Practice would include green hotels. And the concentration of "greenness" matters (green weight) – for example, in examining wind turbine companies, consideration would be given to what share of wind turbines vs. conventional turbines are created in product line; and, in occupations, what share of plumber's time devoted to green vs. non-green activities. She cites the National Association of State Workforce Agencies (NASWA) Green Workgroup's efforts to define green industries and occupations. Most of this work is happening at a state by state level currently. (See Attachment E. for information on green jobs from a Washington State survey quoted in above presentation.)

The definition of a "green economy" is also emergent. Through the National Association of State Workforce Agencies (NASWA) Green Workgroup's initiative, the State of California has created a website for green working definitions. California's working definition of a green economy seems relevant for Maine, too (see Attachment F.).

Local Area 2 will work with the Maine Department of Labor and the other three LWIBs to develop and define the "green growth", "green enhanced" and "green emerging" employment opportunities and to create the strategies to help workers and businesses access the resources for related "green" training through the ARRA funds. See also Attachment G. for an example of O*NET Green Occupations.

C. Overarching State Strategies

- (1) What strategies are in place to address the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D) and 112(a).)**

As indicated in the presentations at the US DOL Regional Forum in Boston, partnerships between employers, labor unions, education, and workforce development are essential to addressing the energy employment opportunities as they emerge. Those partnerships are represented by the existing Local Workforce Investment Boards. Through the LWIBs, the partners can identify:

- Priority hiring and training needs
- Existing programs and key gaps in education and training, and
- Required certifications (eg LEED, RESNET, NABCEP, BPI, and so forth).

A coordinated, flexible workforce development infrastructure is essential to success. The coordination must occur between the partners listed above as well as primary community based organizations. The key elements to a successful workforce strategy will include:

- Asset mapping,
- Formal partnerships
- Feedback mechanisms,
- Articulation agreements,
- Stackable credentials, and
- Accreditation and certification pathways.

The fundamental benefits of this strategy will be --

- Responding to employer demand as it emerges and evolves
- Ensuring access for a diverse workforce, and
- Creating competitive advantage for federal and state initiatives and grants.

D. Service Delivery Strategies, Support for Training

- (1) Describe innovative service delivery strategies the LWIB has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. (§112(b)(17)(A).)**

Workforce Investment Act (WIA) Title I Modifications

One of the primary goals of WIA was to create a “One Stop” service delivery structure, which would bring the myriad federal (and state) employment and training resources for job seekers and businesses under one roof (through co-location and electronic linkages). MDOL created “CareerCenters” as its mechanism to consolidate and align workforce development programs and services. From 2000 to 2008, over twenty CareerCenters in Maine offered a wide range of employment and training services to the job seekers and businesses of Maine. The LWIBs are a critical component of the workforce delivery structure, providing the regional level link between federal legislation, state policy and local implementation.

WIA funds to support programs and services have declined steadily in the past several years, along with the funds of key CareerCenter partners such as the Wagner-Peyser Program. Funds for the three WIA programs (Adult, Youth and Dislocated Workers) have decreased from \$12.3 million in 1999 to \$9.4 million in 2006 – a 24% decline. In January 2008, the MJC recommended to the Governor and

MDOL that the number of comprehensive CareerCenters be reduced. According to MDOL, WIA services are now provided through eleven full service CareerCenters, five WIA offices/partners sites, and eighteen service points. This transition has meant that programs and services need to be provided and accessed in new ways.

The Local Area 2 LWIB, after considerable deliberation, voted to undertake a Request For Proposal (RFP) process which would afford the Tri-County LWIB an opportunity to re-create its service delivery infrastructure. The changes sought by LA 2 were prompted by the objective to attain efficiencies in service and delivery.

As mentioned earlier, in November 2008, The Tri-County LWIB published a solicitation requesting proposals for employment and training service provision in the three county region of Hancock, Penobscot and Piscataquis. In March 2009, Arbor Employment and Training was selected as contractor for the three county region.

However, the award decision was appealed and during this same period, the American Recovery and Reinvestment Act was passed. The Tri-County LWIB was concerned that the best implementation strategy for the region be available, on July 1, 2009, to support both the traditional WIA programs and the new infusion of ARRA funds, which were almost equivalent to the traditional programs annual funding. With new leadership at Eastern Maine Development Corporation, the workforce development and the economic development leaders for the region agreed to look again at their service delivery options.

Both groups started from the same premise: workforce development and economic development are mutually dependent. These two functions need to be "in synch" for a local workforce area to compete in the global marketplace. As they explored their options, they discovered that several LWIBs in other states, who were co-located or housed with economic development organizations, developed an in-house service delivery model with the economic development entity providing the workforce development services under contract to the LWIB.

This model has been designated a best practice and there are several economic development agencies across the nation that have adopted this model with great success. For example, the Northwest Workforce Development Council (NWDC) based in Bellingham, Washington serves four very large, rural counties and has delivered WIA adult, dislocated worker and youth services in-house since WIA was implemented in 2000. They are one of the most respected local workforce areas in the nation, have won a number of national awards and are regularly featured in "best practices" publications and on panels.

Based on these successful examples of economic development agencies providing the workforce development services in-house, Tri-County Workforce Investment Board, along with the Chief Local Elected Officials (CLEO), decided that this region would be the first in Maine to adopt the model.

On May 28, 2009, the Tri-County Workforce Investment Board and Eastern Maine Development Corporation announced their new initiative for workforce development. Eastern Maine Development Corporation (EMDC) will be the one stop service provider for Penobscot, Piscataquis and Hancock Counties, linking workforce development and economic development in the region. EMDC will begin delivering the WIA services starting July 1, 2009.

As a consequence of these recent decisions, the Tri-County LWIB will be reviewing its Strategic Plan and its WIA Services Strategies to bring them in to alignment with the workforce and economic development opportunities available as a result of launching this new model. The Tri-County LWIB anticipates creating this strategic document over the next year and making it available as the WIA Plan needs to be renewed in summer of 2010.

American Recovery and Reinvestment Act (ARRA) Implementation

The American Recovery and Reinvestment Act (ARRA), signed by President Obama on February 17, 2009, has afforded the workforce development community a tremendous opportunity to serve its customers -- Maine businesses and individuals -- through enhanced AND increased services. To support the federal administration's commitment to transparency and accountability, the Tri-County Local Workforce Investment Board (LWIB) has published solicitations for program activities as well as actively engaging partners in the development of new and expanded initiatives. The Tri-County Region has received approximately \$2 million in ARRA funds to be used for employment and training. The Tri-County LWIB is committed to serving an additional 200 disadvantaged young people, 105 disadvantaged adults and 300 dislocated workers within the next 20 months (from May 1, 2009 through December 31, 2010).

As mentioned earlier, Local Area 2 solicited project, worksite and community service applications for its ARRA Summer Youth funds. For the Adult and Dislocated Worker funds, Local Area 2 will continue to use the parameters articulated in its WIA Plan Modification 2007-09 for both its WIA formula and ARRA funds.

In responding to this question, the Plan should address the LWIB and its Service Providers will respond to the State of Maine's strategy for increasing services to workers under the Recovery Act to include:

- a. a requirement that a minimum of 80% of WIA program funds are for direct training and supportive services for participants, with no more than 20% of program funds to be devoted to staffing and overhead costs for service providers;

All contracts with all service providers for ARRA projects and activities include this stipulation. [NOTE: Contracts with training providers are for 100% training.]

- b. tactical focus upon key economic sectors, targeting Recovery Act training resources to the areas of energy/weatherization/"green jobs," health care, and information technology and computer literacy;

See B.3. and C.1. above.

- c. the State's requirement that ALL Recovery Act -related employment opportunities are posted on the Maine Department of Labor's web-based job bank, "Maine's Job Bank,"

All contracts with all service providers for ARRA projects and activities include this stipulation;

- d. that the LWIBs and its Service Providers will partner with youth providers for the development of an accelerated Summer Youth Employment Program. The Summer Youth Employment Program will include the deployment of a “Young Mainer Weatherization Corps” to work in conjunction with the Maine State Housing Authority, Community Action agencies, and others;

Local Area 2 began soliciting project, community service and worksite applications from organizations interested in providing Summer Youth services on May 6, 2009. On June 1, 2009, it posted a second notice and issued a press release extending the due date and making applications for services open ended. It posted these notices in several local newspaper, including The Bangor Daily News, The Bucksport Enterprise, The Ellsworth American, The Lincoln News and on its website (see Attachments C.1-4 for details). Local Area 2 plans to expend 100% of its ARRA Youth funding in 2009.

Local Area 2 is looking to work with a variety of organizations to support the Summer Youth programs in its three counties. These Summer Youth projects focus on work-readiness skill development, work/study, and private industry partnerships to provide continuing employment and/or further training and education. When possible, the identified major sectors are / were given preference.

The Local Area 2 Summer Youth initiative intends to serve 200 youth in its three counties. The Weatherization Program will enroll 25 youth at an estimated cost of slightly over \$138,000.

- e. that the LWIBs and its Service Providers will develop partnerships with training providers in Maine, including the Community Colleges, Adult Education, and the Career/Technical Education to explore “bulk purchasing” of training slots in targeted sectors, and potential capacity expansion for providers.

As mentioned in Section I, the LWIB has initiated individual meetings with the area Community Colleges [EMCC], Adult Education providers, the University of Maine and community-based organizations (CBOs) who are interested in developing course/program “bundles” targeted to key components of the major identified sectors in the State Plan (energy, weatherization, health care and information technology).

In addition, the Tri-County LWIB currently plays a key role in identifying training resources and opportunities for the hospitality & tourism, biotech and NSAI industrial sectors.

These course / program bundles are currently being discussed and as they are finalized and / or new initiatives are undertaken, information on the course offerings will be posted on the LWIB’s website.

Section II. Service Delivery

A. Local Area Collaboration

Describe how the local and regional agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues. (§112(b)(8)(A).)

The current WIA Local Area Plan / Modification for 2007-09 contains several sections on the LWIB's approach to working with economic development and education partners. For examples, see page 8, section A(5) and page 23 and 26, section E(2) and E(1) respectively. A more recent initiative that also reflects the LWIB's commitment to linking workforce, education and economic development follows.

On April 6, 2009, Governor Baldacci announced a new initiative to support the "CREATION OF REGIONAL ASSET-BASED DEVELOPMENT STRATEGIES". This initiative will focus on an asset-based and regional-based economic development strategy. Governor Baldacci said "Instead of our communities being in a reactive mode economically, Mobilize Maine will enable our distinctive regions to be proactive and to prepare and execute their own comprehensive development activities." FairPoint Communications, the Department of Economic and Community Development, the Quality of Place Council and the Maine State Chamber of Commerce are all partners in this work. FairPoint Communications has commissioned ViTAL Economy, an economic consultant, to develop an economic development model for northern New England. The modeling tool organizes the State into six regions and provides economic development officials with information on the areas' current economic status. The tool can also forecast the impact of future economic and community development strategies in each region. Officials say that the initiative will uncover unique assets and potential of each region, and focus on the regions' strengths and advantages to build economic development. "I'm excited about Mobilize Maine," the Governor said. "It's economic development from the ground up, instead of the top down."

Co-located with EMDC, which is one of Maine's six Economic Development Districts, Local Area 2 is actively engaged in the Mobilize Maine initiative. The Tri-County LWIB has already hosted a public forum for its membership, businesses and other community-based organizations. The forum was to provide an orientation and set the stage for the grassroots effort that Mobilize Maine represents. The LWIB members were very enthused and committed to further participation as the initiative evolves.

- (1) Describe the steps the LWIB will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the regional and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the LWIB and Service Providers eliminate any existing state-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)**

The current Local Area 2 WIA Plan Modification for 2007-09 outlines the LWIB's approach to improve operational collaboration [see page 13 section C.(1)].

B. Coordination with Reemployment Services and Wagner-Peyser Act Services

- (1) Describe the LWIB will insure that coordination between WIA and other services provided at the CareerCenters and the reemployment services the state provides to Unemployment Insurance claimants and the worker profiling services provided to claimants identified as most likely to exhaust their Unemployment Insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act. (§112(b)(17)(A)(iv).)**

Several sections of the current Local area 2 WIA Plan Mod for 2007-09 describe how coordination will be provided with its required and discretionary WIA partnering organizations (see page 34 section G(1) as an example). More recently, the CareerCenters have been essential partners with UI as the numbers of unemployment claimants rose astronomically in the past six months due to the economic downturn in the national and state of Maine's economy. As the UI Call Centers in Maine struggled to meet the unemployment claimant demands, CareerCenters were used as back-ups to help the UI system. As a result, connections between the two functions are stronger than ever. As an example, information from US DOL was sent to all states requesting them to send a letter to all UI claimants about the potential for eligibility for Pell grants or other forms of financial aid. Maine will be sending a first mailing out to 35,000 claimants, followed by weekly mailings to any new claimants. An #800 is provided in the letter and staffed by MDOL summer interns. And the CareerCenters are prepared to work with the UI claimants to assist them in identifying financial aid sources and filling out fafsa (Free Application for Federal Student Aid) forms.

Reemployment workshops are offered by the CareerCenter staff on a weekly basis. Local Area 2 is working with its CareerCenter managers to implement a mechanism to quickly assess where the UI claimant is in their unemployment benefits cycle. The CareerCenters in Local Area 2 have been co-located and/or working closely with their MDOL partners for several years now.

C. Adult and Dislocated Worker Services

- (1) Describe the LWIBs strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).**

The current Local Area 2 WIA Plan Modification for 2007-09 outlines the LWIB's strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services [see page 41, Section I.(1)].

- (2) Describe how the LWIB will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs, to deliver core services. (§112(b)(17)(a)(i).)**

The current Local Area 2 WIA Plan Modification for 2007-09 describes how the LWIB will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers [see page 41, Section I(1)a. and b.].

(3) Describe the LWIB's strategies for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources. (§112(b)(17)(a)(i).)

The current Local Area 2 WIA Plan Modification for 2007-09 describes the LWIB's strategies for increasing training access and opportunities for individuals [see page 47 section I.(3)a. and b.].

D. Youth Services

(1) Describe the LWIB's strategy for providing comprehensive, integrated services to eligible youth, including those most in need. (§112(b)(18).)

In responding to this question, the state should include the following:

Describe the anticipated program design for the WIA Youth funds provided under the Recovery Act. Include in this description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with Recovery Act funds).

The current Local Area 2 WIA Plan Modification for 2007-09 describes the LWIB's strategy for providing comprehensive, integrated services to eligible youth [see page 9 Section A(6), page 13 section C(2), page 26 section E(10), and pages 71-76 section M. (all)].

- a. Will the LWIB use the Recovery Act funds to fund only a 2009 summer youth program or some combination of 2009 and 2010? If using the funds over two summers, what percentage of funds does the state anticipate using for the first summer?

Local Area 2 plans to fund only a 2009 Summer Youth Program.

- b. Describe the types of worksites that will be developed for summer employment, including a mix of public and private sector work experiences, and how the LWIB will ensure that meaningful work experiences will be developed.

Worksites are being developed throughout the three county region, which will provide diverse and meaningful work experiences for younger and older youth. Details on these worksite may be viewed at the LA 2 LWIB website (www.tricountywib.org).

- c. Describe the LWIB's policy for developing the mix of classroom versus worksite time in a summer employment opportunity. Describe the state's LWIB's for determining that summer employment opportunities are connected to academic

and/or occupational learning and the types of connections that will be utilized.

The Local Area 2 Summer Youth Program worksite, project and community services applications included a requirement for both experiential employment training and an on-site employment opportunity during and (if possible) after the Program's conclusion.

- d. Describe any policies or strategies that the LWIB will require to ensure that Service Providers will provide activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.

The Local Area 2 Youth Program design includes supportive services such as day care and transportation as service options for in-school and out-of-school youth under the ARRA and WIA funded programs.

- e. Provide the anticipated number of youth to be served with Recovery Act funds, including the anticipated number of summer employment opportunities created with Recovery Act funds.

Local Area 2 anticipates serving 200 youth through the ARRA Summer Youth Program. The year round program will not be expanded unless the Summer Youth Program has unexpended funds. If there are unexpended funds, LA 2 will focus those resources on providing older youth with work experience and internships.

E. Veterans' Priority of Service

- (1) What policies and strategies does the LWIB have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?**

In answering this question, the LWIB should outline the changes to local policies and strategies that make them sufficient to meet the requirements of 20 CFR 1010.230, published at 73 Fed. Reg. 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008 implementing priority of service for veterans and eligible spouses in Department of Labor job training programs.

With the infusion of ARRA funds came a requirement to provide "priority of service for Veterans." The US DOL TEGL No. 14-08 dated March 18, 2009 and the "final rules" in 20 CFR Part 1010, dated December 19, 2008 outline those requirements and their implications for WIA services.

Section 11.C of the TEGL offers "States and local areas must incorporate priority of service for Veterans and eligible spouses sufficient to meet the requirements of 20 CFR Part 1010, published at Fed. Reg. 78132 on December 19, 2008, the regulations implementing priority of service for Veterans and eligible spouses in the Department

of Labor job training programs under the Jobs for Veterans Act. Under sec. 1010.310(b)(3) of these regulations, when the Veterans' priority is applied in conjunction with another priority for recipients of public assistance and low-income individuals, Veterans and eligible spouses who are members of the Recovery Act priority group must receive the highest priority within that priority group, followed by non-Veteran members of the Recovery Act priority group."

20 CFR Part 1010.210 clarifies for which job training programs "priority of service for Veterans will apply. It reads "(a) Priority of service applies to every qualified job training program funded, in whole or in part, by the Department including: (1) Any such program or service that uses technology to assist individuals to access workforce development programs (such as job and training opportunities, labor market information, career assessment tools, and related support services); and (2) Any such program or service under the public employment service system, One-Stop Career Centers, the Workforce Investment Act of 1998, a demonstration or other temporary program; any workforce development program targeted to specific groups; and those programs implemented by States or local service providers based on Federal block grants administered by the Department. (b) The implementation of priority of service does not change the intended function of a program or service. Veterans and eligible spouses must meet all statutory eligibility and program requirements for participation in order to receive priority for a program or service."

ARRA funding that supplements WIA Dislocated Workers, WIA Adults, WIA Youth and the Competitive Skills Scholarship Program (CSSP) must ensure that priority of service is afforded to Veterans.

The Local Area 2 LWIB has had a "Veterans first" policy as a standard for many years. Simply put, if all other factors are equal, and there is only money to serve one of two applicants with WIA funds, then the applicant who is a Veteran gets the funding and corollary services first.

In addition to posting literature about the service priority and available services for veterans in the Information Centers of the CareerCenters and reception staff doing preliminary identification, there is a more complete Informational Package that clearly states that veterans take priority. If a veteran applies for WIA services, s/he gets the first available WIA appointment over other applicants. S/he also has immediate counseling through the CareerCenter partners Veteran's program counselors, DVOP / LVERs. At Rapid Response sessions, participants are asked if they are veterans and if they are, special Veterans Sessions are arranged. The CareerCenter staff work closely with the DVOP / LVERS for direct training referrals for WIA services.

To determine whether Veterans are receiving priority in training, the following formula will be referenced:

- During the intake period, how many participants were eligible for training?
- Of that number, what percentage were Veterans?
- How many registrants actually entered into a training program?
- Of that number, what percentage were Veterans?

Using the aforementioned formula, Veterans will be considered to have received priority of service when the percentage of Veterans receiving training is greater than the percentage of those Veterans who were deemed eligible for training. Local Area

2 is specifically working the BES / MDOL to implement procedures such as those outlined above to assure priority of services to Veterans in the use of ARRA funds.

F. Service Delivery to Targeted Populations

- (1) **Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the CareerCenter delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). (§112(b)(17)(A)(iv).)**

With the exception of Veterans (see above), the existing Plan Modification [see pages 59-63 section J(1)] remains the guiding document for both WIA and ARRA funds.

One example of a strategic initiative is the WorkReady Credential. This is an initiative of Maine's four Local Workforce Investment Boards and the Maine Department of Education and is supported by a statewide steering committee comprised of MDOE – Adult Education, MDOL, MDOC, Maine's four Local Workforce Investment Boards, and representatives from community-based organizations. This 60-hour soft skills - based training is designed to provide successful participants with not only skills essential in today's workplace, but also a portable credential endorsed by businesses throughout the state. The WorkReady curriculum addresses seven basic standards including personal motivations and challenges to employment, effective communication and interpersonal skills, understanding wages, taxes, and benefits, job searching, and résumé and portfolio preparation. The Tri-County LWIB is actively expanding the scope of this project in the region.

In addition, the Tri-County LWIB is actively developing and delivering computer literacy curriculum and classes throughout its three county service area. Computer literacy is foundational work skill and many current workers as well as retired individuals wanting to return to work need computer skills enhancement.

The Tri-County LWIB is also committed to collaborating with the MJC's Service Delivery and Women's Committee to develop strategies and projects to address women's pay equity and non-traditional skills options. The Tri-County LWIB plans to engage educational institutions within its region in developing approaches to help women gain better negotiating skills that will assist them in gaining better wages. LA 2 plans to work with Women, Work & Community, Women Unlimited and other to actively recruit women for training as well as assist the CareerCenters in developing more effective strategies to serve women.

Section III: System Operations and Attachments

A. Transparency and Public Comment

(1) The Recovery Act places a high priority on transparency. The LWIB should describe:

- a. LWIB's efforts to promote transparency.

The Local Area 2 website has an ARRA 2009 page (www.tricountywib.org) and also links to both the State and Federal ARRA sites. As the ARRA funds must be tracked separately, although they can be used complementarily with WIA formula funds, there is additional financial and programmatic management needed to ensure transparency and accountability. The Tri-County LWIB has committed additional resources to support the additional work effort.

- b. The process used to make the Plan modification available to the public and the outcome of the LWIB's review of resulting public comments.

Local Area 2 placed a notice in the regional newspaper, the *Bangor Daily News*, on June 2, 2009. It also posted the draft Plan and the Public Hearing notice at the CareerCenters in its region and on its website. It held its Public Hearing on 6/10/09. On June 11, 2009, after reviewing the draft Plan Mod and the addendum (with the public comments from the public hearing), there was a vote by the full LWIB to approve the Local Area 2 WIA-ARRA Plan Modification for July 1, 2009 – June 30, 2010. The approved Plan is being submitted to the BES / MDOL on Monday, June 15, 2009. An addendum to the Plan, containing the Public Hearing comments, will be posted on the website.

B. Local Plan Development Process:

- (1) Include a description of the process the LWIB used to make the Plan available to the public and the outcome of the state's review of the resulting public comments. (§§111(g) and 112(b)(9).)**

See III.A.(1)b. above.

C. Procurement

- (1) Describe the competitive and non-competitive processes that will be used at the LWIB and Service Provider level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)**

In answering this question, the LWIB should describe:

- a. How providers of all youth services will be procured under the Recovery Act. If using funds for summer employment opportunities and the fiscal agent or the state is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities.

SYEP Partner Subcontractor Development

To leverage current resources, reduce ramp up time and build on available strengths and assets, the Tri-County Workforce Investment Board (TCWIB) agreed to engage local organizations as subcontractors to the program who could provide the resources, strengths and assets of local organizations aligned with the stated objectives and requirements of the 2009 Summer Youth Employment Program as outlined in the American Recovery and Reinvestment Act. Potential subcontractors were solicited through an outreach effort that included the TCWIB, public notices, public meetings, emails, mailings and referrals. To ensure a fair and transparent process and allocation of funds, the TCWIB designated a review committee to assess subcontractor applications (see attached) according to the following criteria:

- Services to be delivered will be located within the Tri-County area of Piscataquis, Penobscot and Hancock counties.
- Proposed services support job readiness skill development and provide opportunities for building communication, interpersonal, decision-making and learning skills.
- Organization has experience providing proposed services to youth and available experienced staff to support delivery of services.
- Budget is aligned with available funds.

Work Site Development

Applications for the 2009 Tri-County Summer Youth Employment Program were solicited through public notices, public meetings, referrals, mailings, personal visits and email solicitation to non-profit, public and private youth service organizations, schools, area employers and employer organizations. Targeted organizations included employers who had hired WIA participants or who had participated in past summer youth programs, chambers of commerce, Tri-County Workforce Investment Board members, area technical schools, school superintendents, and guidance counselors.

Work Site applications (see attached) were assessed according to the following criteria:

- Proposed work site is located within the Tri-County area of Piscataquis, Penobscot and Hancock counties and supports the allocation of work slots by county.
- Organization demonstrates ability/history of adherence to current workplace safety guidelines
- Work activities are age appropriate
- Work activities support employability skill development and provide opportunities for building communication, interpersonal, decision-making and learning skills.

- Proposed work supports or is in alignment with the area's High Growth industries.
- Work site does not include "any casino or other gambling establishment, aquarium, zoo, golf course, or swimming pool" which are prohibited under the Recovery Act.
- Work site is accessible to area youth through public or private transportation.
- Proper and effective supervision will be provided.
- Proposed work experience will not replace the work of employees who have been laid off or contribute to the profit margin of a for-profit company.
- Proposed work experience offers the opportunity to develop a "pre-apprenticeship" program.
- If an application requested additional funding in support of a Community Service Project, a Community Service Application (see attached) was provided and the following additional criteria were applied:
 - Proposed application of funding is appropriate and relevant to SYEP objectives
 - Funding is budgeted and available in TCWIB SYEP financial plan
 - Maintains geographic alignment of investment in the 3 counties

See Local Area 2 Summer Youth Program development description in Section II.(D) above and Attachment B.1 - 5.

- b. How the LWIB will implement the Recovery Act provision that allows them to award a contract to an institution of higher education or other eligible training provider if the LWIB determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.

See section I.D.(1)e above. Customer choice is protected by the WIA formula funds being available as a supplement to the targeted ARRA funds.

D. Monitoring and Oversight

- (1) Describe the monitoring and oversight criteria and procedures the LWIB will undertake to move the system toward the state's and LWIB's vision. (§112(b)(14).)**

The current WIA Plan Modification 2007-09 describes the Local Area 2's monitoring

and oversight process and procedures [see pages 33-34, Section F(7)].

The ARRA 2009 monitoring activities will be linked to the traditional WIA monitoring schedule, as follows:

- Youth Programs in Fall, 2009
- Adult Program in Winter, 2009
- Dislocated Worker Program in Spring, 2010.

E. Accountability and Performance

- (1) **Describe the LWIB's performance accountability system, including any additional LWIB imposed measures and the state's performance goals established with local areas. Identify the performance indicators and goals the LWIB has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. (§§112(b)(3) and 136(b)(3).)**

The current WIA Plan Modification 2007-09 describes the Local Area 2's accountability and performance process and procedures [see pages 79–80, Section Q (all)].

F. Local Workforce Investment Board Certification

In accordance with the Maine Department of Labor, Bureau of Employment Services Policy # 06-11, Local Workforce Investment Board Certification and Re-certification Policy Local Boards must be recertified every two years.

The Maine Jobs Council (MJC), on behalf of the Governor, recommends the certification of the Local Board to the Governor only after it is determined that the composition and appointments are consistent with the criteria established.

Chief Local Elected Officials must complete and submit the attached Application for Local Workforce Investment Board Certification. A completed application for Local Boards must be submitted along with the Local Workforce Investment Act Strategic Plan Modification for the period July 1, 2009 – June 30, 2010.

The completed Application for Local Workforce Investment Board Certification will be submitted to BES / MDOL between June 15, 2009 and June 30, 2009.

Attachment A.

WIA Parameters for In-house Service Delivery Models

The Workforce Investment Act of 1998 (WIA) allows the local Workforce Investment Board (WIB) to designate the one-stop operator and to permit the operator to deliver adult and dislocated worker services in-house (WIA Section 134(d)). If this path is chosen, competitive procurement for these services is not required.

Local and State WIA plans must describe how the one-stop operator will be selected. The current plan for the State of Maine recognizes that area Development Corporations may serve as both the local grant recipient and the one-stop operator.

While core and intensive adult and dislocated worker services may be delivered in-house by EMDC without requiring a waiver, training services must be purchased from other training providers. A nonprofit, incorporated WIB may not deliver services in-house without a waiver ... which Maine's plan states will not be granted.

Similarly, the United States Department of Labor (USDOL) has ruled in a series of guidance letters that most types of youth services may be delivered in house. While the WIA youth program uses different terminology than the adult and dislocated worker programs ... instead of core, intensive and training services the youth program consists of ten program elements such as case management, summer employment, mentoring, work experience and academic enhancement ... the guidance on in-house youth service delivery is very similar. Staff driven youth services such as intake, eligibility determination, assessment, case management and follow up may be delivered in-house while academic enhancement and other training must be delivered by competitively procured outside service providers.

The rules for delivering and procuring Recovery Act adult, dislocated worker and youth services are identical. Training and Employment Guidance Letter 14-08 and "Questions and Answers" posted on the USDOL website clearly state that in-house delivery of Recovery Act services by the local WIA grant recipient is permitted and is an accepted alternative to competitive procurement.

Examples of workforce areas which deliver WIA services in-house follow:

- The Northwest Workforce Development Council (NWDC) based in Bellingham, Washington serves four very large, rural counties and has delivered WIA adult, dislocated worker and youth services in-house since WIA was implemented in 2000. They are one of the most respected local workforce areas in the nation, have won a number of national awards and are regularly featured in "best practices" publications and on panels. Their in-house services delivery model is open and obvious and has never been questioned by their State and federal fund sources.
- Washington State has four other workforce areas (the State has twelve workforce areas) who deliver all or most WIA services in-house. These areas serve most of

Washington's sparsely populated, rural counties. The more urban areas of the State (Seattle, Tacoma and Spokane) tend to procure WIA services, mostly due to the number of possible bidders in densely populated areas. The five "in-house" service delivery areas consistently lead the State in performance attainment despite higher unemployment rates and scarcer resources.

- The Sacramento, California workforce area covers the City of Sacramento and surrounding Sacramento County. The workforce area is a patchwork of urban, suburban and rural communities and has a population of about 1.2 million. The local grant recipient, the Sacramento Employment and Training Agency (SETA), is a local intergovernmental agency with a Board made up of local elected officials. SETA staffs the local WIB, operates several one-stops and delivers some adult and dislocated worker services, particularly staff intensive services such as outreach, eligibility determination, case management and participant follow up. Other services are competitively procured. SETA is, again, the most highly regarded of California's 50 workforce areas and has a prominent State and national profile. SETA was reviewed by the State of California and by USDOL as a part of determining national readiness to implement the Recovery Act and their in-house service delivery model was found to comply with every WIA and Recovery Act rule and requirement.
- Rural Crawford County in Bucyrus, Ohio also delivers services in-house. This small County government wrote more OJT agreements and delivered more business services last year than either the Cincinnati area, the Cleveland area or the Columbus, Ohio area, each of whom have populations and WIA budgets 25 times greater than Crawford County. They are Ohio's top service provider.
- The rural Southwest Georgia workforce area also delivers WIA services in-house. This step was taken after a former service provider incurred a large amount of disallowed costs. In-house service delivery allowed services to continue uninterrupted, ended questioned and disallowed costs, allowed Recovery Act implementation to begin very quickly and has obviated the need to procure services in an area without a large number of possible service providers.

In summary, in-house WIA service delivery is common, effective and legal. Rural workforce areas often choose this option because 1) effective competition is harder to obtain, 2) it is more cost effective to combine the grant recipient, Board staffing and service delivery functions rather than creating and funding WIA expertise in a number of organizations, 3) Board and local elected official policy direction is developed and delivered in one place allowing quicker implementation, and, 4) the local grant recipient (who is legally responsible for repaying disallowed costs) has direct control of and the ability to limit those activities most likely to result in disallowed costs.

Attachment B.

Labor Market Context

~ provided by Maine Department of Labor, Center for Workforce Research and Information

Composition of the regions economic base by industry

The top employing industries in the Tri-County Workforce Investment Area during 2008 are educational services, all four segments of the health services industry, food services, professional, technical and scientific services and special trade contractors. These major industries accounted for 45,996 jobs, or 46 percent of all jobs in the area. The top employing sectors rank as follows:

Sector	Employment
Educational Services	12,504
Hospitals	7,356
Food Services	6,433
Ambulatory Care Services	4,438
Professional, Technical and Scientific Services	4,437
Special Trade Contractors	3,727
Nursing Care Facilities	3,670
Social Assistance	3,431

The region's major industries are an amalgamation of mature manufacturing industries with employment in decline and growth industry segments such as the health care and social services sector. The mature industries are primarily the logging and paper manufacturing and the agriculture, forestry and fishing industry in all counties. The industrial structure has seen an evolution over the past 15 years with employment levels of goods producing sectors falling due to the recession along with increased mechanization and the necessity for increased capital investment in plant and equipment. to remain competitive. With the increasing globalization and diversification of local economies, this region has suffered economically for its heavy dependence on mature industries susceptible to foreign competition.

Industry and Occupational Projections

The outlook outlined in the 2007 to 2009 plan modification is largely the same. Since the two year modification, the forecast for jobs among industries and occupations has been updated. The outlook for the 2006 to 2016 period is much the same as it was for the 2004 to 2014 period. The primary difference is that slower labor force growth is expected – just 4.8 percent projected for Northeastern region for the 10 year period – and rates of growth or decline for individual occupations have been adjusted. On the whole, the outlook to 2016 is largely for a continuation of trends that have been on-going in the labor market for many years. As with the 2014 projections highlighted in the 2007 to 2009 plan modification, health care and social assistance, retail trade, leisure and hospitality, and professional and business services sectors are expected to create most net new jobs. The manufacturing sector is expected to continue to shed jobs.

Health and Social Services has seen employment growth annually for 20 years. This trend will continue for the foreseeable future. We find a shortage of professional and technical workers in Tri-County region in this sector as active recruitment from employers in larger areas has put a drain on the pool of available labor and insufficient numbers of qualified instructors has causing long waiting lists at local educational institutions to be trained.

In business related sectors, personnel supply agencies, computer related businesses, management and building maintenance services are expected to show continued growth.

The mix of jobs by occupation continues to shift along with the industry structure and changing work practices, new technologies, and new ways of delivering products and services. The fastest job growth is expected be at the upper end of the organizational hierarchy in managerial, professional, and technical occupations, and at the lower end in service and retail sales occupations. Slow growth or out-right decline is expected in many production, construction, administrative support, farming, forestry, and fishing occupations. Many of those occupations have long been the basis for middle-class earnings among those who do not have a degree.

Industries and Occupations Demand for Skilled Workers

The issues outlined in the 2007 to 2009 WIA plan modification largely continue to persist, though there has been significant progress toward on some fronts. The shortage of nurses is likely to be alleviated in time as our educational establishment develops new programs and expands others. Similarly, the development of two pharmacology programs in the state should alleviate the shortage of pharmacists in the years ahead.

The imperative to upgrade the education and skills of the unemployed, under-employed, and those in low-paying jobs with no clear career path is as important today as ever. The imbalance between the staffing needs of employers and the education and skill sets of a broad group of workers continues to be an enormous missed opportunity to advance the economic well-being of the region.

Not easily defined by specific occupations is the development of green and clean jobs. Issues around defining and measuring green jobs and development of training programs to meet the needs of the rising green economy will continue to be fleshed out in the months and years ahead. While no definitive list of “green jobs” is as yet been developed some will be clearly identifiable such as wind power technology and wood composites. Many others will be will be a combination of acquired green and clean skill sets melded with traditional occupational skills. An example of such an occupation would be an automotive mechanic obtaining the skills to repair hybrid vehicles. While this lack of definition is no doubt confusing, it leaves workforce service providers a broad interpretation of what constitutes a “green or clean” job.

In studies conducted and research briefs written on the subject, some jobs that have been identified as “green or clean” jobs are:

Residential Weatherization
Electricians

Heating/Air Conditioning Installers
Carpenters, Carpenter Helpers
Construction Equipment Operators
Roofers
Insulation Workers
Construction Managers
Building Inspectors, Auditors

Commercial and Industrial Retrofits
Electricians
Heating/Air Conditioning Installers
Carpenters, Carpenter Helpers
Construction Equipment Operators
Roofers
Insulation Workers
Construction Managers
Building Inspectors, Auditors
Building Weatherization Occupations
Electrical Engineers
Mechanical Engineers
Cogeneration Construction and Operation
Measurement and Verification Technicians
Energy Management Analysts

Wind Energy Jobs
Environmental, Energy Engineers
Iron and Steel Workers
Sheet Metal Workers
Machinists, Millwrights
Electrical Equipment Assemblers
Construction Equipment Operators
Industrial Truck Drivers
Industrial Production Managers
Operators, Maintenance Technicians

Demographics

The current and projected workforce demographics outlined in the 2007 to 2009 WIA plan modification are largely unchanged, though more recent labor force projections call for even slower growth through 2016 than was previously expected through 2014.

Penobscot and Hancock County's population base has seen an increase in population from the 1970s through the 2007 decennial census update with a net gain of 2.3 percent in population (196,710 in 2000 up to 201,179 in 2007). Piscataquis County's population appears to have decreased over the period as job losses mount and workers relocate for better economic opportunity. As the county was not enumerated during the inter-decennial census period hard

statistics are not available for comparative purposes. Rural areas of northern and southwestern Penobscot County also appear to have lost population with all growth centered on the Bangor M.S.A.

Per capita personal income in the region falls below the statewide averages in all three counties. In 2004, the per capita income in Penobscot County was 92.3 percent of the statewide average while Hancock County was 98.1 percent and Piscataquis County was 81.4 percent.

Out-migration

Low birth rates and out-migration of young people have shaped the regions labor force dynamics. The principal factor affecting youth location choices is the desire to seek additional education in order to improve career and income prospects. Where the appropriate education is available and where it offers good prospects, youth will tend to stay, where it does not, youth will tend to leave. Most youth in this region gravitate from rural areas to the Bangor M.S.A. where educational and employment opportunities are greater and if they do not find what meets their needs; they relocate to other areas of Maine or as a last option out of state. There has been a natural decrease in population (more deaths than births) in seven of the 16 counties since 2000. As the population ages, the share of people in their prime childbearing years is declining and mortality rates are rising.

In-migration

Unlike many other parts of the U.S., Maine has not attracted new waves of immigrants including significant numbers of Hispanics or foreign born residents that are contributing to labor force growth. Maine's population is aging, growing slowly, and lacking in diversity.

Aging Workforce

The area population is aging, growing slowly, and lacking in diversity. Between 2011 and 2030, retirements of baby boomers will create significant demands for large numbers of replacement workers across the spectrum of industries and occupations. The single largest source of Maine's future supply of labor will come from among Maine youth who are enrolled in K-16 education and training.

Labor Force Participation Rates

During the last 50 years of the 20th century, Maine and the nation experienced significant growth in its labor force, as women dramatically increased their rates of labor force participation. Based on more recent evidence, female labor force participation is no longer rising as the large number of baby boom women age beyond their peak years of work and into retirement.

Skill Needs of Critical and Projected Jobs

The skill needs of critical and projected jobs outlined in the 2007 to 2009 WIA plan modification remain the same today.

Systems and financing mechanisms that encourage and support lifelong learning and repositioning in the labor market must become an essential feature of the Local Workforce Investment Board's economic development strategy.

Skill Demand and Gap

This region has been hard hit by the current recession. The shift from manufacturing and natural resource-based employment to a service economy particularly in rural areas has created new work environments reshaped by technology innovation, setting new employment and skill standards requiring higher levels of education and training. In addition, the rise of the green economy is creating demand for new skills, often characterized as new skills for traditional occupations. Skills gaps exist in many forms. Some affected groups included:

Dislocated Workers

Retraining dislocated workers who have for their entire work life (and in some cases for generations) been employed in goods producing sectors with skill sets that have limited transferability is a difficult task. From December 2007 to the present, the local Rapid Response Team has been involved with 57 individual occurrences of layoffs in the region effecting 2,417 workers. Of those layoffs, 46 are permanent with 863 workers dislocated and 5 are indefinite layoffs affecting an additional 443 workers. A breakdown of the permanent layoffs by industry to date is as follows:

Industry	Firms	Workers
Manufacturing	12	269
Retail Trade	14	259
Healthcare and Social Services	3	30
Information Services	3	73
Utilities	1	5
Government	2	53
Transportation and Warehousing	4	63
Financial Services	1	35
Administrative & Support Services	1	8
Professional, Scientific & Technical Services	1	55
Accommodation & Food Services	4	38

Disaffected youth

There are also significant numbers of young people who drop out of school and others who simply are not at work or in school. We have a growing pool of “disaffected” youth. Primarily, the disaffected are young males in the 16 to 22 year old age cohorts.

Disabled

The disabled, who traditionally have had low rates of labor force participation. This group is willing to work, but unable to access employment opportunities because of physical barriers and/or skills and education deficits.

Attachment C.1 – Subcontracted services Public Notice

Public Notice

Tri-County Workforce Investment Board (TCWIB)
Summer Youth Employment Program (SYEP)

Subcontracted Services

The TCWIB is soliciting applications from youth serving organizations and employers in Piscataquis, Penobscot and Hancock counties to provide subcontracted services for the 2009 Summer Youth Employment Program (SYEP). The SYEP is part of the American Recovery and Reinvestment Act and will run from May through September 2009. Training & Development Corporation is the designated Tri-County SYEP Service Provider and is looking for providers of Job Readiness Services, Occupational Specific Training, Work Based Learning and other support services as sub recipient contractors for services. Applications will be due by 5:00 p.m. June 1, 2009 and interested organizations are encouraged to request a **SYEP Subcontracted Services** application. (Applications are also available for interested youth and private, public, non-profit and for-profit organizations interested in being a work site for youth.) Please contact:

Training & Development Corporation
Attn: Summer Youth Employment Program
45 Oak Street
Bangor, ME 04416

Or call: 561-4028 or 561-4055

Attachment C.1 (continued)

Press Release June 1, 2009

Tri-County Summer Youth Employment Program

We are happy to announce that the Tri-County Summer Youth Employment Program (SYEP), a program supported by the American Recovery and Reinvestment Act (ARRA), Eastern Maine Development Corporation and the Tri-County Workforce Investment Board, is continuing to accept applications for eligible youth interested in summer employment and for organizations and employers interested in serving as worksites for area youth in Piscataquis, Penobscot and Hancock counties. Youth wages will be paid by the Recovery Act at \$7.25 an hour and work hours will be approximately 30 hours per week.

This is an excellent opportunity to provide young people with the opportunity to gain work experience with local employers and to earn much needed extra money.

Youth must meet low-income eligibility guidelines, as well as at least one other employability barrier.

Employers who are interested in providing productive and meaningful work experience for local youth must provide supervision and appropriate working conditions.

Positions are limited so please contact the Bangor Career Center to request an application for work or to provide a job for a local young person!

Please call 561-4076, 561-4055, or 561-4028 or 1-888-828-0568 and ask for the Summer Youth Employment Program.

Attachment C.2 – Subcontracted Services

Subcontracted Services Assessment and Criteria

Tri-County Workforce Investment Board (TCWIB)
Summer Youth Employment Program (SYEP)

Subcontracted Services

Applications for Subcontracted Services will be solicited through public notices, public meetings, referrals, and email solicitation to non-profit, public and private youth service organizations, schools and area employers.

Applications will be accepted until June 1, 2009.

- A designated sub-committee of the TCWIB, with representation from each of the 3
- counties, will assess applications according to the following criteria:
- Services to be delivered will be located within the Tri-County area of Piscataquis,
- Penobscot and Hancock counties.
- Proposed services support job readiness skill development and provide
- opportunities for building communication, interpersonal, decision-making and
- learning skills.
- Organization has experience providing proposed services to youth and available
- experienced staff to support delivery of services.
- Budget is aligned with available funds.

Attachment C.3 – Services Application

**Tri-County Workforce Investment Board
Summer Youth Employment Program**

2009 Application for Subcontracted Services

Profile

Name of Organization: _____

Address: _____

Contact Person: _____ Phone: _____

Has the organization had prior experience in the Summer Youth Program? Yes No

If so, briefly describe previous experience:

Briefly, what services are currently offered by your organization?

Organization Status: Non-Profit For Profit Public Private

What services are you proposing for the Summer Youth Employment Program?

___ Outreach and Recruitment

___ Job Readiness Services

___ Career Counseling Services

___ Occupational Specific Training

___ Work Based Learning

___ Other Support Services (Please explain)

Work Plan for the 2009 Summer Program

Please describe the program that your organization is proposing for the TCWIB Summer Youth Employment Program. List the specific components to be performed by your organization and how they relate to the objectives of the program to provide work experience for area youth and help build job readiness skills. Be sure to include number of youth to be served, staffing plan, relevant experience, geographic area to be served, administrative systems for fiscal and reporting accountability. (Attach additional sheets as necessary.)

Budget and Funding Request

Please provide details of the proposed budget in the chart below. Be sure to include any matching funds or funds contributed by your organization.

Category (such as Staff Costs, Supplies, Travel, etc.)	Amount	Explanation

Cost per participant (Please complete the calculation below):

$$\begin{array}{l} \$ \underline{\hspace{2cm}} / \underline{\hspace{2cm}} = \$ \underline{\hspace{2cm}} \\ \text{Total amount of funding request} / \text{Number of youth participants} \qquad \qquad \qquad \text{Cost per participant} \end{array}$$

Person completing this packet:

Print Name

Signature

Title

Telephone Number

E-mail Address

Submit by June 1, 2009 to:
Training & Development Corporation
Attention: Summer Youth Employment Program
45 Oak Street
Bangor, ME 04401

For additional information, please contact Kathy Coogan, TDC, 207-561-4028, kcoogan@tdc-usa.org or Nancy McKechnie, 207-561-4055, nmckechnie@tdc-usa.org.

Attachment C.4 – Work Site Application

Training and Development Corporation
Youth Services Work Experience Program
2009 Work Site Application

Please Type or Print Using Ink

Worksite Profile

Name of the Organization: _____

Address: _____

Name of Contact Person: : _____

Has the employer had prior experience in the Summer Youth Program? Yes No

Briefly describe previous experience:

Briefly, what services are currently offered by your business or organization?

Work Plan for the 2009 Summer Program

Please describe the major goals and objectives of your work experience program for youth. List the specific activities and/or projects to be performed by the work experience participant(s) and indicate the expected outcome or benefits to your agency as a result of participating in this program.

Worksite Location(s): (If worksite address is different from mailing address please note)

Will the majority of the work be done inside or outdoors?

If work is outdoors, please describe rainy weather activities:

Is the worksite accessible by public transportation? Yes No (Explain)

Work Hours: Please specify the anticipated youth work schedule (days and times) that you would like to have him/her work. (Each youth is expected to work up to approximately 30-hours per week)

Weekday	Hours

Supervision:

Explain in detail how adequate supervision will be assured. Please describe your supervisory plan for the work experience including: youth to supervisor ratio, level of supervision and type of supervision.

List the names and titles of each person who will be supervising youth.

Name of Supervisor	Job Title
1.	
2.	
3.	
4.	
5.	
6.	

What are the experiences of each supervisor in relation to the supervision of youth ages 14-24?
Please describe these experiences in detail.

Is this worksite handicapped accessible? Yes No (Explain)

Can the work experience jobs that you provide be modified so that youth with disabilities can perform these jobs? Yes No (Explain)

Materials, Tools and Supplies: Please list tools, equipment, materials and/or supplies the worksite will make available for use to the work experience participant.

**Training and Development Corporation
Youth Services Work Experience Program**

Youth Job Description

IMPORTANT: You must attach a complete job description for each different job title being requested!!!

Name and Address of Worksite:

Name of Contact Person:

Youth Job Title: _____

Number of Youth Requested for This Job Title:

Names and Titles of Each Supervisor (including any backup supervisors who may supervise youth during the work experience):

Supervisor's Name	Supervisor's Title
1.	
2.	
3.	
4.	

Your Agency Agrees To The Following:

1. The work participant(s) will learn to perform the following **tasks**:

A. _____
B. _____
C. _____
D. _____

E. _____
F. _____
G. _____
H. _____

2. The work participant(s) will learn to use the following **tools, equipment/machines**:

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____

3. If participant(s) will be working **outside**, what work activities are scheduled for inclement weather?

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____

4. The participant(s) will be expected to learn the following **work habits and behaviors**:

- A. Punctuality and Regular Attendance
- B. Acceptance of Supervision
- C. How to Get Along with Co-Workers
- D. How to be Reliable and Trustworthy

Person completing this packet:

Print Name

Signature

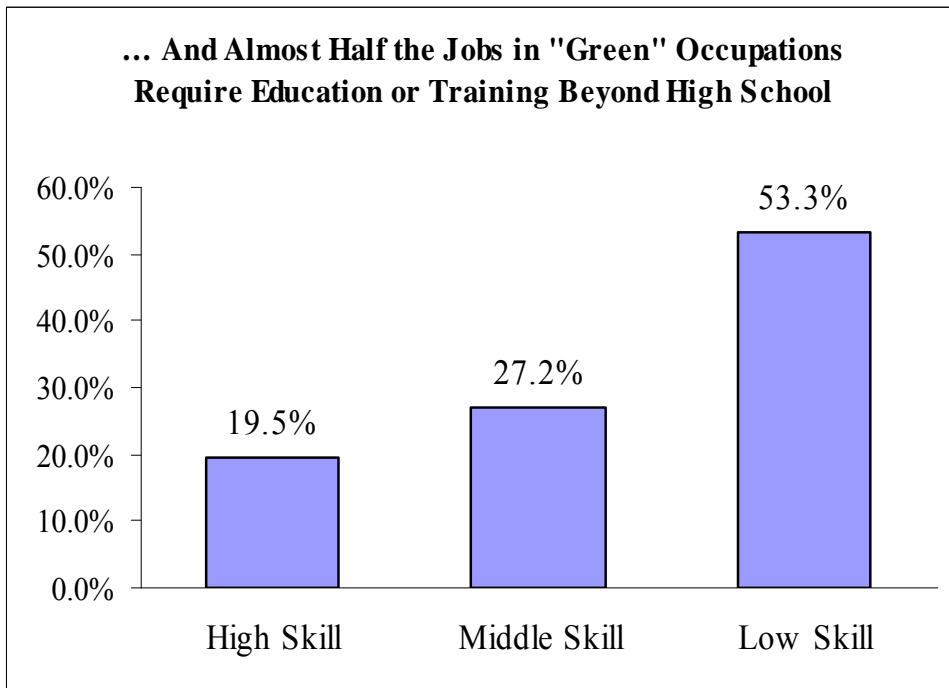
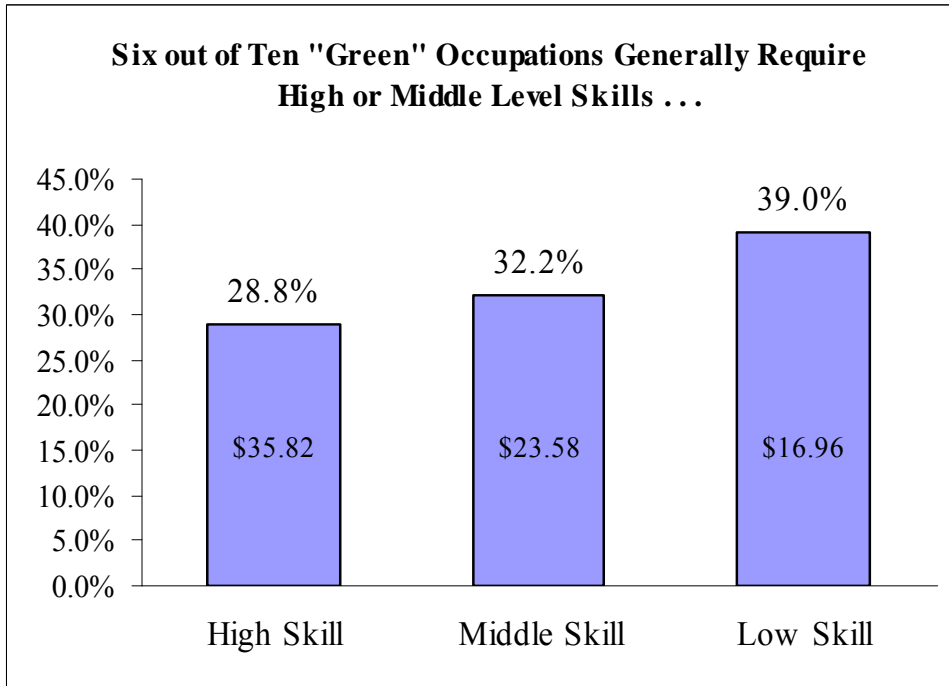
Title

Telephone Number

E-mail Address

Attachment D.

Excerpted from PowerPoint presentation by Roger Therrien, Connecticut DOL, at the US DOL Regional Forum, Boston, MA April 2009



Attachment D. (continued)

Excerpted from PowerPoint presentation by Roger Therrien, Connecticut DOL, at the US DOL Regional Forum, Boston, MA April 2009



Green LMI – One Example

RECOVERY & ReEMPLOYMENT
Regional Forums for Economic Change

Examples of Low Skill Occupations

Insulation Workers

Moderate On-the-Job Training	Employment	210
	Growth Rate	9.5%
	Average Wage	\$24.52
	License	No
	Training Programs	3


Hazardous Materials Removal Workers

Moderate On-the-Job Training	Employment	640
	Growth Rate	16.6%
	Average Wage	\$20.42
	License	Yes
	Training Programs	13

Refuse and Recyclable Material Collectors

Short-Term On-the-Job Training	Employment	2160
	Growth Rate	6.2%
	Average Wage	\$15.72
	License	No
	Training Programs	0

3



Green LMI – One Example

RECOVERY & ReEMPLOYMENT
Regional Forums for Economic Change

Examples of Middle Skill Occupations

Environmental Engineering Technicians

Associate's Degree	Employment	220
	Growth Rate	14.8%
	Average Wage	\$23.32
	License	No
	Training Programs	28

Architectural and Civil Drafters

Post-Sec Vocational Training	Employment	910
	Growth Rate	0.3%
	Average Wage	24.91
	License	No
	Training Programs	59

Electricians

Long-Term On-the-Job Training	Employment	8330
	Growth Rate	8.3%
	Average Wage	25.92
	License	Yes
	Training Programs	52

2

Green LMI – One Example



Examples of High Skill Occupations

Environmental Scientists and Specialists

Master's Degree	Employment	690
	Growth Rate	11.1%
	Average Wage	\$30.53
	License	Yes
	Training Programs	16

Natural Sciences Managers

Work Experience plus Bachelor's or Higher Degree	Employment	930
	Growth Rate	13.8%
	Average Wage	51.70
	License	No
	Training Programs	181

Cost Estimators

Bachelor's Degree	Employment	2760
	Growth Rate	13.5%
	Average Wage	31.24
	License	No
	Training Programs	105

Attachment E.

Rachel Rust, Florida Agency for Workforce Innovation / Labor Market Statistics Center

Excerpts from Washington State survey

Pre-determined four key green areas:

- Energy efficiency
- Preventing and reducing pollution
- Renewable energy
- Mitigating or cleaning up pollution

Identified 47,194 green jobs in the private sector (1.6 percent of total private state employment)

- 9,500 private-sector employers participated in the survey
- Direct employment only

Energy efficiency accounts for over half of all green employment; 70 percent of this is in construction

Top five industries by green employment

- Specialty trade contractors 13,985
- Professional and technical services 7,456
- Crop production 7,270
- Construction of buildings 6,743
- Waste management and remediation 2,918

The top 10 identified occupations account for 56 percent of all green jobs

- Farmworkers and laborers
- Electricians
- Construction laborers
- Carpenters
- Agricultural workers, all other
- Heating, Air Cond., and Refrig. mechanics and installers
- Civil engineers
- Plumbers, pipefitters, and steamfitters
- Architects, except landscape and naval
- Mechanical engineers

Attachment D. (continued)

New and emerging green occupations

- Energy auditor
- Energy manager
- Energy efficiency specialist
- Sustainable development manager
- Lighting efficiency professional
- Carbon reduction manager
- Advisor for management and energy
- Distributed energy manager
- Geothermal designer
- Greenhouse gas assessor
- Intelligent building specialist
- Solar fabrication technician
- Solar energy system installer
- Solar commercial installation
- technician
- Solar thermoelectric plant
- manager
- Solar operations engineer
- Wind field technician
- Wind generating installer
- Hybrid and fuel cell automotive technicians
- Hydrogeologist
- Geothermal power generation engineer
- Geothermal plant operator
- Landfill gas system technician
- Biomethane gas collection system technician
- Biomass plant operator
- Carbon sequestration plant operator
- Smart grid engineer
- Environmental compliance specialist
- Energy conservation representative
- Green building and retrofit architect
- Weatherization operations manager
- Carbon emissions specialist
- Carbon trader
- Emission reduction manager
- Climatologist
- Greenhouse gas emissions verifier
- Biomass collectors

Source: For Occupations 1-11: Green Jobs: Survey of the Energy Industry, Association of Energy Engineers, 2009; For occupations 12-37: Green Jobs Guidebook: Employment Opportunities in the New Clean Economy, Environmental Defense Fund, September 2008

Attachment F.

CALIFORNIA'S WORKING DEFINITION OF THE GREEN ECONOMY (May 2009)

Green or clean is any activity or service that performs at least one of the following:

Generating and storing renewable energy

Recycling existing materials

Energy efficient product manufacturing, distribution, construction, installation, and maintenance

Education, compliance and awareness

Natural and sustainable product manufacturing

Generating and storing renewable energy - Includes alternative energy generated by, but not limited to:

- Wind
- Solar
- Water
- Biofuels
- Biomass
- Hydrogen fuel cells
- Geothermal

Recycling existing materials - Corporations involved in the collection and processing of recyclable materials, including firms running a recycling or wastewater plant. Includes environmental clean-up and remediation (does not include companies that provide bins for recyclable paper, glass, and cans).

Energy efficient product manufacturing, distribution, construction, installation, and maintenance -- This includes companies involved in the research, development, and manufacturing of products such as solar panels, energy efficient light bulbs, and vehicles. It also includes construction companies that install and repair these products in new or existing residential or commercial real estate, as well as real estate planning and land development.

Education, compliance, and awareness -- This sector includes:

- Training providers for curricula such as solar panel installation, energy auditing, sustainability management, and environmental careers.
- Environmental consulting
- Governmental/legislative compliance
- Conservation and wildlife programs
- Trading and offsets
- Social assistance

Natural and sustainable product manufacturing -- Includes companies that create products using natural materials. Also includes businesses that produce safe, nontoxic products; bamboo products; products out of previously-recycled materials, and agricultural firms that practice sustainable farming.

Note: This definition focuses on the "supply" side of the economy, on businesses that produce products or service directly related to the functions described in this GREEN definition. LMID acknowledges that entities that have adopted sustainable business practices (the "demand" side) are equally important to California's green economy—and that demand leads to increased pressure for additional supply. Sustainable business practices might include (but not limited to) entities that have adopted renewable energy, efficiency and conservation strategies.

Attachment G.

"Green" Job Titles Cited Matched to Nearest SOC-ONET

"Green" Occupations Cited	O*NET-SOC Title	O*NET-SOC Code	Comments	G.R.E.E.N. Sector*
Agricultural and Forestry Supervisors	First Line Supervisors/Mgrs. Of Farming, Fishing and Forestry Workers	45-1011		N
Agricultural Inspectors	Agricultural Inspectors	45-2011		N
Agricultural Workers	Farmworkers and Laborers, Crop, Nursery and Greenhouse	45-2092		N
Air quality specialist	Occupational Health and Safety Specialist	29-9011		E2
Air resources engineers	Environmental Engineers	17-2081		E2
Air-quality auditors	Environmental Scientists and Specialists, Including Health	19-2041.00		E2
Architects	Architects, Except Landscape and Naval	17-1011.01		E1
Architectural & Civil Drafters	Architectural Drafters	17-3011.01		E1
Attorneys	Lawyers	23-1011.00		E2
Attorneys for green regulations	Lawyers	23-1011.00		E2
Battery Engineer	Electronics Engineers, Except Computer Electronic. Engineers R&D	17-2072 17-2076		G
Bicycle delivery services	Couriers and Messengers	43-5021.00		Not Coded
Bicycle repair	Bicycle Repairers	49-3091.00		E1
Biofuel engineer	Agricultural Engineers Chemical Engineers	17-2021 17-2041		G
Biologist	Conservation Scientists	19-1031		ALL
Biomass collector	Environmental Science and protection technicians, including health Farmworkers	19-4091 45-2092		G
Boilermakers	Boilermakers	47-2011.00		E1
Building Inspectors	Building Inspectors	47-4011		E1
Building Operator/Building Technician	Maintenance and Repair Workers, General	49-9042		E1
Bus Drivers	Bus Drivers, Transit and Inncercity	53-3021		Not Coded
Bus system operator			No context given.	Not Coded
Business Operations Specialists, All Other	Business Operations Specialists, All Other	13-1199.99		E2
Carbon emission specialist	Environmental Science and protection technicians, including health	19-4091		E2
Carbon sequestration geologist	Geoscientists, Except Hydrologists and Geographers Hydrologists	19-2042 19-2043		E2
Carbon Transport			Not an occupation	Not Coded
Carpenter Helpers	Carpenters Helpers	47-3012		E1
Carpenters	Construction Carpenters	47-2031.01		E1