

PHASE I

I. Local Workforce Investment Boards

A. LWIB Composition

1. Describe the nomination and selection process used by the CLEO.

In March 2000, shortly after the new local areas had been negotiated among county commissioners and the Maine Jobs Council, the Chief Local Elected Official (CLEO) Board in the Tri-County area began the process of selecting a grant recipient, designating an operator, hiring local board staff and selecting membership for the LWIB. The CLEO Board immediately conferred and selected the Eastern Maine Development Corporation (EMDC) as the grant recipient. Immediately, EMDC consulted with the Bureau of Employment Services to obtain proper interpretation of the board selection criteria established as Appendix B in the State WIA Planning Guidance.

Over the course of April, May and June, the CLEO Board met weekly with the staff of EMDC to establish Board membership. On behalf of the CLEO Board, EMDC mailed over 400 letters to various entities from municipalities to private businesses that would act as nominating agents for the purpose of soliciting individuals from appropriate sectors and make recommendations to the CLEO Board. The Chief Elected Officials consulted with the appropriate groups in the local area for individuals to serve including:

- a. Representatives of community-based organizations including individuals with disabilities and veterans where such organizations exist.
- b. Representatives of local economic development agencies, including private sector economic development entities that demonstrate a significant connection with Maine's workforce development system.
- c. Representatives of each of the CareerCenter investors as defined by their managing organization including chief executives, operating officers, or executives with optimum policy making or hiring authority.
- d. Local educational nominees were selected from regional or local entities representing educational agencies, vocational education, adult education and literacy activities or post-secondary.
- e. Labor representatives were selected from among individuals nominated by state, regional or local central labor councils.

Once names were forwarded to the CLEO Board, the commissioners reviewed the criteria below, the required partner list, and the geographic considerations and began making appointments accordingly.

- a. Chief Elected Official Agreements are required and must specify the respective roles of the individual Chief Elected Official in regards to the appointment of the members of the Local Board from the individuals nominated or recommended to the Chief Elected Official or carrying out any other responsibilities assigned to the Chief Elected Official under Title I of the Workforce Investment Act of 1998.
 - b. The Chief Elected Official must demonstrate that the nominations and the individuals selected for the private sector representation reasonably represent the industrial and demographic composition of the local labor market.
 - c. The Chief Elected Official must demonstrate that the nominations equitably represent the respective counties within a local area.
 - d. The official letter of nomination from the agency/organization nominating the individual must be kept on file at the local level.
 - e. The Chief Elected Official must submit a Local Board membership list which includes the names of the individuals initially appointed as members of the Local Board, their title, company or agency name, address, E-mail address, telephone, and fax numbers, nominating entity (where applicable), appointment/term expiration date, and sector representation.
 - f. The Chief Elected Official must notify the Department of Labor within 10 days of the first meeting of the certified Local Board of the results of the election for the Chairperson of the Board from among the business representatives.
2. Please provide a list of members with corresponding information using the table in Attachment A.

The list of membership can be found as Appendix A.

3. If all required categories of membership are not represented, explain the manner in which the LWIB will ensure an ongoing role for any non-represented category.

N/A

B. Workforce Investment Board Support

1. Describe how administrative support will be provided to the LWIB. Include in your description the number and type of staff funded by the system. Describe the distribution of administrative funds subject to the 10% limit, as allocated.

- a. The administrative dollars will support all of the grant recipient, one stop operator and LWIB staffing functions. No administrative funds are available for WIA Title I Service Providers.
- b. The Eastern Maine Development Corporation (EMDC) has been selected by the CLEO Board as the entity to carry out the fiscal agent responsibilities on behalf of the Tri-County Workforce Investment Area. The grant recipient is responsible for the preparation and execution of contracts with WIA Title I sub-recipients, completing weekly requests for funds from the Maine Department of Labor, preparing monthly and quarterly financial reports, and completing program monitoring and audit reviews.
- c. The one-stop operator and LWIB staffing functions have been combined in the position of Executive Director. The Executive Director is assisted by a part-time administrative assistant. The board staff is responsible for providing policy and program oversight at the direction of the Local Workforce Investment Board and the Chief Local Elected Officials.
- d. The Executive Director also develops, designs and writes a Local Area Plan for the delivery of comprehensive employment and training services in the Tri-County Area. He also negotiates, develops and modifies contracts and memoranda of understanding with provider agencies for the provision of employment and training services in the Tri-County Area. The Executive Director consults, confers, corresponds and facilitates communication with employers, clients, constituent groups, government officials, program delivery staff and the general public in order to resolve issues concerning the administration of employment and training programs, policies and requirements. The staff plans, conducts and addresses meetings, seminars, and training sessions in order to disseminate program material, policy information, and Local Workforce Investment Board goals and objectives.

II. System Description

A. Level I - Core Services

1. Please describe the universal core services available at the CareerCenter.

The CareerCenter One-Stop system in the Tri-county area is designed to provide customers with easy access to services and information provided by partner agencies. Each of the comprehensive/full service centers located in Bangor, Ellsworth, Dover-Foxcroft and Millinocket will provide an array of core services available to all customers. These services are listed below and will include:

Core Services A, Self-Assisted Informational Services (No registration required):

1. Eligibility certification;

2. Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the CareerCenter;
3. Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
4. Employment statistics information including job vacancy listings, job skill requirements for job listings, and information on demand occupations;
5. Performance information on eligible training providers;
6. Performance information on the local One-Stop delivery system;
7. Information on supportive services and referral to supportive services;
8. Information regarding filing for Unemployment Compensation;
9. Assistance in establishing eligibility for welfare-to-work activities and for other training and education programs;
10. Resource room usage;
11. Internet browsing (job information and training searches);
12. Interned accounts (Career Kit, Personnel Kit);
13. Initial development of employment plan;
 14. Talent referrals (informational, e.g., talent scouts, labor exchange referrals of resumes without further screening); and
15. Workshops and job clubs.

Core Services B, Staff-Assisted Services (Registration required):

1. Staff assisted job search and placement assistance, including career counseling;
2. Follow-up services, including counseling regarding the workplace;
3. Staff-assisted job referrals (such as testing and background checks);
4. Staff assisted job development (working with employer and jobseeker);
and
5. Staff assisted workshops and job clubs. (Training and Employment Guidance Letter: 7-99)

The State Plan includes the following services available to job applicants:

1. Individualized staff assistance to help customers acquire needed services;
2. Individual counseling that promotes the role that aspirations play in career decision-making, and promoting higher learning;
3. Common intake and eligibility determinations for Title I and partner programs;
4. Marketing and outreach for workforce development programs and services;
5. Referrals to partner programs;
6. Access to computer applications such as word processing, spreadsheets, database development and presentations;
7. Performance information about Title I and partner programs;
8. Information about Maine Labor Laws;
9. Information about the availability of, and how to access Supportive Services, Intensive and Training Services, and all partner programs;

10. Access to computer applications for personal and career development such as keyboarding, self-assessment and career decision-making;
11. Internet access;
11. Initial assessment to help customers link their vocational aptitudes and abilities to jobs;
12. Career counseling unrelated to developing individual employment plans; and
14. Information about obtaining post-secondary financial aid.

Core Services, Employers: These may include -

1. Listing and marketing job orders;
2. Electronic access to the Maine and America's Job Bank;
3. Information about several topics, including occupational licensing, processing work permits, health and safety, labor law information, OSHA regulation, ADA, industry specific LMI, UI, and access to rapid response services;
4. Business surveys regarding economic expansion, recruitment plans and workforce training needs;
5. Referrals to private and public sector organizations regarding business-specific needs or problems; and
6. Information about acquiring economic development assistance.

All Core Service elements listed above will be designed to be delivered in both self-service and staff assisted formats. Each of the four CareerCenters in the region will have full-time Information center staff assigned whose primary responsibility will be maintaining the self-service tools, materials and resources and assisting customers. During peak times, when customer demand exceeds the capacity of the assigned Information Center staff, staff members from other partner programs will be called upon to provide customer services on a rotating basis. Staff will also be recruited from specialized programs to be available on a part-time or as-needed basis. Programs such as the welfare to work program, the Job Corps, in-school programs, etc will be encouraged, as part of the development of MOU's, to have staff assigned to the CareerCenter on a part-time or "on-call" basis.

All staff assigned to duty in the Information Center will receive on-going training in the various roles and responsibilities including:

- Conducting intake and reception activities
- Providing customers with an orientation to the Information Center
- Providing customers with individualized assistance
- Developing workshop curricula and local resources
- Facilitating workshops
- Organizing and maintaining Information Center resources
- Providing general career counseling information

Building the customer base of the five CareerCenters within the region will focus on outreach and recruitment to a diverse range of customers including individuals with disabilities, welfare recipients, youth, employers and the general public. Marketing to targeted populations will generally take the form of referral linkages with One Stop partner organizations, linkages with other systems or community based organizations, presentations in the community, tours of the CareerCenter for certain groups, recruitment sessions for employers, and employer presentations and workshops. A marketing strategy designed to increase awareness of the Information Center Core services among the public at large will augment current “word of mouth” community awareness levels. Along with state-level marketing efforts the local area will evaluate and implement strategies that will include:

- Advertisements in public media
- An internet web page
- Brochures
- Videos
- Job Fairs

All Core services, delivery modes and methods, staffing designs and recruitment and marketing efforts will be customized for each CareerCenter location. For example, the Dover CareerCenter has a very high percentage of local employers currently utilizing its resources for job listing and worker referral and needs to concentrate its delivery on job seeker outreach. The Ellsworth CareerCenter needs to focus on both employer and job seeker customer groups to increase utilization.

2. How will the CareerCenter be organized to provide core services/ Specify what role BRS, Wagner-Peyser and WIA Adult and Dislocated worker programs will play, including their financial and programmatic contributions?

Staff and resources will be identified by each partner agency within each CareerCenter location to provide full-time delivery of Core Services. For example, WIA resources will be dedicated to providing at least one fulltime Information Center Specialist in each of area’s four CareerCenters. These staff will be responsible for providing all WIA core and intensive level services as well as working with W-P and BRS staff in general customer services arising from the universal access service nature of the CareerCenter. In particular, WIA and W-P staff will be cross-trained in a number of areas including customer reception and registration, information center orientation and assistance, facilitating workshops and providing general labor market services. All CareerCenter partner organizations will work together to develop workshop curricula and local resources as part of the Center’s continuing improvement process. Special workshops and seminars for universal customers pertaining to self-service tools and resources such as basic computer usage, using the Internet and preparing a resume will be facilitated by staff from each partner organization on a scheduled rotating basis thus promoting a seamless service delivery system.

The allocation of those staff and resources will be based on a mutually determined, center by center basis. Each of the four CareerCenters in the region will develop operational business plans which will specify objectives and mechanisms to promote both a sense of unity among

staff and a commitment to customer service. The Tri-County CareerCenters will create functional teams to promote team-building and communication across staff members performing similar functions.

Financial contributions of each partner program will contribute toward core service delivery in each of the regions four CareerCenters will be negotiated at the local level based on state level agreements reached among the partners. The MOU for each CareerCenter will specify financial terms and conditions as negotiated among the partners and agreed to by the Workforce Investment Board and Local Elected Officials.

3. How many individuals do you plan to serve at the CareerCenter.

It is estimated that WIA Core Services will be delivered to 2,050 individuals during the first year of operation. See Participant Planning Summaries at Attachment B-2

4. Describe how you will use the PRISM Plan to improve customer satisfaction at the CareerCenter.

The Customer Satisfaction model used by the Workforce Investment Board will include the following components:

- Customer Satisfaction
- Performance Outcome Measures
- Continuous Improvement
- Data Analysis
- Report by the one-Stop centers and partner programs

In addition to an overall customer satisfaction rating, results will be reported for each individual one-stop center and partner program. This will provide the Workforce Investment Board, and local teams with valid and reliable information for making systematic comparisons between centers, and identifying “best practices.”

The local CareerCenter partners are committed to an ambitious planning process designed to align resources and coordinate program efforts. The PRISM document will guide the partners approach to improving service delivery in an integrated delivery environment. The primary purpose of this approach is to achieve better results from investments that have previously been made through categorical programs. The region’s Workforce Investment Board has primary responsibility for setting performance goals and measuring the results achieved from a more unified workforce development system. Furthermore, the WIB must ensure performance accountability and provide evidence that the new workforce development system is demonstrating continuous improvement including higher levels of efficiency. The WIB is fully committed to working with all of the partners to review performance data, structure a continuous improvement process and gauge the return on investment from the workforce development system. While the initial focus will be on performance accountability under Title I of the Workforce Investment Act, the WIB and One Stop partners will review the progress of all programs in the workforce development system. Each partner will continue to be responsible for

programmatic performance requirements authorized by federal legislation. However, the WIB will identify additional performance indicators to track system-wide performance of multiple programs.

The WIB will use data on core performance and customer satisfaction indicators for the Workforce Investment Act as the basis for continuous improvement. Using this data, we will work at two levels to improve performance over time:

- a. At the policy level, the WIB will review reports on the core performance and customer satisfaction indicators for the Workforce Investment Act to ensure that the one-stop system and WIA partners are achieving strategic goals. Consistent with the Memorandum of Understanding, the WIB will develop recommendations for improving performance and customer satisfaction within the region's one-stop delivery system.
- b. At the program management level, teams consisting of one-stop partners will meet on a regular basis to review performance and customer satisfaction data for each one-stop site as well as other concerns raised by customers and partners. The local teams will focus on identifying and rectifying potential performance challenges as early as possible and continually improve service delivery practices. Based on the LWIB's recommendation, local teams will use an accepted methodology, such as the Baldrige assessment tool, for promoting continuous improvement throughout region's workforce system.

5. How will customers transition from core to intensive services?

Customers who are enrolled in WIA core services beyond self-services and who are determined eligible for intensive level services can either request additional assistance beyond available Core Services or may be identified by Information Center staff as needing additional services to become successfully employed.

In all cases the transition to intensive services will be based on an assessment of the customers needs and the availability of appropriate intensive level services on a case by case basis. For WIA eligible customers the WIA Plan Manager will assess the customer's job search efforts during the Core services enrollment period and determine the appropriate mix of intensive and training services as necessary. The assessment protocols for making these determinations will be based on several criteria including:

- Length of time the customer has spent in core services without securing employment. Eligible customers, who have been using core services for a period of at least four weeks without successfully finding work, will be identified by the Information Center Specialist. The customer will be given an interview appointment with a Plan Manager for the purpose of further assessment of the customer's service needs.
- Customers who are eligible for and in obvious need of intensive services based on targeted barriers to employment prior to four weeks may also be referred to a Plan Manager earlier as needed.

- Customers identified as eligible for specific programs such as WtW, BRS services, Job Corps, etc. will have priority access to more intensive services funded by that partner or multiple partners.

Customers who are determined to be ineligible for WIA or other partner intensive or training services may participate in intensive services specifically provided by Labor Exchange for the universal access customer base. In addition, all workshops and seminars that are “jointly” provided by partners in the CareerCenter will have slots set aside for non-WIA eligibles on a prorated basis. All services for WIA eligible and ineligible customers will be of the same content and quality.

B. Level II – Intensive Services

1. Describe what Intensive Services will be provided by the WIA Adult and Dislocated Worker Program.

Intensive Services will be available to adults and dislocated workers who are unemployed and unable to obtain employment through core services and who are determined to require intensive services to obtain employment. Intensive services will also be available to adults and dislocated workers who are employed, but who are determined to be in need of intensive services to obtain or retain employment that allows for self-sufficiency. Priority for intensive services will be given to those adult individuals (other than those who are being served through dislocated worker funding) who meet the above criterion, and who are either economically disadvantaged and/or are on public assistance.

Intensive services may include:

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include –
 - a. Diagnostic testing and use of other assessment tools; and
 - b. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
2. Development of an individual service strategy, to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
3. Group counseling;
4. Individual counseling and career planning;
5. Case management for participants seeking training services; and
6. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training. WIA Sec. 134(d)(3)(C)

Other intensive services, based on assessment or individual service strategies, may include:

1. Out-of-area job search assistance;
2. Literacy activities related to basic workforce readiness;
3. Relocation assistance;
4. Internships; and
5. Work experience. § 663.200(a)

The following may be able to receive intensive services -

1. Adults and dislocated workers who are unemployed, have received at least one core service and are unable to obtain employment through core services, and are determined by the CareerCenter to be in need of more intensive services to obtain employment; and
2. Adults and dislocated workers who are employed, have received at least one core service, and are determined by the CareerCenter to be in need of intensive services to obtain or retain employment that leads to self-sufficiency. § 663.220(a) & (b)

3. How will the CareerCenter be organized to provide intensive services? Specify what role Wagner-Peyser and Adult and Dislocated worker programs will play in intensive services?

Intensive services will be provided as an extension of the core self-directed and staff assisted service menu. Entrance into these more specialized and individualized service activities will be based on eligibility (for WIA customers) and need as determined by an assessment interview with the customer. A monthly menu of intensive level service activities will be published for each CareerCenter. Information Center Specialists, WIA Plan Managers and Labor Exchange Specialists will coordinate the referral of customers in need of Intensive level services to the activities based on individual service plans. Workshops and seminars will be delivered by a combination of WIA and Labor Exchange staff, trained in the particular service area. Workshops will be the primary mode of intensive service delivery. Full assessment and plan development services will be tailored to meet the needs of the individual customer.

Intensive level services will be of equal content and quality regardless of customer eligibility.

4. Of those who complete intensive services, what proportion do you expect will go directly into employment?

The “majority” of individuals served with intensive services will transition directly into employment without additional skill training investments. Initial plans estimate that due to limited training resources over 50 to 70 percent of customers enrolled in Adult and

Dislocated Worker Intensive Services will transition directly to employment or outside services from the core and intensive level service programs.

This estimate is based on the expectation of limited training resources (thus constraining enrollment in training) and the needs of customers seeking employment in a “good” labor market. Effective brokering of job seeker and employer needs will increase the percentage of customers obtaining employment in the short run without extensive investment in new skill acquisition. We expect that demand on training resources will be greatest in those areas where the labor market opportunities are weakest – rural areas – and when the employment opportunities are constrained by seasonal shifts in hiring.

Enrollment in intensive level services will be based on program and service capacity and the demands and choices of customers. An initial enrollment period of four weeks in intensive services will be followed by further assessment of the customer’s needs and will result in either continued enrollment in level II activities or referral to training activities – based on the availability of resources. All intensive services enrollments and activity duration decisions will be made by Plan Managers.

5. Describe the support services available to customers in intensive services. Will there be a maximum amount available to an individual?

Support services available to customers enrolled in intensive services include transportation assistance, dependent care services, and other financial support needed by the customer to participate in intensive services. Applicable Support Service policies of each of the one-stop partner programs will determine the levels of financial assistance, rates and duration of service based the enrollment status of the customer.

Maximum amounts of financial assistance for customers enrolled in the intensive service level will be based on policy guidelines and the duration of the customer’s stay in level II services as specified in the LWIB’s support service policy.

6. How will customers transition from intensive services to training services?

Customers will transition from intensive services to training services based on the assessment of a Plan Manager as to the need for such training based on a mutually agreed upon employment plan.

C. Level III - Training Services

1-2. Adults and Dislocated Workers

- a. Please describe the training services that will be provided to Adults.**

Training services will be available to Adults who have met the eligibility requirements for intensive services and are unable to obtain or retain employment through those services. Training services and delivery strategies will focus largely on the issuance of Individual Training Accounts. Adult customers are eligible for training services if:

- Assessment and counseling services have been received through core and intensive services that result in an individual employment plan;
- The individual employment plan defines the purpose of training (occupational goal) and the amount of the Individual Training Account as well as the participant's interest and capacity;
- The training is selected from the statewide demand occupational training program list;
- The average wage level for employees with this training is significantly greater than the participant can earn without this training, and this wage level can lead to self-sufficiency;
- The participant can meet the requirements for admission into the training program; and
- The participant is unable to obtain grant assistance from other sources to pay the cost of such training.

Priority for training services will be given to those Adult program customers (other than those who are being served through dislocated worker funding) who meet the above criterion, and who are either economically disadvantaged and/or are on public assistance.

Training Services, Level 3, may include:

1. Occupational skills training, including training for nontraditional employment;
2. On-the-Job Training;
3. Programs that combine workplace training with related instruction, which may include cooperative education programs;
4. Training programs operated by the private sector;
5. Skill upgrading and retraining;
6. Entrepreneurial training;
7. Job readiness training;
8. Adult education and literacy activities provided in combination with services described in any of clauses 1 through 7;
9. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training. (WIA Sec. 134(d)(4)(D))

In order to access training services, adults and / or dislocated workers must have met eligibility requirements and have received at least one intensive service.

The local area will take several steps to maximize customer choice in the selection of training providers. The Workforce Investment Board will prepare a demand occupational list of eligible training programs and providers with performance data. Customers will then be free to choose any provider from the list. This process is described in the Eligible Training Providers Eligibility Policy and the Individual Training Account policy. The one-stop partners will also provide training to ensure that staff can provide high-quality counseling to customers.

In addition, eligible customers may receive a variety of education, training, and support services supported by a partner or multiple partners. These will include:

- occupational skills training
- on-the-job training
- job readiness training
- adult education and literacy training
- customized training
- skills upgrading and retraining
- entrepreneurial training

Nearly all of the training services will be available by referral to an approved training vendor. Customers will have access to a statewide list of eligible training providers that will include performance information.

During the first year of WIA it is anticipated that training resources will be extremely limited, therefore the number of customers who will receive ITA's will represent only approximately 20% of total registrants for WIA Adult and Dislocated Worker services.

No maximum financial limits on ITA's or other for training services has been established by the Tri-County WIB. The endeavor will be to extend the resources available for these services by aggressively leveraging other resources of both WIA partner programs and outside sources of financial aid.

b. Describe the support services available to Adult and Dislocated Workers. Will there be a maximum amount available to an individual?

Support services available to customers enrolled in training services include Assistance with transportation costs, dependent care services, and other financial support needed by the customer to participate in training services. Applicable Support Service policies of each of the one-stop partner programs will determine the levels of financial assistance, rates and duration of service based the enrollment status of the customer.

Maximum amounts of financial assistance for customers enrolled in the intensive service level will be based on policy guidelines and the duration of the customer's stay in level III training services as specified in the LWIB's support service policy.

3. Youth Services

The LWIB plans to provide comprehensive wrap-around services for all WIA youth activities within the Tri-County including outreach, intake and eligibility, assessment, plan development and follow-up services through the local CareerCenters. Each center will have a resident Youth Plan Manager who will provide direct support to both internal and external youth program activities.

As a transition from JTPA to WIA the LWIB will operate a limited summer employment activity for approximately 100 youth. The vast majority of these youth will carry-over into WIA and will continue to receive services through the local CareerCenter on a year-round basis. As part of the summer 2000 program, the CareerCenter is also establishing Collaboration Agreements with a variety of youth serving programs such as Upward Bound at the University of Maine, the Shaw House, the Penobscot Job Corps Center and others. By developing "systemic" agreements with other major programs we plan to create a sustainable capacity in the Tri-county area to deliver coordinated services to a larger segment of the eligible youth population without duplication. A part of this design for is a carry-over program from JTPA - TDC's Media WORKS Enterprise program, located in Bangor. This project has much of the mandated WIA youth program elements imbedded in its design and will serve as a core capacity to deliver high quality technological fluency and new media skills to youth in the region. Through the Media Arts WORKS Enterprise project we plan to involve as many youth as possible throughout the region in opportunities for direct involvement in community projects such as designing web pages for local organizations, hosting a web site for the region's social services databank and other hands-on activities that relate to emergent career options in the local labor market.

For a more detailed description of the Tri-County Youth program design, including discussion of the WIA youth program elements, see Section II, C of this Plan.