



Strategic Plan Activities & Documents

Northeastern Workforce Development Board Strategic Plan Timeline

- 1/20/2021** Local Area Planning meeting with MDOL to discuss upcoming activities and deadlines.
- 2/10/2021** NWDB Strategic Planning and Eastern Maine Development Corporation (EMDC) Comprehensive Economic Development Strategy (CEDS) meeting.
- 3/3/2021** One Stop Partners' Quarterly meeting
- 3/11/2021** NWDB Quarterly Meeting (Draft Minutes)
EMDC CEDS Stakeholder Meeting First Session
- 3/25/2021** NWDB Young Workers Advisory Committee Strategic Planning Meeting
- 3/29/2021** NWDB Stakeholder Meeting First Session
- 4/1/2021** EMDC CEDS Stakeholder Meeting Second Session
- 4/9/2021** NWDB Stakeholder Meeting Second Session including a Labor Market Overview from Eastern Maine Development Corporation
- 4/12/2021** NWDB Young Worker Stakeholder Meeting
- 4/14/2021** Bureau of Employment Services Interview
- 4/16/2021** Adult Education & Literacy Interview
- 4/22/2021** EMDC CEDS Stakeholder Meeting Session 3
- 4/26/2021** WIOA Core Partner Interview

Northeastern Workforce Development Board
Strategic Plan Timeline

| Date | | Action | Participants |
|-----------------|-----------------|--|--|
| February | | | |
| 2/24/2021 | | Review draft timeline and services contract | EMDC, NWDB |
| 2/25/2021 | | Execute final timeline and services contract | EMDC, NWDB |
| 2/26/2021 | | Draft Section 5 (Wagner Peyser Services), Section 8 (Jobs for Veterans State Grants) | EMDC |
| | | | |
| March | | | |
| 3/1/2021 | 2pm – 3pm | EMDC/NWDB Planning Meeting | Joanna, Ben, Bekha, Vicki, Jon, Susan, Leah, Tom |
| 3/3/2021 | 1:30 – 3pm | One-Stop Partners Meeting | NWDB, One-Stop, EMDC |
| 3/11/2021 | 1 – 3pm | EMDC CEDS Meeting | EMDC, Regional Partners |
| 3/11/2021 | 10am – 1pm | NWDB Stakeholder Meeting | EMDC, NWDB, NWDB Partners |
| 3/15/2021 | | Mail CEDS Business Survey | EMDC, Regional Partners |
| 3/19/2021 | | Draft Section 3 (Local One-Stop Delivery System), Section 7 (Cooperative Agreements), Section 9 (Fiscal, Performance, & Other Functions) | EMDC, Workforce Development |
| 3/25/2021 | 9 – 11am | NWDB Young Worker's Advisory Meeting | EMDC, NWDB, Youth Partners |
| 3/26/2021 | | Draft Section 2 (Local Workforce Development System), Section 6 (Title II – Adult Education & Literacy Programs), Appendices 2,3,4,6,7,8,9,10,11,12,13,14,15,16 | EMDC, Workforce Development, NWDB |
| 3/29/2021 | 9am – 12noon | NWDB Stakeholder Meeting | EMDC, NWDB, NWDB Partners |
| | | | |
| April | | | |
| 4/1/2021 | 1 – 3pm | EMDC CEDS Meeting | EMDC, Regional Partners |
| 4/2/2021 | | Draft Section 4 (Adult Dislocated Worker & Youth Program Services), Section 10 (Performance Accountability), Appendix 1 (Economic & Workforce Data) | EMDC, Workforce Development |
| 4/9/2021 | 9am – 12noon | NWDB Stakeholder Meeting | NWDB, EMDC |
| 4/12/2021 | 9am – 12noon | NWDB Youth Stakeholder Meeting | EMDC, NWDB, Youth Partners |
| 4/13,14,15/2021 | 1 – 3pm | EMDC CEDS Meeting | EMDC, Regional Partners |

| | | | |
|-------------|--|---|------------|
| 4/4/20/2021 | | Section 1 (Strategic Planning/Regional Analysis), Section 11 (Local Board Assurances), | |
| 4/27/2021 | | Draft Executive Summary & Introduction | EMDC |
| 4/29/2021 | | (Meeting & Activities) | EMDC, NWDB |
| 4/30/2021 | | Final draft strategic plan produced; forward to NWDB | EMDC |
| | | | |
| May | | | |
| 5/19/2021 | | Final draft incorporating changes from NWDB partner/agency review (public comment period) | EMDC, NWDB |
| | | | |
| June | | | |
| 6/10/2021 | | Due date for submission of final Strategic Plan | |



Local Area Planning Meeting Via Google Teams

Wednesday, January 20, 2021
10:00am – 12:00pm

ONE-STOP CERTIFICATION DUE PRIOR TO SWB MEETING ON 3/12/21

The SWB will be reviewing and updating the policy on the one stop certification to include all local area certifications.

LOCAL PLAN DUE 6/4/21

- Local plan must align with state plan and must submit for public comment (10 days is sufficient). All public comments must be attached to submitted plan.
- Plan must include plans of ongoing economic analysis and current analysis – CWRI reports may be used.
- If any areas are repetitive – add statement “See Section –” or “See Page –”. Do not need to repeat information.
- Must submit plan to Chris Quint & Laura Fortman, cc Ginny Carroll & Kim Moore
- Two-year review must be submitted prior to 9/15/2023 – modification only if needed. Plan may be modified at any point, but all revisions must be submitted for review.

State goal is 60% of Maine workers to have a recognized credential.

Under **Local One-Stop Delivery System** – *Section I* not required but if we have information we want to add, we can. *Section K* a description of the documentation recorded to demonstrate need for training services – should get this from service providers. *Section N* – will have another discussion of the proposed waivers - until approved, keep current description.

Must discuss how the local board will make local area performance information available to the public on a quarterly basis: WIOA and should include core partners. Report on the Title 1B performance during the quarterly board meetings. Posted on website.

Format of local plan: can use any format we want so long as all areas are covered.

Reporting in Next Gen – will be in “Tableau” program. 20 licenses per state including 1 license per board. Each additional license is \$149 annually. Each license is per individual, not entity. There will be training on Tableau, once all entities determine who will pull reports. Anything that was part of Report 8 will be accessible by all, but any specialized report will need a license.

Next meeting will be April 29 at 2pm with Kim Moore.



Strategic Planning and CEDS

Zoom Meeting

Wednesday, February 10, 2021

2:00 pm – 4:00 pm

Attendees

Joanna Russell NWDB Executive Director

Rebecca Bryant Program Assistant

Ben Hawkins NWDB Program Coordinator

Jon Farley EMDC Vice President

Vicki Rusbult EMDC Research, Planning, and Resource Development Officer

Anna Stockman EMDC

Meeting Notes

The NWDB 2021 Strategic Plan will be an update of the current plan. Vicki suggests highlighting areas of the current plan or adding bullets and she will update as needed. Vicki will develop the overall document and Anna will be developing the CEDS. Anna will assist with the data mining for the Strategic Plan. EMDC may add data to increase the value of the plan as EMDC is coming from the point of view economic development.

Vicki will be inviting an economist from the University of Maine to participate in the process. Joanna should develop a list of key partners to participate in the conversation – send list to Anna and Vicki. Bob from Northern Maine Development Commission (NMDC) will be attending. There are sections in the strategic planning guidance that require specific partner input – bring OSPs into the conversation and a separate meeting with core partners. Vicki will develop language and will send to Rebecca to schedule the meetings.

EMDC developed a survey several years ago asking economic questions following up on the 2008 recession and the mill closures. Vicki suggests folding in similar questions related to Covid-19 (closures, unemployment, etc.). Vicki and Anna will work on creating one survey that can be easily responded to but comprehensive enough to cover all information needed from all target groups.

While the data analysis (charts, etc.) in the plan can be updated, an economist can look at the sectors and economic/labor market information to review, ensuring the analysis meets current standards. Vicki stated some of the analysis will take longer as they will involve outcomes of discussions with key stakeholders and surveys.

Development of other sections will begin asap. Joanna emailed the current plan in a Word document to make editable.

Vicki will send a timeline of completion dates by section next week. The full draft needs to be completed by May 1, 2021 to go out to public comment and the completed plan must be submitted to the State Workforce Board (SWB) by June 4, 2021. Vicki will work with Anna on a general survey and will use questions from our current Young Worker and Employer draft surveys. The Young Worker survey will be sent to community colleges, job corps centers, etc. We do not want to duplicate surveys and we need to communicate when we are sending surveys and who we are sending to. To maximize participation, explain how the surveys will shape and frame our workforce system moving forward and send a newsletter prior to notify when surveys will be sent.

Next Steps – There will be **three main meetings**. Joanna needs to develop a list of partners from all five counties to be included. (NMDC, Jen Peters at SCEC, Rob Brown, and county commissioners/administrators)

EMDC will send an initial invoice for preparation work (\$5000) and final payment will be invoiced after completion.

Respectfully submitted by Rebecca Bryant.



NWDB One Stop Partners' Meeting Zoom Meeting

Wednesday, March 3, 2020
1:30pm – 3:00pm

Attendees Present

Joanna Russell NWDB Executive Director
Rebecca Bryant NWDB Program Assistant
Ben Hawkins NWDB Workforce Coordinator
Erin Benson ACAP Program Coordinator
Kathy Williams ACAP Workforce Development Project Director
Susan Cerini EMDC Director of Workforce Services
Leah Gulliver EMDC Senior Workforce Development Specialist
Tom Fernands EMDC Manager of IT & Data
Danny MacDonald Eastern Aroostook Adult Education Director
Edie Smith Senator Angus King's Office
Kelly Cotiaux Senator Susan Collins' Bangor Office
Trisha House Senator Susan Collins' Aroostook County Office
Barbara Hayslett Congressman Golden's District Director
Annie Sargent Ellsworth Adult Education Director
Anne Patterson Mt Desert Island Adult Education Director
Peaches Bass BES Program Manager
Candi Ewer Penobscot Nation Director of Education and Career Services
Ander Thebaud RSU 24 Adult Education Director
Kathy Pelletier RSU 25 Adult Education Director
Elizabeth Nitzel Vocational Rehabilitation Manager
Jen Peters SCEC Assistant Director
Greg Leavitt Bangor Adult & Community Education Director
Joe Fagnant Houlton Hodgdon Adult & Community Education Director
Danielle Goodale Penquis CAP HR Director
Patty Perry MDOL Presque Isle, Machias, and Bangor CareerCenter Manager
Heidi Ouellette Presque Isle CareerCenter
Paul Ruggiero Bangor CareerCenter Assistant Manager
Dodie Emerson Machias CareerCenter
LeRae Kinney SAD 1 Adult Education Director
Andrea Bickford MDOL Rehabilitation Services Manager
Molly Ginn Penobscot Job Corps Center Director
Anna Stockman EMDC Planner

To access the Zoom recording for the OSP quarterly meeting, please click the following link:

<https://us02web.zoom.us/rec/share/9zRhYiim5slWZy8RZ6QzbqQBKOlHS8KB4TDOV4KcMn1DJWX-xXn7xmeeZV.ySkyzlw15xdbLalh> Passcode: *h\$4&ngX

Minutes

Welcome – Erin Benson asked all meeting attendees to introduce themselves into the Zoom chat (see above).

NWDB Updates & Strategic Planning Process – Joanna Russell – The next quarterly board meeting will be held next **Thursday, March 11th from 10am to 1pm**. The NWDB staff is developing the new Strategic Plan and has hired Vicki Rusbult and her team at EMDC to facilitate and assemble the plan, due to the State Workforce Board (SWB) on June 4, 2021 making a very short timeline to complete the process. The current NWDB Strategic Plan has a strong structure and, if approved by the board, this structure will be used as a baseline for the new plan. Partners are invited and encouraged to attend the NWDB Quarterly Meeting, Young Workers Advisory Committee Meeting, and the Strategic Planning stakeholder meetings, all highlighted in red in the attached **Strategic Planning Timeline – pages 9-10**. The last hour of the next NWDB Quarterly meeting will be allocated to discuss the Strategic Planning process with the full board. The NWDB wants as much feedback as possible from its partners to develop an all-inclusive, robust plan. Alongside of the NWDB Strategic Plan, EMDC is updating their Comprehensive Economic Development Strategy (CEDS) and both plans will align, strengthening the economic and workforce system for participants. The current **NWDB Strategic Plan** can be viewed on the NWDB website: <https://www.northeasternwdb.org/strategic-plan-1/strategic-planning/>.

A central focus of the workforce system is serving individuals with the most barriers including homeless individuals, those without technology or transportation, and/or individuals in recovery. The NWDB Strategic Plan will focus on building stronger partnerships with the Housing Authorities, homeless shelters, recovery centers, Department of Corrections, and all other organizations that can connect workforce to those individuals. The draft Strategic Plan will be posted for public comment the first week of May.

MOU Updates – The Comprehensive One-Stop CareerCenter in Bangor must have an agreed upon Infrastructure Funding Agreement (IFA) with all required partners that deliver services to the CareerCenter customers. Joanna has modeled the Bangor CareerCenter IFA after Coastal Counties Workforce, Inc.'s IFA and is in the final stages. After completion of the IFA and receiving the required signatures, the OSP MOU will be complete, and Joanna will share with all partners.

Adult Education Update – Adult Education has three hubs within the northeastern region. Ander Thebaud, Greg Leavitt, LeRae Kinney, and Joe Fagnant delivered updates for the region.

The Woodfords Agency is offering no-cost behavioral health certifications and five RSU 24 students have graduated from the program thus far. Ellsworth Adult Education has partnered with the **Yellow Tulip Project** to offer workshops that focus on “smashing the stigma” of mental health. The project is based out of Portland but with a grant from Bangor Savings, has expanded to the down-east and northern counties of the state. More information on the Yellow Tulip Program can be found here: <https://theyellowtulipproject.org/>. Eric Brooks, the new director for MSAD 37, has restarted the CNA program and has partnered with the Institute of Technology in Columbia to offer a welding program. RSU 25 has applied for the Workforce Innovation Grant in partnership with Washington County Community College which would create

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a pathway from basic technology skills to an IC3 credential and CompTIA A+ credential. Another proposal for workforce training would create a regional and mobile program for clinical medical assistant training. RSU 25 already has agreements with multiple medical facilities in the area for the externship portion of the program.

Presque Isle Adult and Community Education currently has eight students participating in the Woodfords Agency behavioral health program with another student that has gained their certificate. Hub 2 has submitted a Workforce Innovation Grant application for \$300,000, focusing on healthcare. The grant would allow healthcare preparation programs to deliver entry level training, in person and virtually, to include ensuring all locations have adequate CNA labs and students have the technology for virtual learning. The grant would include scholarship funds for the PSS, CNA, MA, and Phlebotomy courses. Two buses would be available to transport students from Presque Isle and Houlton. Hub 2 has also launched a virtual PSS program.

Under the governor's executive order, Adult Education has launched a hybrid CNA program enabling graduates to complete the required 70 hours of clinicals on-the-job after employment. Training is flexible to allow as many students as possible and is currently offered throughout the region. Under this training model, students will have secured employment upon graduation to ensure clinical hours are received. The executive order does not yet have an end date. Many CNA positions begin at \$15 per hour with up to a \$4 per hour off-shift differential and some employers are offering up to \$8000 sign-on bonuses.

Sunrise County Economic Council is offering a scholarship fund to students that will pay \$500 towards tuition for certificate training. In 2020, 43 scholarships were approved for students receiving medical certificates – CNA, PSS, CRMA, and MA.

Hub 3 has also applied for the Workforce Innovation Grant in partnership with EMDC, the City of Bangor, and Cyr Bus Line in an effort to deliver CDL B training, specific for bus drivers as the position is currently in high demand. Hub 3 currently has three students in the Woodfords Agency Behavioral Health program and is in its third cohort of CompTIA A+ training through Tech Hire.

Certification Process – The NWDB staff worked with CareerCenter partners to complete the One-Stop CareerCenter Certification for the Comprehensive One-Stop CareerCenter in Bangor and the four affiliate sites within the region – Presque Isle, Machias, East Millinocket, and Dover-Foxcroft. The NWDB Executive Committee has conditionally approved the certifications with the caveat that all sites pass the ADA Site Compliance. Eric Dibner, the MDOL ADA Compliance Coordinator, will be conducting the site reviews during the months of March and April 2021. The CareerCenter Certifications will be presented to the full board during the quarterly meeting for conditional approval. **See attached pages 11-15 for the NWDB Executive Committee Report.**

Recovery Training – The Recovery Coach Basics Training in partnership with Healthy Acadia has two more workshops scheduled in April and June. All partners are welcome to attend, and Ben encourages partners to share with their employees. **See page 16 for the Recovery Coach Basics flyer.** The employer focused training, Recovery Works for ME, will have more workshops scheduled in the near future.

Partners' Updates – Reed & Reed has received the contract for the bridge construction in Madawaska and will be working with BES and ACAP for participant training opportunities. All CareerCenters are open to participants by appointment, two days per week but availability can increase with demand. Appointments for the northeastern region can be scheduled by calling (207)623-7981.

EMDC has partnered with Bangor Housing's Self Sufficiency Program to offer outreach workshops and if participants wish to pursue further, they may enroll into EMDC's programs. EMDC has another Young Workers Academy beginning shortly and has incorporated workshops with Job Corps and other partners as well as employers to allow participants to engage in discussion and see what is available in the workforce system. Thirty-four students have graduated from the academies thus far. This cohort has expanded from 7 weeks to 10 weeks.

Sunrise County Economic Council (SCEC) has partnered with the Washington County Community College (WCCC), the Community Caring Collaborative, and the Maine Office for Family Independence to launch the Startup Downeast program. This program offers training to Washington County residents interested in self-employment. Enrollees must be enrolled in SNAP or eligible to receive SNAP and enrolled at WCCC or interested in attending courses at WCCC. Contact Jen Peters at SCEC for more information at scec@sunrisecounty.org.

The Penobscot and Loring Job Corps Centers have returned students to campus for in-person training and although students are restricted to campus, the centers are bringing the employers and partners to students on campus. Penobscot Job Corps has partnered with Bangor Adult Education to help students reach their high school education and HiSET training goals.

Senator Collins' Offices are open, and staff can be reached via phone or email. Several bills have been introduced including *The Success for Rural Students and Communities Act* which delivers training programs that will allow students to remain in rural areas and the *Gateway to Careers Act* which will allow individuals to gain self-sustaining employment.

The next One Stop Partners' meeting will be Wednesday, June 2, 2021 from 1:30pm to 3:00pm via Zoom Meeting.

Meeting closed at 2:45pm.

Respectfully submitted by Rebecca Bryant.

OSP Quarterly Meeting Zoom Chat Notes

From Annie Sargent, Ellsworth Adult Education to Everyone: 01:28 PM

Annie Sargent, Director, Ellsworth Adult Education, asargent@ellsworthschools.org

From Elizabeth Nitzel to Everyone: 01:29 PM

Liz Nitzel, MDOL Vocational Rehabilitation Elizabeth.a.nitzel@Maine.gov

From Leah Gulliver to Everyone: 01:29 PM

Leah Gulliver, EMDC lgulliver@emdc.org

From kathy williams to Everyone: 01:30 PM

Kathy Williams Aroostook County Action Program. kwilliams@acap-me.org

From Edie Smith to Everyone: 01:33 PM

Edie Smith, office of Senator Angus King edie_smith@king.senate.gov (Bangor)

From Barb Hayslett, Rep. Golden's Office to Everyone: 01:35 PM

Barbara Hayslett, District Director for Congressman Golden

Barbara.hayslett@mail.house.gov

The Yellow Tulip is a youth driven organization that works with communities to smash the stigma of mental illness. Ellsworth Adult Education is working with Ellsworth Schools, community partners and businesses to prevent suicide.

From Ander Thebaud to Everyone: 01:58 PM

<https://theyellowtulipproject.org/>

hattieslayton@gmail.com

Yellow tulip contact for Hancock and Washington County.

From Annie Sargent, Ellsworth Adult Education to Everyone: 02:20 PM

We have a GREAT relationship with Voc Rehab in Hancock County

From Ander Thebaud to Everyone: 02:22 PM

Our Medical Administrative Assistant course focuses on office skills in general and technology. Many of our learners pursue jobs in offices that are not health care, for example bank teller, child care coordinator, and school office.

From Kathy Pelletier to Everyone: 02:23 PM

Our Hub's CT program has a Digital Literacy online that would cover much of a non healthcare office. The other pieces can be done virtually or on site by appointment

From Annie Sargent, Ellsworth Adult Education to Everyone: 02:24 PM

We are doing the same kind of business training in Hancock

From Kathy Pelletier to Everyone: 02:44 PM

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We have two students we are benefitting from the HOPE program. Really opening up opportunities.

From Annie Sargent, Ellsworth Adult Education to Everyone: 02:44 PM

Ellsworth Adult Education is offering both in person live online academic instruction at all levels literacy through college prep! Lots of live online enrichment courses.



ONE STOP PARTNERS' QUARTERLY ZOOM MEETING

March 3, 2021 - 1:30pm-3:00pm

AGENDA

1. Welcome and Introductions- Name and Workplace (If a large attendance we will have people introduce themselves in the chat to save on time)
2. NWDB Updates & Strategic Planning Process – Joanna Russell
3. MOU updates – Jon Farley, Dan MacDonald, Erin Benson
4. Adult Education Update – Danny MacDonald
5. Certification process—Joanna Russell, Jon Farley, Dan MacDonald, Erin Benson
6. Recovery Trainings—Ben Hawkins
7. Partners' Updates-Would specifically like to have COVID updates (opened or closed, work arounds); **Narratives and collaboration efforts** that will be reported to NWDB at next week's quarterly meeting.
8. Next Meeting Date: June 2, 2021



DATE: February 26, 2021
TO: Northeastern Workforce Development Board Executive Committee
FROM: Joanna Russell, Executive Director
RE: Recommendation to Adopt the One-Stop System Certification

Introduction

One-Stop CareerCenters are the portals to our state’s workforce system and its broad array of career services and resources designed to help individuals acquire the skills necessary to gain meaningful employment and our businesses to access the talent pipeline that meets their human capital needs and fuels economic growth. One-Stop operating system partners are required to collaborate to support a seamless customer-focused service delivery network. Every region across the State of Maine is unique in terms of its economy and geography, but each is actively working to create a system that provides effective services for our job seeker and business customers.

Under the Workforce Innovation and Opportunity Act (WIOA), state and local partners share common performance goals and are mandated to collaborate in developing and implementing a One-Stop delivery system where services are designed with customers, resources are leveraged for maximum efficiency, and continuous improvement is the hallmark.

The Northeastern Workforce Development Board (NWDB) staff have assessed the Northeastern Maine One-Stop Centers and **recommend the NWDB Executive Committee conditionally certify the Bangor Comprehensive One-Stop CareerCenter and the affiliate sites of East Millinocket, Dover-Foxcroft, Presque Isle, and Machias.** After approval from the NWDB Executive Committee, the NWDB will submit the tools and all findings to the State Workforce Board (SWB).

Below details the review process and methodology, an overview of the current One-Stop System, the salient findings for each center, and recommended next steps.

The Review Process and Methodology

NWDB staff met with partners who reside within the centers and/or readily deliver services to center customers to analyze each One-Stop Center's compliance with relevant federal and state regulations, State Workforce Board policies, and a quality customer experience. NWDB staff used the following tools to assess and evaluate the Comprehensive One-Stop CareerCenter and affiliate sites:

- *NWDB Certification Tool* to assess all key components of the centers.
- *WIOA Section 188 Compliance Tool* to assess nondiscrimination, as detailed under WIOA Section 188.

These initial assessments will serve as the baseline reference points for all One-Stop Partners to improve upon.

Both certification tools use a six-option scoring system for each specific category of evaluation:

0 = No activities have happened regarding this statement.

1 = The service provider or responding agency has a plan to move forward with this activity.

2 = The service provider or responding agency has implemented the plan within the last 30 days.

3 = The activity or function is fully operational (more than 30 days) but needs improvement and/or technical assistance.

4 = The activity or function is fully operational (more than 30 days) and needs no improvement and/or technical assistance.

N/A = Function or activity does not apply to the responding agency.

Based on the findings from the *NWDB Certification Tool* and the *WIOA Section 188 Compliance Tool*, the NWDB staff considered three verdicts for certification:

1. Certification granted
2. Provisional Certification with plan and timeline for meeting standards
3. Not Certified

We recommend option 2, Provisional Certification, for all sites, with the understanding a full ADA Compliance site review will be completed at all sites listed above by Eric Dibner, State ADA/Section 504 Accessibility Coordinator during the month of April 2021. The NWDB will submit reports to the NWDB Executive Committee, Virginia Carroll (MDOL Director of Policy), and Maine's State Workforce Board upon receipt.

An Overview of the NWDB One-Stop Center Locations

Comprehensive One-Stop CareerCenter – Bangor

Per regulations (including WIOA section 121 (e)(2)), the comprehensive One-Stop CareerCenter contains all four WIOA core programs - WIOA Title 1b, Wagner Peyser, Vocational Rehabilitation, and Adult Education - in one building. Other partner programs are required to provide "access" to their services from the Comprehensive One-Stop Center. Ways to provide "access" to services includes:

Option 1: Having a partner program staff member physically present at the comprehensive one-stop center;

Option 2: Having a staff member from a different partner program physically present at the comprehensive one-stop center who is appropriately trained to provide information to customers about the partner’s programs, services, and activities; or

Option 3: Making available a “direct linkage” through technology to a program staff member who can provide meaningful information or services.

Affiliate One-Stop CareerCenters – Presque Isle, Machias, East Millinocket, and Dover-Foxcroft

These locations do not meet the Comprehensive One-Stop requirements but have a combination of three or more WIOA core programs.

Specialized One-Stop CareerCenter – Ellsworth, Houlton, and Calais

These locations are not required to provide access to every partner service; however, partner services provided through specialized one-stop centers must be determined through partner negotiations at the local level and incorporated into the NWDB MOU.

Note: NWDB staff did not assess specialized sites.

NWDB Certification Tool Results

| | Score Summary | | | | | |
|-------------------------|----------------------|-----------|-----------|-----------|-----------|-----------|
| Site Location | Qty of 4s | Qty of 3s | Qty of 2s | Qty of 1s | Qty of 0s | Qty of NA |
| Bangor | 27 | 9 | 0 | 0 | 0 | 0 |
| Presque Isle | 29 | 7 | 0 | 0 | 0 | 0 |
| Machias | 29 | 7 | 0 | 0 | 0 | 0 |
| East Millinocket | 28 | 8 | 0 | 0 | 0 | 0 |
| Dover-Foxcroft | 28 | 8 | 0 | 0 | 0 | 0 |

NWDB Recommended Action Plan for All Sites

1. One Stop Partners across all CareerCenters will develop a simple one- or two-page menu of services listing all partners and a line describing services.
2. While partners do have access to language interpretation tools, most agreed they would prefer to have more information on options and staff training on language interpretation tools and virtual resources to provide services to non-English speaking participants.
3. The NWDB recognizes Covid-19 has changed the process partners use to deliver services. Partners continue to facilitate integrated partnerships while recognizing a need to meet and review operations after Covid-19 restrictions end.

4. Prior to Covid-19, services were organized by function rather than the program. Currently, partners are using a hybrid model to deliver services and resources and may need to revisit procedures to reestablish ongoing staff communication, cross-training, and teams within the center.
5. The NWDB recognizes One Stop Partners held regular meetings pre-Covid. The NWDB will meet with the One Stop Operator Consortium June 2021 to assess all CareerCenter sites operations.
6. Covid-19 has impacted the ability to communicate with the same volume of participants due to mandated restrictions. The NWDB will meet with the One Stop Operator Consortium June 2021 to assess continued professional development.
7. While programs and services are available in-person by appointment only, the NWDB suggests consideration be made to those who do not own a telephone or computer, which may make it especially challenging to make an appointment.

WIOA Section 188 Assessment Tool Results

| | Score Summary | | | | | | Corrective Actions | Other Notes |
|----------------------|----------------------|----------------|----------------|----------------|----------------|----------------|--|-------------------------------|
| Site Location | # of 4s | # of 3s | # of 2s | # of 1s | # of 0s | # of NA | | |
| Bangor | 33 | 6 | 0 | 2 | 0 | 2 | No findings. | Site review scheduled 4/9/21 |
| Presque Isle | 33 | 6 | 0 | 2 | 0 | 2 | Back fire door exit is not wheelchair accessible; manager will discuss with leadership and identify solution. | Site review scheduled 4/8/21 |
| Machias | 36 | 4 | 0 | 1 | 0 | 2 | While the front door is handicap accessible, the NWDB is concerned the door is too heavy for an individual in a wheelchair to open. There are 2 doors between front door and reception desk preventing staff to hear knocking on front door. | Site review scheduled 4/12/21 |
| East Millinocket | | | | | | | Awaiting ADA site review reports from community college HR departments. ADA program review pending. | Site review scheduled 4/13/21 |
| Dover-Foxcroft | | | | | | | Awaiting ADA site review reports from community college HR departments. ADA program review pending. | Site review scheduled 4/13/21 |

The NWDB will develop an action plan, if needed, after the above scheduled ADA Compliance site reviews are performed.

Conclusion

The NWDB staff recommends the NWDB Executive Committee conditionally certify the Comprehensive One-Stop CareerCenter and affiliate sites and request that the One-Stop Operator respond to the certified report no later than June 15, 2021 to all corrective actions.

Furthermore, the NWDB Executive Committee requires the One-Stop Operator conduct a self-assessment in conjunction with regional partners at minimum on a biannual basis, with the next evaluation submitted no later than March 15, 2023. Each report will assess the progress toward reaching higher standards.

Attachments

1. Comprehensive One-Stop CareerCenter Certification Tool (Bangor)
2. Machias One-Stop CareerCenter Certification Tool
3. Presque Isle One-Stop CareerCenter Certification Tool
4. Katahdin Higher Education Certification Tool
5. Dover Higher Education Center Certification Tool
6. WIOA Section 188 Compliance ADA Program Checklist Report
7. Bangor One-Stop CareerCenter WIOA Section 188 Compliance Checklist
8. Machias One-Stop CareerCenter WIOA Section 188 Compliance Checklist
9. Presque Isle One-Stop CareerCenter WIOA Section 188 Compliance Checklist

Joanna Russell, Executive Director

JRussell@northeasternwdb.org

Recovery Coaching Basics

Maine Alliance for Recovery Coaching

February 3, 9:00am - 2:00pm

April 7, 9:00am - 2:00pm

June 2, 9:00am - 2:00pm

Each training will consist of 5 hours on-line, with 1-2 hours of pre/post work assigned



Recovery Coaching Basics:

An Introduction for all

This course will help participants:

- Define and increase fluency in the language of recovery
- Build capacity to understand, support and advocate for recovery
- Learn about specific skill sets key to supporting recovery
- Create a learning community to advance the recognition, acceptance and support of recovery

RECOVERY COACHING BASICS

Based on CCAR's flagship training, the Recovery Coach Academy, this curriculum provides a basic introductory version of Recovery Coaching, helping those who want a general understanding of the recovery process to support their loved ones, friends and colleagues.

To register use this link:

<https://forms.gle/xy3bXHftpVMUerN8>

For more information contact:

Terri Woodruff - terri@healthyacadia.org or
Denise Black - denise@healthyacadia.org

The Connecticut Community for Addiction Recovery (CCAR) training is conducted by Denise Black and Terri Woodruff, CCAR Authorized Trainers





Northeastern Workforce Development Board Quarterly Zoom Meeting

Thursday, March 11, 2021
10:00 am – 1:00 pm

Attendees

Board Members Present

Nikki Fletcher Board Chair, Bangor Savings Bank Human Resources Manager
Erin Benson Aroostook County Action Program (ACAP) Program Coordinator
Andrea Bickford BRS-DBVI Rehabilitation Services Manager
Leah Buck Northern Maine Community College Assistant Dean of Continuing Education
Jennifer Buckingham Tempo Employment Services Presque Isle Manager
Denice Conary Penquis CAP Chief Financial Officer
Destiny Demo Cianbro Corporation Senior Human Resources Manager
Jon Farley Eastern Maine Development Corporation (EMDC) Vice President
Dan MacDonald Eastern Aroostook and Adult Education Director
Heather Pelletier Fish River Rural Health Executive Director
Patty Perry Bangor, Machias & Presque Isle CareerCenter Manager
LaNiece Sirois Central Aroostook Chamber of Commerce Executive Director
Terri Swanson Swanson Consulting and Associates Human Resource Consultant

Board Staff Present

Joanna Russell NWDB Executive Director
Ben Hawkins NWDB Program Coordinator
Rebecca Bryant NWDB Program Assistant

Interested Parties Present

Commissioner John Wombacher Hancock County
Commissioner Peter Baldacci Penobscot County
Betsy Fitzgerald Washington County Manager – Proxy for Commissioner Gardner
Sara McLaughlin Independent Financial Consultant
Susan Cerini EMDC Director of Workforce Services
Leah Gulliver EMDC Workforce Services Assistant Director
Tom Fernands EMDC Manager of IT & Data
Vicki Rusbult EMDC Community & Business Services Director
Anna Stockman EMDC Community & Business Services Planner
Avery Getchell EMDC Young Worker's Academy Graduate
Kathy Williams ACAP Workforce Development Project Director
Kelly Cotiaux Senator Susan Collins' Office Bangor Representative
Trisha House Senator Susan Collins' Office Aroostook County Representative
Edie Smith Senator Angus King's Office State Director
Chris Rector Senator Angus King's Office Regional Representative

Joan Dolan MDOL Apprenticeship & Strategic Partnership Director
Peaches Bass BES WIOA Policy & Evaluation Program Manager
Kim Moore BES Director
Joshua Howe MDOL Workforce Development Program Coordinator
Melissa Harvey BES Director of CareerCenters
Joy Gould DHHS Healthcare Workforce Development Manager
Greg Leavitt Bangor Adult Education Director
Robin Doody Northern Light Health Talent Acquisition Specialist
Molly Ginn Penobscot Job Corps Center Director
Roger Felix Loring Job Corps Center Enrollment Services Manager
Stacey Cyr Madawaska Adult Education Continuing Education Director
Kathy Pelletier RSU 25 Adult Education Director
Kelsey Gosselin MEOC Aroostook and Northern Penobscot County Advisor
Lisa Shaw Bangor Public Library Rural and Small Libraries Specialist

Board Members Absent with Notice

Brent Harford Hammond Lumber Machias Manager
John Herweh MMG Insurance Group Vice President, Human Resources

Board Members Absent without Notice

Traci St. Clair Teamster's Union Local 340 Union Representative
Mike Ballesteros Puritan Medical Products Director of Regulatory Affairs

Minutes

Welcome and Introductions – Nikki Fletcher opened the meeting at 10:00am by welcoming everyone and asking them to introduce themselves by name and organization.

Meeting Minutes from 12/10/20 – Action Item – Nikki Fletcher requested a motion to approve the 12/10/20 minutes. ***Dan MacDonald made the motion to approve the meeting minutes from 12/10/20. Patty Perry seconded the motion. Motion approved. See pages 6-11 for 12/10/20 minutes.***

Executive Committee Report – Nikki Fletcher – Sheriff Morton appreciated the report presented on behalf of the NWDB and EMDC. He requested further information on the Opioid National Emergency Grant (ONEG) as he is trying to measure the impact of the grant and the recidivism of participants. The Maine JobLink (MJL) does not delve into the incarceration details of participants, but Joanna will be working with Laurie McDonnell, MDOL ONEG Program Specialist, to develop a more specific report for the grant. ***See attached pages 12-13 for the Executive Committee Report and pages 14-19 for the January 2021 Sheriff's Report.***

NWDB Executive Directors Report – Joanna Russell – NWDB One Stop Certification Assessment – Action Item – The Maine CareerCenters are the portals to career services and resources and the system is designed to help individuals to acquire the skills necessary to gain meaningful employment while also allowing businesses to access the talent pool they need to improve their organization. Under the Workforce Innovation

Opportunity Act (WIOA), state and local partners share common performance goals and are mandated to collaborate to develop and implement a one-stop delivery system where resources are leveraged for maximum efficiency. The NWDB staff have conducted an assessment of the Northeastern Region's One-Stop Centers and recommends the executive committee and the NWDB to conditionally certify the Comprehensive One-Stop CareerCenter in Bangor and affiliate sites in Dover-Foxcroft, Machias, Presque Isle, and East Millinocket with the caveat that the ADA Compliance Site Certifications have been scheduled to be completed in March and April 2021.

LaNiece made the motion the board conditionally certify the Comprehensive One-Stop CareerCenter and affiliate sites and request the One-Stop Operator to respond to the certified report no later than June 15, 2021. Terri Swanson seconded the motion. Motion approved. See pages 20-24 for the NWDB Memo: Recommendation to Adopt the One-Stop System Certification.

Procurement – Action Item – During the September and December quarterly meetings, the board voted to postpone the WIOA Title 1B procurement of services process based on current labor market information. Joanna requested the board to allow the NWDB staff to redevelop the request for proposals (RFPs) and post no later than July 1, 2021 with the award to begin July 1, 2022. ***Heather Pelletier made the motion the board endorse posting the WIOA Service Provider RFPs no later than July 1, 2021 with the award beginning July 1, 2022. LaNiece seconded the motion. Motion approved. Jon Farley and Erin Benson abstained from voting as potential bidders.***

One-Stop Partner MOU and Infrastructure Funding Agreement (IFA) – The infrastructure funding agreement is the document that outlines the full infrastructure cost of the Comprehensive One-Stop CareerCenter in Bangor and mandates all residents and required One-Stop partners to agree to a share of the cost. Joanna is working with Kim Moore at MDOL to complete this process. Once the IFA is complete, the remaining OSP MOU signatory pages will be signed, completing the OSP MOU. The completed OSP MOU must be posted with the updated NWDB Strategic Plan. Erin Benson highlighted if the Northeastern Local Area and its partners cannot come to an agreement, the state will have to implement a plan.

Strategic Planning – The Strategic Planning timeline has been developed and the Strategic Plan must be completed by June 4, 2021 to submit to the State Workforce Board (SWB). ***See pages 25-26 for the NWDB Strategic Plan Timeline.*** The NWDB Strategic Plan will be discussed in further detail at the end of the meeting.

Connections to Opportunities, NEG Project – Ben Hawkins – Action Item – The Recovery Works for ME workshops were designed by the NWDB staff and the BARN to educate employers of the benefits of recovery and how to become a “recovery friendly” workplace. While many partner organizations have attended the workshops, it has been challenging engaging employers and businesses to attend. Nikki Fletcher suggested adding training surrounding the human resources aspect of questions businesses are able to ask employees/potential candidates and integrate the current training with guidance on how to navigate the legal aspects of engaging these individuals, whether while interviewing or after hire. In some cases, the HR manager must follow corporate guidance and cannot hire individuals experienced with the legal system and for this reason, are much more difficult to engage. Peaches Bass suggested

setting up workshops on site for businesses and speaking with the local chambers of commerce to incorporate the workshop as part of their presentations to businesses. Terri Swanson suggested finding creative ways to present the workshop i.e., "let us assist your business in developing your recruitment strategies and increase retention".

Ben presented the **NWDB Recovery Friendly Employer Plan Proposal (see page 27)** and requested to begin the process. **Terri Swanson made the motion to approve NWDB Recovery Friendly Employer Plan as presented. Heather Pelletier seconded the motion. Motion approved.**

NWDB Budget Review – Sara McLaughlin – Action Item – Sara McLaughlin reviewed the **NWDB Budget vs. Actuals for PY20 (see attached pages 28-29)**. Unlike traditional National Emergency Grants, USDOL only released a partial allocation of the ONEG funding and as a state, 70% of the first allocation must be spent before the second allocation will be released. The Northeastern Local Area received a transfer of funding from the Central Western Local Area as the Northeastern service providers ran out of funding. ACAP and EMDC are expending funds as planned but as the state has not yet expended 70% of the funding, the second allocation has not yet been released. **Terri Swanson made the motion to approve the NWDB Budget as presented. LaNiece Sirois seconded the motion. Motion approved.** The board's fiscal agent has requested the finance committee to meet more frequently. Nikki Fletcher and Penobscot County Commissioner Peter Baldacci support biannual finance committee meetings. Joanna will coordinate finance committee meetings for June 2021 and December 2021.

NWDB Program Review – Susan Cerini and Leah Gulliver delivered the **EMDC Program Review (see pages 30-32)**. Erin Benson delivered the **ACAP Program Review (see pages 33-35)**.

OSO Report – Erin Benson – The One-Stop Partners have developed several new initiatives. The Yellow Tulip Program is a youth driven organization to "smash the stigma" of mental illness and prevent suicide. Many adult education programs across the region have joined this initiative. EMDC has partnered with the Bangor Housing Authority's Self Sufficiency Program to deliver outreach workshops introducing individuals to the EMDC programs and assisting these individuals in obtaining meaningful and self-sustaining employment. Presque Isle Adult Education has collaborated with Husson University and MMG Insurance Company to transition technology equipment to the Adult Education campus for students who are distance learning. This equipment will also be made available to the local high school students. Washington County Community College, Machias Valley Center for Entrepreneurship, Sunrise County Economic Council, Bangor Savings Bank, New Ventures Maine and several other community partners have collaborated to offer an entrepreneurial pathways program, "Beyond the Business Plan". The eleven-week program offers instruction from several guest lecturers from across the state and begins March 17, 2021.

Strategic Planning Process & Review – The NWDB staff has contracted with Vicki Rusbult and her team at EMDC to facilitate and write the updated NWDB Strategic Plan while aligning with EMDC's Comprehensive Economic Development Strategy (CEDS). Invitations will be sent to board members, one-stop partners, and all interested partners for the NWDB Stakeholder meetings where attendees are encouraged to provide input

and discuss ways to integrate services across the region. The Young Workers Advisory Committee have developed three subcommittees to develop the NWDB Strategic Plan and have welcomed two graduates of EMDC's Young Mainer's Academy onto the committee. Joanna requested volunteers from the board to join the Strategic Plan Steering Committee. Denise Conary, Heather Pelletier, and Dan MacDonald volunteered. If any board members would like to participate, they are encouraged to reach out to Joanna and Rebecca Bryant. The current NWDB Strategic Plan can be viewed on the NWDB website at <https://www.northeasternwdb.org/strategic-plan-1/strategic-planning/>.

Executive Committee Update – Joanna has decided to transition out of her position at the NWDB and has given ample notice to allow time to aid the executive committee in filling her position. She anticipates exiting her position in March of 2022. The executive committee has decided not to go through the review process at this time but will be discussing a raise, retroactive to the beginning of PY20, and will keep the board informed.

Nikki Fletcher requested a motion to close the meeting. **Patty Perry made motion to close the meeting. LaNiece Sirois seconded motion. Meeting closed at 12:35pm.**

The next quarterly board meeting will be Thursday, June 10, 2021 from 10am to 1pm via Zoom.

Respectfully submitted by Rebecca Bryant.



**NWDB Quarterly Meeting
March 11, 2021 – 10:00AM-1:00PM**

Join Zoom Meeting

<https://us02web.zoom.us/j/85953832506?pwd=S0tRaXYrL3JGbHVQcHdpVEUrUUU2QT09>

Meeting ID: 859 5383 2506

Password: 759884

Telephone Conference Dial: 1-646-876-9923 Meeting ID: 859 5383 2506

AGENDA

1. Welcome & Introductions – Nikki Fletcher (**5 Minutes**)
2. Meeting minutes from (12/10/20)- Nikki **Action Item**
3. Executive Committee Report – Nikki (**5 minutes**)
4. NWDB Executive Director's Report – Joanna Russell (**30 Minutes**)
NWDB One Stop Certification Assessment – **Action Item**
Procurement – **Action Item**
One Stop Partner MOU and Infrastructure Funding Agreement (IFA)
Strategic Planning
5. Connections to Opportunities, NEG Project- Ben Hawkins (**15 Minutes**) **Action Item**
6. NWDB Budget Review- **Sara McLaughlin- (15 Minutes) Action Item**
7. NWDB Program Review- (**20 Minutes**)
EMDC Jon Farley & Susan Cerini
ACAP Erin Benson
8. OSO Report- Jon Farley, Erin Benson, and Dan MacDonald (**10 minutes**)
9. Strategic Planning Process and Review
10. Executive Committee Update

Save the Date--Next Quarterly Meeting 6/10/21 (Zoom)



Northeastern Workforce Development Board Quarterly Zoom Meeting

Thursday, December 10, 2020
10:00 am – 1:00 pm

Attendees

Board Members Present

Nikki Fletcher Bangor Savings Bank Human Resources Manager
Jon Farley Eastern Maine Development Corporation (EMDC) Vice President
Erin Benson Aroostook County Action Program (ACAP) Program Coordinator
Danny MacDonald Eastern Aroostook and Adult Education Director
Jennifer Buckingham Tempo Employment Services Presque Isle Manager
LaNiece Sirois Central Aroostook Chamber of Commerce Executive Director
Patty Perry Bangor, Machias & Presque Isle CareerCenter Manager
John Herweh MMG Insurance Group Vice President, Human Resources
Leah Buck Northern Maine Community College Assistant Dean of Continuing Education
Terri Swanson Swanson Consulting and Associates Principal
Denice Conary Penquis CAP Chief Financial Officer
Andrea Bickford BRS-DBVI Rehabilitation Services Manager
Heather Pelletier Fish River Rural Health Executive Director
Mike Ballesteros Puritan Medical Products Director of Regulatory Affairs

Board Staff Present

Joanna Russell NWDB Executive Director
Rebecca Bryant NWDB Program Assistant
Ben Hawkins NWDB Program Coordinator

Interested Parties Present

Sara McLaughlin Independent Financial Consultant
Glenn Mills Center for Workforce Research and Information (CWRI) Deputy Director
Edie Smith Senator Angus King's Office State Director
Chris Rector Senator Angus King's Office Regional Representative
Trisha House Senator Susan Collins' Office Aroostook County Representative
Susan Cerini Eastern Maine Development Corporation (EMDC) Director of Workforce
David Klein MDOL Employment Services Division Director
Laurie McDonnell MDOL Labor Program Specialist
Peaches Bass BES Program Manager
Melissa Harvey BES Director of CareerCenters
Peter Baldacci Penobscot County Commissioner
John Wombacher Hancock County Commissioner
Betsy Fitzgerald Washington County Manager – Proxy for Commissioner Gardner
Renee Doble City of Brewer Deputy Director of Economic Development
Roger Felix Loring Job Corps Center Business and Community Liaison
Molly Ginn Penobscot Job Corps Deputy Director
Sophia Sawyer-Johnson Vocational Rehabilitation Counselor

Anne Patterson MDI Adult Education Director
Lynne Witham Deer Isle Adult Education Director
Stacey Cyr Madawaska Adult Education Continuing Education Director
Lisa Shaw Bangor Public Library Rural and Small Libraries Specialist
Paul Ruggiero Bangor CareerCenter Assistant Manager
Joe Fagnant Houlton/Hodgdon Adult and Community Education Director
Rebecca Cross Riverside Adult Education Director

Board Members Absent with Notice

Destiny Demo Cianbro Corporation Senior Human Resources Manager

Board Members Absent without Notice

Brent Harford Hammond Lumber Machias Manager
Traci St. Clair Teamster's Union Local 340 Union Representative

Minutes

Welcome and Introductions – Nikki Fletcher opened the meeting at 10:00am by welcoming everyone and asking them to introduce themselves by name and organization.

Meeting Minutes from 9/10/20 – Action Item – Nikki Fletcher requested a motion to approve the 9/10/20 minutes. **LaNiece Sirois motioned to approve the meeting minutes from 9/10/20. Patty Perry seconded the motion. Motion approved. See pages 7-12 for 9/10/20 minutes.**

Executive Committee Report – Nikki Fletcher – Action Item – Eric Lamoreau is no longer the Caribou and Houlton Recovery Centers manager as he was offered another position with AMHC. It is unknown if the new manager will be trained to deliver the recovery coaching basics training. Bruce Campbell is no longer the executive director of the Bangor Area Recovery Network (BARN) and the position has been filled. A public announcement will be made soon. Bob Fickett, the peer coordinator with the BARN, facilitated the Recovery Works for ME pilot workshop in October. After feedback from participants, the workshop has been updated and the next training will be held tomorrow. Healthy Acadia has facilitated three recovery coaching basics workshops and the feedback has been consistently positive.

The executive committee will be conducting a director evaluation for Joanna Russell shortly. A report will be available for the board at the next quarterly meeting. The executive committee voted to approve annual cost of living adjustments (COLA) for board employees to mirror the Penobscot County cycle. **LaNiece Sirois made the motion to approve a COLA increase each year for the NWDB staff on the County of Penobscot's schedule. John Herweh seconded the motion. Motion approved.**

Jon Farley clarified for the executive committee report, the proposed CareerCenter lease agreement did have a termination clause, but the length of time proposed was longer than the board's previous request. Jon requested the lease agreement to be

updated with a 60-day termination clause. **See pages 13-14 for the Executive Committee Report.**

NWDB Executive Director's Report – Joanna Russell – Action Item – At the last quarterly meeting, the board voted to approve a 10% allotment of WIOA dislocated worker (DW) funding to incumbent worker training. Incumbent worker training was developed specifically to prevent layoffs. To receive funding, the organization's employees must be employed for a minimum of six months and receive an increase of wages after receiving training. Joanna recently submitted the proposed incumbent worker training policy for the board to review and opened the discussion for any questions.

NWDB Incumbent Worker Policy – Add Voting Language

Incumbent worker training (IWT) under the Workforce Innovation Opportunity Act (WIOA) provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants' and companies' competitiveness. It is a type of work-based training and upskilling designed to *ensure that employees obtain the necessary training to retain employment and possibly advance within the company.*

Patty Perry made motion to approve the incumbent worker training policy. Chris Gagnon seconded. Motion approved. See pages 15-17 for the NWDB Executive Director's Report.

Puritan Medical Products – Mike Ballesteros – Puritan started as the Mento toothpick company in 1919 with 10 employees. They made their first swab in 1965. Currently, Puritan Medical Products produces 65 different types of swabs shipping to 57 countries around the world. Within the next two months, another plant will open in Pittsfield with 300-400 employees. This plant will focus on another diagnostic swab to help with Covid-19 and other diagnostics with a production goal of 23 million swabs per week. Puritan has created a \$75.5 million investment into the Maine economy.

Procurement / LMI Presentation – Glenn Mills – Action Item – In April 2020, 97,300 jobs in the state were lost and nationally, 20,787,000 jobs were lost. The state has gained back 56,400 jobs through October with another 48,100 to fill. The largest impacts are in leisure & hospitality (restaurants, casino, hotels) and healthcare (dental offices, chiropractic offices). While the October unemployment rate seems low at 5.4%, those who could not continue to seek employment due to various reasons are not counted in this figure. If all "labor dropouts" were counted, the unemployment rate would be 9.3%. The slideshow presentation of updated LMI information can be found here: <https://www.maine.gov/labor/cwri/publications/pdf/NortheastWDB-202012.pdf>.

At the September quarterly board meeting, the board voted to postpone the procurement process and reevaluate in December. The northeastern region's service providers are currently serving over 50% of participants in the state. While the economy is recovering, there is still a lot unknown including business workforce needs after Covid-19. EMDC is currently performing the service strategies proposed previously in their RFP. **Heather Pelletier made the motion to reevaluate the procurement process in March.**

LaNiece Sirois seconded the motion. Motion approved. Erin Benson and Jon Farley abstained from voting due to conflict of interest.

Connecting with Opportunities, NEG Project – Ben Hawkins – The Recovery Coach Basics training on December 2nd involved many adult educators from around the region. Fifteen people have registered for Recovery Works for ME training on December 11th. Denice Conary attended the training and stated it very informative. She suggested adding a list of attendees with place of employment in lieu of introductions to allow more time for training. *Joe Fagnant requested to add Houlton Hodgdon Adult & Community Education to the December 2nd training list as they had 2 attendees (updated document attached).*

From the Outreach Tracker, Ben created graphs to present to the board outlining the number outreach occurrences in the northeastern region. **See pages 18-21 for the Recovery Works for ME update and Outreach Tracker documents.**

NWDB Budget Review – Sara McLaughlin – Action Item – Sara McLaughlin reviewed the budget for PY20 through November 30, 2020. Currently, the Northeastern region is on track at 33% of the budget spent. The first third of the Opioid National Emergency Grant (ONEG) contract funding was released and as a state, 70% needs to be spent before the next allotment will be released. As of this morning, ACAP had 80% and EMDC had 71% budget spent which puts the local area at 73%. There is a potential to borrow funding from another local area to reach the required 70% as a state and receive the next allotment of funding. EMDC is now serving the Central Western local area and began with a completely full budget in September. Joanna will speak with David Klein to gain a better understanding of where the state stands. Erin Benson explained while ACAP is still enrolling clients, they are not entering participants into programs due to funding unless the participant can be co-enrolled into another WIOA program. Jon Farley projected if funds are not transferred, the funding as a state will run out mid-February. Joanna clarified 10% of the budget can be moved between line items but cannot overspend on the budget. Denice Conary asked if there is any conversation at the federal level regarding waivers due to Covid-19. David Klein stated the USDOL is investigating the requirements and how flexible the waiver can be.

LaNiece Sirois made the motion to approve financial report as presented. Patty Perry seconded the motion. Motion approved. See pages 22-23 for the NWDB Budget vs. Actuals 2020.

NWDB Program Review – Jon Farley, Erin Benson – Through November, EMDC has served 263 participants against the annual goal of 270, most through virtual means. Service providers had to completely update the way participants are served due to Covid-19. Serving youth has been challenging as many programs are behind in spending and predicated a lot on work experiences with employers. There are not many employers that will allow students to physically come into work. PY19 funding will be spent out before June 2021 and overall, program services are ahead of target. Many career services are virtualized into online workshops and since June, EMDC has had over 800 attendees. Workshops have opened statewide to provide coordinated career services. **See pages 24–29 for EMDC Workforce Program Report.**

Through the end of November, ACAP is 64% to the Adult and DW goal and 57% to the Youth goal for the quarter. The first virtual Young Workers Academy began in October, embedded with work experience and financial literacy training. This academy has seven participants and ACAP plans to host two more before the end of the program year. Other virtual workshops have not had as many participants but ACAP has partnered with other WIOA providers to offer across the state. The collaborative relationship with EMDC continues to develop and thrive and all are working diligently to serve the northeastern region. Over 70% of enrollees in the ONEG program are ex-offenders. This program is making a huge impact to those who have the greatest challenges reentering the workforce. **See pages 30–35 for ACAP Board Report.**

OSO Report – Erin Benson – The OSO will report to the board on a quarterly basis to update on new initiatives from the One Stop Partners and any new successful collaborations. Receiving all signatures for the OSP MOU has been a challenge but the OSO recently received the required MDOL signatures and hope to receive the remaining required signatures by end of January 2021. **See pages 36-37 for NWDB OSO Report and PY20 Workplan.**

COVID-19 System Challenges & Updates – Edie Smith – There has been many reports regarding Maine's youth becoming disenfranchised and isolated and as they face the challenges of remote learning, the state will need to work diligently to reengage this population.

The emergency relief fund package is a very fluid process right now and the hope is to have a negotiated package by end of next week. Edie expressed it is very important for all in the federal delegation offices to hear from the population over the next few days to understand what our needs and expectations are. The negotiating group is made up of nine senators, two from state of Maine. There are 15 line items included in the negotiations: state, local, and tribal governments, unemployment benefits, support for small businesses, CDFI community lender support, transportation, vaccine development and distribution, healthcare providers relief funds, education, student loans, housing assistance, nutrition and agriculture (SNAP benefits, meals on wheels, food banks, etc.), USPS funding, childcare services, broadband development and access, and opioid treatment. The key success to this process is hearing from those on the front line as far as what this package needs to address. As Edie receives more information, she will relay to Joanna to disseminate to the board. Chris Gagnon added Wayfair has experienced many technology challenges after the shut-down. While Wayfair continues to hire, they have been unable to offer some positions due to issues with broadband strengths and have extended positions to individuals outside the state.

Nikki Fletcher requested a motion to close the meeting. **Terri Swanson made motion to close the meeting. LaNiece Sirois seconded motion. Meeting closed at 2:55pm.**

For those who wished to stay on, Joanna showed the recording from the WABI recovery series of Kim Moody and her supervisor at Athena Health.

The next quarterly board meeting will be Thursday, March 11, 2021 from 10am to 1pm via Zoom.

Respectfully submitted by Rebecca Bryant.



NWDB Executive Committee Report for NWDB Quarterly Meeting March 11, 2021

Update on CareerCenter Lease Agreement - After discussion with Jon Farley, Lisa Haskell, the financial analyst for employment services, emailed Joanna and Jon to inform them there will not be an opt-out clause included in the CareerCenter lease. All parties have agreed that if finances decrease, EMDC may decrease their foot size within the CareerCenter without issue but there is not a clear understanding of what, if anything, may change in the event of a pandemic. Most CareerCenter tenants remain working remotely as the centers are not open to the public. The executive committee's previous concerns were surrounding the expenses to CareerCenter tenants while the building is unoccupied. The CareerCenter lease states expenses will fluctuate depending on costs incurred and tenants are not billed a flat rate. The executive committee understood the circumstances as presented and on behalf of the NWDB voted to approve EMDC signing the lease agreement.

One-Stop CareerCenter Certification Tool and Advisory Committee – Joanna reviewed the One-Stop CareerCenter Certification requirement with the executive committee. She explained the need to have the EC serve as the review committee for the full assessment. Joanna presented the tool she planned to use for the review and requested the executive committee approve the tool and her planned process. Joanna explained that the tool would be used to certify the One-Stop CareerCenter and all affiliate sites in the northeastern local area.

Note, this is the first time the centers will be certified by the NWDB as required under WIOA law.

The NWDB has contracted with a One-Stop Operator (OSO) consortium including EMDC, ACAP and RSU 39 Adult Education. The OSO is responsible for integrating services, reducing redundancy, and ensuring all services and resources are accessible. As part of this process, the OSO has been working to complete the One-Stop Partner (OSP) MOU, the Cost-Sharing Plan aka the infrastructure funding agreement (IFA) and assist with the supporting the One-Stop Certification process. Upon completion of the assessment Joanna brought findings to the executive committee on Wednesday March 3, 2021 to review and either approve or make recommendations. Important to note, our goal as a workforce board is to support continued improvement in our region's workforce system and partner collaborations. This certification process will be a vehicle to assist in assuring continued improvement. The assessment will be conducted every other year.

Strategic Planning – Camoine Associates was contracted to facilitate and write NWDB's current Strategic Plan in 2016. The plan and all attachments can be view online by visiting the Northeastern Workforce Development Board's website. Joanna was in communications with two organizations and hoped secure one of them soon.

Option #1 EMDC- The committee learned that EMDC and NMDC's comprehensive economic development strategy (CEDS) was due around the same time as our strategic plan. Joanna pointed out that the NWDB's Strategic Plan would tie together well with the CEDs process. It makes sense to consider businesses and job seekers together using the lens of economic development and workforce development.

Option 2 Rob Brown from the Cooperative Development Institute (CDI) along with his colleagues to write the plan.

Option 3 was to use the NWDB staff primarily using Ben Hawkins as the writer of the plan.

The current NWDB Strategic Plan has a strong framework and the executive committee agreed that the plan DOES NOT need to be rewritten but rather have updates and additions made.

Joanna requested permission to advance the process and select one of the three options after full consideration was given to each choice. The EC approved the request.

The NWDB has contracted with EMDC based on the knowledge and experience with the workforce system, regulations, regional partners, and strategic planning process.

Discussions related to partnership with Maine Sheriff's Association (MSA)– Joanna was contacted by Sheriff Troy Morton, president of the Maine Sheriff's Association (MSA) requesting an update on the ONEG as he had written a letter of recommendation for the grant. She offered to deliver a presentation to the MSA, but members unanimously declined. Joanna and Ben Hawkins have worked with the NWDB service providers to create a report for the Sheriffs in the northeastern region. Those reports have been submitted. Nikki suggests creating a report to update all who wrote letters of recommendation to update on the progress of the grant. This was already agreed upon and a previous leadership meeting and is a work in progress. **(Report attached below.)**

Other – A suggestion was made to request Anne Marie Storey from Rudman Winchell to discuss employment laws surrounding individuals with a RAP sheet and/or who are in recovery. Joanna will work with Ben to identify a consultant and workshop in the future. Also, Ben and Joanna met with Deb Neuman from the Bangor Region Chamber of Commerce to discuss ways to engage all local area chambers of commerce. A presentation related to Employers becoming "Recovery Friendly" will be made to the Bangor Region Chamber of Commerce in April.



Connecting with Opportunities Initiative National Dislocated Worker Grant Report

The following report provides information related to the National Dislocated Worker Grant (NDWG) received in March 2020 to address the opioid crisis. The Northeastern Workforce Development Board (NWDB) has provided a narrative related to activities and workshops developed to enhance understanding of substance use disorder and to educate both partners and businesses on the value of recovery. The board accomplishes this work through collaboration and partnerships with organizations, government agencies, and businesses in the five counties. Eastern Maine Development Corporation (EMDC) and Aroostook County Action Program (ACAP) have provided an update on the number of participants served in each county and a narrative to bring clarity on how services and resources are disseminated.

On behalf of the workforce board, we thank our sheriffs for their hard work and support to make our services and resources available to both individuals incarcerated and to those re-entering their communities. The NWDB, EMDC, and ACAP workforce team have contributed both a narrative and statistical information gathered from work completed since March 2020.

NWDB's Efforts

Recovery Coach Basics Training

The NWDB has partnered with Healthy Acadia to provide *Recovery Coaching Basics Trainings* for workforce development partners and other leaders within the community. The course aims to increase participants' fluency on the language of recovery as well as builds their capacity to understand and support recovery. We offered three rounds of training in 2020 with a total of 42 attendees. We will continue to offer these workshops in 2021.

Recovery Works for ME

The NWDB and the Bangor Area Recovery Network created a new workshop for employers called *Recovery Works for ME*. This workshop provides an introductory, yet meaningful, opportunity for employers to consider the impact of substance use disorder (SUD) and recovery in Maine, what impact this has on their community, and how this information informs the role they may want to play, specifically as an employer, in being a part of the solution. We offered two rounds of this workshop with a total of 32 attendees. As this is a newly designed program, we plan to continue fine-tuning it as we offer more iterations in 2021.

Engaging the Media

The entire workforce team worked closely with Morgan Sturdivant to create a video series for WABI Channel 5 News. These videos will be aired in January 2021 as a “special report” and will also be utilized in the Recovery Works for ME workshops.

The first video of the series includes a young woman from Aroostook County who established her recovery and has entered part time employment. She is currently enrolled in Washington County Community College’s Substance Use and Recovery certification program to become a Certified Alcohol and Substance Abuse Counselor (CASAC).

The second video presents Katie McKay, a Peer Connector working with EMDC’s National Emergency Grant (NEG) project. Katie shared her story as a peer connector working under the opioid grant.

The third video focused on Kim Moody and her supervisor at Athena Health; Kim shared her story as a woman in recovery and her challenges in obtaining employment.

The fourth video involved a mother-daughter group and their recovery story.

The fifth video includes Susan Mingo, President of Washington County Community College who discussed activities supporting individuals in recovery on campus. President Mingo also discusses the process the campus is going through to become a certified Recovery Campus.

We are hoping that WAGM, the sister station in Aroostook County, will work with WABI to air the series as well. Once the videos have aired, they can be shared externally on social media, etc. The NWDB is also working through other forms of media, including [this recent op-ed in the Bangor Daily News](#) about the benefits of hiring people in recovery.

EMDC’s Efforts

NWDB Service Provider in Penobscot, Piscataquis, Hancock, and Washington Counties

In early 2020, EMDC hit the ground running when we learned that the State of Maine had been awarded the Connecting with Opportunities Initiative NDWG to assist individuals who are long-term unemployed (27+ consecutive weeks), dislocated from their job *and* either directly/indirectly impacted by the opioid crisis, *or* have the desire to work in the field of treatment for Substance Use Disorder/Recovery.

Despite the restrictions that the COVID-19 pandemic has placed on us all, EMDC staff have worked diligently to provide information and services to groups and individuals through a virtual format and the response has been outstanding. Since the implementation of this Initiative in January 2020, EMDC has fielded a total of **291 inquiries** from across the state. This number can be attributed to the vast efforts to promote and provide outreach to individuals, partners, recovery centers & residences, correctional facilities, and education/training providers. With virtual capabilities, we

have been able to conduct virtual appointments and program registrations with individuals who are currently incarcerated and will have the opportunity to work with these services directly upon release. Most recently EMDC began partnering with Wabanaki Health in Bangor. The first outreach event on 1/6/21 resulted in 6 individuals referred to the grant. The three Peer Connectors have maintained a strong presence in local recovery centers.

Outreach efforts have resulted in a current total of 66 customers being enrolled in the four counties of the Northeast region. Of those individuals, 22 are currently in training programs for various career pathways – 9 of those are in training programs for the treatment/mitigation of substance use disorder. Many of our customers are faced with challenges and barriers including lack of resources, criminal justice involvement, dental issues, and poor or no work history. In addition to assistance with tuition-related expenses, we have assisted a number of customers with support services, some of which include dentures, housing costs, student laptops, clothing, childcare and travel reimbursement.

A Snapshot Providing One Month of Activity in EMDC Program Details

| Inquiries/Referrals (Dec 1 st -Dec 31 st) | | |
|---|-------------------|----------------|
| County of Residence: | #: | |
| Aroostook | 1 | |
| Hancock | 13 | |
| Penobscot | 19 | |
| Washington | 6 | |
| Total # of Inquiries: | 39 | |
| Registrations Currently in Process | | |
| 26 | | |
| Enrollments Approved (Dec 1 st -Dec 31 st) | | |
| County of Residence: | #: | |
| Penobscot | 6 | |
| Washington | 1 | |
| Total # of Enrollments: | 7 | |
| Customers <u>Currently</u> Enrolled in Training | | |
| Training Provider: | Program of Study: | # of Students: |

| | | |
|---|---|-----------------------|
| Beal College | Addiction Counseling | 2 |
| | Medical Administrative Assistant | 1 |
| Washington County Community College | Substance Use Disorder & Recovery Workforce Certification | 2 |
| | Dental Assistant | 1 |
| Husson University | Nursing | 1 |
| UMA | Health & Human Services (Addiction Counseling) | 3 |
| | Education | 1 |
| | Library Science | 1 |
| Eastern Maine Community College | Health & Human Services | 2 |
| | Nursing | 1 |
| Ellsworth Adult Education (Academy of Medical Professions) | Medical Assisting | 1 |
| RSU #24 Adult Education | Medical Assisting | 1 |
| Central Maine Community College | Addiction Counseling | 1 |
| RSU #25 Adult Education | Medical Assisting | 1 |
| Empire Beauty School | Cosmetology Instructor Training | 1 |
| NTI (Northeast Technical Institute | CDL-A | 1 |
| Total # of Customers Currently in Training: | | 21 |
| Customers Preparing to Enter Training in January/Spring 2021 | | |
| Training Provider: | Program of Study: | # of Students: |

| | | |
|---|----------------------|----------|
| Beal College | Addiction Counseling | 2 |
| NTI (Northeast Technical Institute) | Phlebotomy | 1 |
| UMA | Social Services | 1 |
| Eastern Maine Community College | HVAC | 1 |
| Academy of Medical Professions | Medical Assistant | 1 |
| Washington County Community College | Education | 1 |
| Total # of Customers Entering Training: | | 7 |
| Significant Outreach/Partner Development in December 2020 | | |
| Groups Recover Together | | |
| McAuley House Bangor | | |
| Maine Pre-Trial | | |
| Contact has been maintained with Washington County partners: Recovery Centers, Health Centers in Lubec & Princeton, Healthy Acadia, Community Caring Collaborative, Downeast Community Partners, and Health Equity Alliance | | |

ACAP's Efforts

NWDB Service Provider in Aroostook County

In early 2020, ACAP participated in a conversation led by Houlton's Adult Education program to establish a Recovery and Re-Entry Program for the inmates. A draft plan was disseminated on March 4, 2020, shortly before the COVID pandemic shut the jail down and halted the progress of the work. A committee of county-wide agencies is ready to reengage with this work when the time is right.

ACAP has made great strides in its Connecting with Opportunities grant, focused on helping those recovering from opioid use disorder. Many of these individuals have been involved with the criminal justice system, and having a record proves to be a huge barrier to employment. The grant's career counselor and peer connector immediately coordinated outreach efforts, which included the county jail, juvenile corrections, as well as Maine Corrections. They joined a drug taskforce committee hosted by the Micmacs in order to share in the countywide effort to provide resources and support to those affected by substance use. ACAP was contracted to enroll 20 participants by December 31, 2020. Currently, ACAP surpassed its 2020 goal and is serving 26 participants, with 4 more pending enrollments. While working with participants, it became very clear that our focus should be on employment. Participants were eager to

re-join the workforce and earn the opportunity for a second chance. Of the 26 participants enrolled:

ACAP Program Details

- 2 were on work experiences which turned into regular employment
- 5 are in work experiences
- 2 are in training
- 1 is in training and a work experience
- 2 are exploring training options
- 4 have found employment
- 1 is working on obtaining his high school equivalency
- 9 are in job search

NWDB Regional and County Program Performance Numbers

Below is the updated information regarding the demographics of the participants in the DWG project including those with offender status.

The DWG data on current enrollees (through January 4, 2021) in the NWDB region (EMDC and ACAP) shows that we are extensively serving ex-offenders with project services. For example:

- We have served 88 participants of which 63 (72%) are ex-offenders.
- While the gender breakdown of the overall caseload tilts more toward females (58% female and 42% male), with the ex-offender caseload the distribution is more even with 49% female and 51% male.
- The average age of the overall caseload is 38 years, with the ex-offenders participants a little younger on average (36 year old). The age ranges for the overall caseload include:
 - 18-24 years old – 7 (8%)
 - 25-44 years old – 61 (69%)
 - 45-54 years old – 13 (15%)
 - 55+ years old – 7 (8%)
- While Public Assistance Recipients make up 63% of the total caseload, 68% of participants who are ex-offenders are Public Assistance Recipients.
- We have served individuals from all five counties with the breakdown is as follows:
 - Aroostook County 28 total with 25 ex-offenders
 - Penobscot County 38 total with 26 ex-offenders
 - Hancock County 12 total with 7 ex-offenders
 - Washington County 9 total with 5 ex-offenders
 - Piscataquis County 2 total with 1 ex-offender

We encourage communication and ask that if you wish to discuss this report in more detail, contact Joanna Russell by cell phone 207-951-2549 or via email jrussell@northeasternwdb.org.



26 Franklin Street – Bangor, Maine 04401
(207) 951-2549

DATE: March 11, 2021
TO: Northeastern Workforce Development Board
FROM: NWDB Executive Committee and Joanna Russell, NWDB Executive Director
RE: Recommendation to Adopt the One-Stop System Certification

Introduction

One-Stop CareerCenters are the portals to our state’s workforce system and its broad array of career services and resources designed to help individuals acquire the skills necessary to gain meaningful employment and our businesses to access the talent pipeline that meets their human capital needs and fuels economic growth. One-Stop operating system partners are required to collaborate to support a seamless customer-focused service delivery network. Every region across the State of Maine is unique in terms of its economy and geography, but each is actively working to create a system that provides effective services for our job seeker and business customers.

Under the Workforce Innovation and Opportunity Act (WIOA), state and local partners share common performance goals and are mandated to collaborate in developing and implementing a One-Stop delivery system where services are designed with customers, resources are leveraged for maximum efficiency, and continuous improvement is the hallmark.

The Northeastern Workforce Development Board’s (NWDB) Executive Committee has reviewed the assessments related to the Northeastern Maine One-Stop Centers and **recommend the NWDB conditionally certify the Bangor Comprehensive One-Stop CareerCenter and the affiliate sites of East Millinocket, Dover-Foxcroft, Presque Isle, and Machias.** After approval from the NWDB Executive Committee, the NWDB staff submitted the tools and all findings to the State Workforce Board (SWB) and will follow up with the action taken by the board.

Below details the review process and methodology, an overview of the current One-Stop System, the salient findings for each center, and recommended next steps.

The Review Process and Methodology

NWDB staff met with partners who reside within the centers and/or readily deliver services to center customers to analyze each One-Stop Center's compliance with relevant federal and state regulations, State Workforce Board policies, and a quality customer experience. NWDB staff used the following tools to assess and evaluate the Comprehensive One-Stop CareerCenter and affiliate sites:

- *NWDB Certification Tool* to assess all key components of the centers.
- *WIOA Section 188 Compliance Tool* to assess nondiscrimination, as detailed under WIOA Section 188.

These initial assessments will serve as the baseline reference points for all One-Stop Partners to improve upon.

Both certification tools use a six-option scoring system for each specific category of evaluation:

0 = No activities have happened regarding this statement.

1 = The service provider or responding agency has a plan to move forward with this activity.

2 = The service provider or responding agency has implemented the plan within the last 30 days.

3 = The activity or function is fully operational (more than 30 days) but needs improvement and/or technical assistance.

4 = The activity or function is fully operational (more than 30 days) and needs no improvement and/or technical assistance.

N/A = Function or activity does not apply to the responding agency.

Based on the findings from the *NWDB Certification Tool* and the *WIOA Section 188 Compliance Tool*, the NWDB staff considered three verdicts for certification:

4. Certification granted
5. Provisional Certification with plan and timeline for meeting standards
6. Not Certified

We recommend option 2, Provisional Certification, for all sites, with the understanding a full ADA Compliance site review will be completed at all sites listed above by Eric Dibner, State ADA/Section 504 Accessibility Coordinator during the month of April 2021. The NWDB will submit reports to the NWDB Executive Committee, Virginia Carroll (MDOL Director of Policy), and Maine's State Workforce Board upon receipt.

An Overview of the NWDB One-Stop Center Locations

Comprehensive One-Stop CareerCenter – Bangor

Per regulations (including WIOA section 121 (e)(2)), the comprehensive One-Stop CareerCenter contains all four WIOA core programs - WIOA Title 1b, Wagner Peyser, Vocational Rehabilitation, and Adult Education - in one building. Other partner programs are required to provide "access" to their services from the Comprehensive One-Stop Center. Ways to provide "access" to services includes:

Option 1: Having a partner program staff member physically present at the comprehensive one-stop center;

Option 2: Having a staff member from a different partner program physically present at the comprehensive one-stop center who is appropriately trained to provide information to customers about the partner’s programs, services, and activities; or

Option 3: Making available a “direct linkage” through technology to a program staff member who can provide meaningful information or services.

Affiliate One-Stop CareerCenters – Presque Isle, Machias, East Millinocket, and Dover-Foxcroft

These locations do not meet the Comprehensive One-Stop requirements but have a combination of three or more WIOA core programs.

Specialized One-Stop CareerCenter – Ellsworth, Houlton, and Calais

These locations are not required to provide access to every partner service; however, partner services provided through specialized one-stop centers must be determined through partner negotiations at the local level and incorporated into the NWDB MOU.

Note: NWDB staff did not assess specialized sites.

NWDB Certification Tool Results

| | Score Summary | | | | | |
|-------------------------|----------------------|-----------|-----------|-----------|-----------|-----------|
| Site Location | Qty of 4s | Qty of 3s | Qty of 2s | Qty of 1s | Qty of 0s | Qty of NA |
| Bangor | 27 | 9 | 0 | 0 | 0 | 0 |
| Presque Isle | 29 | 7 | 0 | 0 | 0 | 0 |
| Machias | 29 | 7 | 0 | 0 | 0 | 0 |
| East Millinocket | 28 | 8 | 0 | 0 | 0 | 0 |
| Dover-Foxcroft | 28 | 8 | 0 | 0 | 0 | 0 |

NWDB Recommended Action Plan for All Sites

8. One Stop Partners across all CareerCenters will develop a simple one- or two-page menu of services listing all partners and a line describing services.
9. While partners do have access to language interpretation tools, most agreed they would prefer to have more information on options and staff training on language interpretation tools and virtual resources to provide services to non-English speaking participants.
10. The NWDB recognizes Covid-19 has changed the process partners use to deliver services. Partners continue to facilitate integrated partnerships while recognizing a need to meet and review operations after Covid-19 restrictions end.

11. Prior to Covid-19, services were organized by function rather than the program. Currently, partners are using a hybrid model to deliver services and resources and may need to revisit procedures to reestablish ongoing staff communication, cross-training, and teams within the center.
12. The NWDB recognizes One Stop Partners held regular meetings pre-Covid. The NWDB will meet with the One Stop Operator Consortium June 2021 to assess all CareerCenter sites operations.
13. Covid-19 has impacted the ability to communicate with the same volume of participants due to mandated restrictions. The NWDB will meet with the One Stop Operator Consortium June 2021 to assess continued professional development.
14. While programs and services are available in-person by appointment only, the NWDB suggests consideration be made to those who do not own a telephone or computer, which may make it especially challenging to make an appointment.

WIOA Section 188 Assessment Tool Results

| | Score Summary | | | | | | Corrective Actions | Other Notes |
|------------------|---------------|---------|---------|---------|---------|---------|--|-------------------------------|
| Site Location | # of 4s | # of 3s | # of 2s | # of 1s | # of 0s | # of NA | | |
| Bangor | 33 | 6 | 0 | 2 | 0 | 2 | No findings. | Site review scheduled 4/9/21 |
| Presque Isle | 33 | 6 | 0 | 2 | 0 | 2 | Back fire door exit is not wheelchair accessible; manager will discuss with leadership and identify solution. | Site review scheduled 4/8/21 |
| Machias | 36 | 4 | 0 | 1 | 0 | 2 | While the front door is handicap accessible, the NWDB is concerned the door is too heavy for an individual in a wheelchair to open. There are 2 doors between front door and reception desk preventing staff to hear knocking on front door. | Site review scheduled 4/12/21 |
| East Millinocket | | | | | | | Awaiting ADA site review reports from community college HR departments. ADA program review pending. | Site review scheduled 4/13/21 |
| Dover-Foxcroft | | | | | | | Awaiting ADA site review reports from community college HR departments. ADA program review pending. | Site review scheduled 4/13/21 |

The NWDB will develop an action plan, if needed, after the above scheduled ADA Compliance site reviews are performed.

Conclusion

The NWDB staff and the NWDB Executive Committee recommend that the Northeastern Workforce Development Board conditionally certify the Comprehensive One-Stop CareerCenter and affiliate sites and request that the One-Stop Operator respond to the certified report no later than June 15, 2021 to all corrective actions.

Furthermore, the NWDB requires that the One-Stop Operator conduct a self-assessment in conjunction with regional partners at minimum on a biannual basis, with the next evaluation submitted no later than March 15, 2023. Each report will assess the progress toward reaching higher standards.

Attachments

10. Comprehensive One-Stop CareerCenter Certification Tool (Bangor)
11. Machias One-Stop CareerCenter Certification Tool
12. Presque Isle One-Stop CareerCenter Certification Tool
13. Katahdin Higher Education Certification Tool
14. Dover Higher Education Center Certification Tool
15. WIOA Section 188 Compliance ADA Program Checklist Report
16. Bangor One-Stop CareerCenter WIOA Section 188 Compliance Checklist
17. Machias One-Stop CareerCenter WIOA Section 188 Compliance Checklist
18. Presque Isle One-Stop CareerCenter WIOA Section 188 Compliance Checklist

Joanna Russell, Executive Director

JRussell@northeasternwdb.org

**Northeastern Workforce Development Board
Strategic Plan Timeline**

| Date | | Action | Participants |
|-----------------|-----------------|--|--|
| February | | | |
| 2/24/2021 | | Review draft timeline and services contract | EMDC, NWDB |
| 2/25/2021 | | Execute final timeline and services contract | EMDC, NWDB |
| 2/26/2021 | | Draft Section 5 (Wagner Peyser Services), Section 8 (Jobs for Veterans State Grants) | EMDC |
| | | | |
| March | | | |
| 3/1/2021 | 2pm – 3pm | EMDC/NWDB Planning Meeting | Joanna, Ben, Bekha, Vicki, Jon, Susan, Leah, Tom |
| 3/3/2021 | 1:30 – 3pm | One-Stop Partners Meeting | NWDB, One-Stop, EMDC |
| 3/11/2021 | 1 – 3pm | EMDC CEDS Meeting | EMDC, Regional Partners |
| 3/11/2021 | 10am – 1pm | NWDB Stakeholder Meeting | EMDC, NWDB, NWDB Partners |
| 3/15/2021 | | Mail CEDS Business Survey | EMDC, Regional Partners |
| 3/19/2021 | | Draft Section 3 (Local One-Stop Delivery System), Section 7 (Cooperative Agreements)), Section 9 (Fiscal, Performance, & Other Functions | EMDC, Workforce Development |
| 3/25/2021 | 9 – 11am | NWDB Young Worker’s Advisory Meeting | EMDC, NWDB, Youth Partners |
| 3/26/2021 | | Draft Section 2 (Local Workforce Development System), Section 6 (Title II – Adult Education & Literacy Programs), Appendices 2,3,4,6,7,8,9,10,11,12,13,14,15,16 | EMDC, Workforce Development, NWDB |
| 3/29/2021 | 9am – 12noon | NWDB Stakeholder Meeting | EMDC, NWDB, NWDB Partners |
| | | | |
| April | | | |
| 4/1/2021 | 1 – 3pm | EMDC CEDS Meeting | EMDC, Regional Partners |
| 4/2/2021 | | Draft Section 4 (Adult Dislocated Worker & Youth Program Services), Section 10 (Performance Accountability), Appendix 1 (Economic & Workforce Data) | EMDC, Workforce Development |
| 4/9/2021 | 9am – 12noon | NWDB Stakeholder Meeting | NWDB, EMDC |
| 4/12/2021 | 9am – 12noon | NWDB Youth Stakeholder Meeting | EMDC, NWDB, Youth Partners |
| 4/13,14,15/2021 | 1 – 3pm | EMDC CEDS Meeting | EMDC, Regional Partners |

| | | | |
|-------------|--|---|------------|
| 4/4/20/2021 | | Section 1 (Strategic Planning/Regional Analysis), Section 11 (Local Board Assurances), | |
| 4/27/2021 | | Draft Executive Summary & Introduction | EMDC |
| 4/29/2021 | | (Meeting & Activities) | EMDC, NWDB |
| 4/30/2021 | | Final draft strategic plan produced; forward to NWDB | EMDC |
| | | | |
| May | | | |
| TBA | | Final draft incorporating changes from NWDB partner/agency review (public comment period) | EMDC, NWDB |
| | | | |
| June | | | |
| 6/1/2021 | | Due date for submission of final Strategic Plan | |

NWDB Recovery Friendly Employer Plan Proposal

Background:

Other states, including our neighbors in New Hampshire, have developed programs to help employers become recovery friendly. There is not any indication that Maine will create a similar program in the future, so we are proposing the NWDB start an effort in our region. Below is an outline of what the initiative could look like and draws inspiration from New Hampshire's model.

Goals:

- 1) Have employers self-identify as Recovery Friendly Employers
- 2) Host a list of said Recovery Friendly Employers publicly on the NWDB website
- 3) Offer guidance to the employers on how to become more recovery friendly

Elaboration:

- 1) Have employers self-identify as Recovery Friendly Employers
 - a) We think there is immense value in an employer willingly raising their hand and affirming they support recovery. This step lays the foundation for the employer to make the best policy and cultural changes at own discretion
 - b) While this is primarily a matter of self-identification, the board will have a few required steps to be listed as Recovery Friendly
 - i) Submit a brief application to the NWDB on the interest of becoming Recovery Friendly
 - ii) Attend a one hour presentation that discusses the project, the workforce system, the problem of substance use disorder, why employers are an important part of the solution, and how employers can do so.
 - iii) Formally notify all of their employees that the company is a "Recovery Friendly Employer" and detail what that means for that workplace.
- 2) Host a list of said Recovery Friendly Employers publicly on the NWDB website
 - a) The list will be public to 1) enable the employer to openly show their support and 2) help job seekers find Recovery Friendly Employers.
- 3) Offer guidance to the employers on how to become more Recovery Friendly
 - a) Just like how there are many pathways of recovery for every individual, each employer should have flexibility on what they can do to be truly Recovery Friendly
 - b) The NWDB staff would be available to offer guidance for employers

Timeline:

February – NWDB Executive Committee review proposal and consider recommending it to the full NWDB

March – NWDB consider approving proposal

March – Public announcement (including press release) made about the new program

March or April – NWDB website updated and program officially launched for employers

Northeastern Workforce Development Board
Administrative Budget for Fiscal Year Ending 6/30/21
Actuals through 1/31/21

| | Formula | | | Discretionary | | | | |
|--------------------------------|---------------|---------------|---------------|---------------|----------------|--------------|-------------|-------------|
| Funding Overview (Multi-Year) | 2019 WIOA | 2020 WIOA | WIOA Subtotal | NDWG Opioid I | NDWG Opioid II | Total | | |
| Contract No. | 20190510*3355 | 20200604*3718 | | 20200318*2546 | TBD | | | |
| Start Date | 7/1/19 | 7/1/20 | | 3/1/20 | 6/1/21 | | | |
| End Date | 6/30/21 | 6/30/22 | | 2/28/22 | 2/28/22 | | | |
| Award Amount | \$ 1,873,316 | \$ 1,934,523 | \$ 3,807,839 | \$ 702,494 | \$ 916,165 | \$ 5,426,498 | | |
| Admin | 187,331 | 193,451 | 380,782 | 97,749 | 64,116 | 542,648 | | |
| Program | 1,685,985 | 1,741,072 | 3,427,057 | 604,745 | 852,048 | 4,883,850 | | |
| Spent as of 6/30/20 | 603,291 | - | 603,291 | 40,787 | - | 644,077 | | |
| Admin | 63,379 | - | 63,379 | 3,128 | - | 66,507 | | |
| Program | 539,912 | - | 539,912 | 37,659 | - | 577,571 | | |
| Estimated Reserve for FY 21+ | - | 384,736 | 384,736 | 45,001 | 501,109 | 930,846 | | |
| Admin | - | 36,522 | 36,522 | 45,001 | 14,224 | 95,746 | | |
| Program | - | 348,214 | 348,214 | - | 486,885 | 835,099 | | |
| FY 20-21 Budget | 1,270,025 | 1,898,001 | 3,168,026 | 654,366 | 415,056 | 3,851,575 | | |
| Admin | 123,952 | 156,929 | 280,881 | 49,621 | 49,893 | 380,395 | | |
| Program (Estimated) | 1,146,073 | 1,741,072 | 2,887,145 | 604,745 | 365,164 | 3,471,180 | | |
| | | | | | | | Actuals: | |
| Detailed Administrative Budget | 2019 WIOA | 2020 WIOA | WIOA Subtotal | NDWG Opioid I | NDWG Opioid II | Total | 1/31/21 YTD | % of Budget |
| Salary & Wages | \$ 38,575 | \$ 48,838 | \$ 87,414 | \$ 30,681 | \$ 27,301 | \$ 145,396 | 90,451 | 62% |
| Fringe Benefits | 13,501 | 17,093 | 30,595 | 10,738 | 9,555 | 50,889 | 33,988 | 67% |
| Travel | 3,310 | 4,190 | 7,500 | 1,623 | 7,263 | 16,386 | 1,339 | 8% |
| Supplies | 1,103 | 1,397 | 2,500 | 556 | 450 | 3,506 | 776 | 22% |
| Other | | | | | | | | |
| Bank Charges | 22 | 28 | 50 | - | - | 50 | 39 | 78% |
| Conferences & Training | 1,103 | 1,397 | 2,500 | - | - | 2,500 | 3,220 | 129% |
| Dues & Subscriptions | 1,324 | 1,676 | 3,000 | - | - | 3,000 | 1,008 | 34% |
| Equipment Lease & Maintenance | 662 | 838 | 1,500 | - | - | 1,500 | 1,086 | 72% |
| Insurance | 927 | 1,173 | 2,100 | - | - | 2,100 | 2,000 | 95% |
| Legal Notices | 441 | 559 | 1,000 | - | - | 1,000 | - | 0% |
| One Stop Operator Management | 4,413 | 5,587 | 10,000 | - | - | 10,000 | - | 0% |
| Outreach | 19,858 | 25,142 | 45,000 | - | - | 45,000 | - | 0% |
| Parking | 662 | 838 | 1,500 | - | - | 1,500 | - | 0% |
| Postage | 221 | 279 | 500 | - | - | 500 | 314 | 63% |
| Professional Fees: | | | | | | | | |
| Audit | 1,545 | 1,955 | 3,500 | - | - | 3,500 | - | 0% |
| Fiscal Mgmt. | 24,754 | 31,339 | 56,093 | 1,287 | 1,120 | 58,500 | 39,375 | 67% |
| Rent | 3,234 | 4,095 | 7,329 | - | - | 7,329 | 4,275 | 58% |
| Software Licenses | 883 | 1,117 | 2,000 | - | - | 2,000 | 809 | 40% |
| Telephone | 1,986 | 2,514 | 4,500 | 594 | 517 | 5,611 | 2,649 | 47% |
| Web Design & Maintenance | 221 | 279 | 500 | - | - | 500 | 31 | 6% |
| Indirect Costs | 5,208 | 6,593 | 11,801 | 4,142 | 3,686 | 19,628 | 12,444 | 63% |
| Total, Administrative | 123,952 | 156,929 | 280,881 | 49,621 | 49,892 | 380,395 | 193,805 | 51% |

Northeastern Workforce Development Board
Program/Service Provider Budget vs. Actual
Actuals through 1/31/21

| <u>Contract</u> | <u>Start Date</u> | <u>End Date</u> | ACAP | | | | EMDC | | | | Total Program/Service Provider | | | |
|-----------------|-------------------|-----------------|---------------|--------------------|------------------|----------------|---------------|--------------------|------------------|----------------|---------------------------------------|--------------------|------------------|----------------|
| | | | <u>Budget</u> | <u>1/31/21 YTD</u> | <u>Remaining</u> | <u>% Spent</u> | <u>Budget</u> | <u>1/31/21 YTD</u> | <u>Remaining</u> | <u>% Spent</u> | <u>Budget</u> | <u>1/31/21 YTD</u> | <u>Remaining</u> | <u>% Spent</u> |
| WIOA 19/20 | 7/1/19 | 6/30/21 | | | | | | | | | | | | |
| Adult | | | 154,520 | 113,814 | 40,706 | 74% | 400,921 | 400,921 | - | 100% | 555,441 | 514,735 | 40,706 | 93% |
| Youth | | | 164,673 | 126,927 | 37,746 | 77% | 467,478 | 283,552 | 183,927 | 61% | 632,151 | 410,478 | 221,673 | 65% |
| DW | | | 84,673 | 31,458 | 53,215 | 37% | 413,720 | 389,310 | 24,410 | 94% | 498,393 | 420,768 | 77,625 | 84% |
| Total | | | 403,866 | 272,199 | 131,667 | 67% | 1,282,119 | 1,073,782 | 208,337 | 84% | 1,685,985 | 1,345,982 | 340,003 | 80% |
| WIOA 20/21 | 7/1/20 | 6/30/22 | | | | | | | | | | | | |
| Adult | | | 206,322 | - | 206,322 | 0% | 396,440 | 208,784 | 187,656 | 53% | 602,762 | 208,784 | 393,978 | 35% |
| Youth | | | 212,987 | - | 212,987 | 0% | 442,748 | - | 442,748 | 0% | 655,735 | - | 655,735 | 0% |
| DW | | | 86,965 | - | 86,965 | 0% | 395,610 | - | 395,610 | 0% | 482,575 | - | 482,575 | 0% |
| Total | | | 506,274 | - | 506,274 | 0% | 1,234,798 | 208,784 | 1,026,014 | 17% | 1,741,072 | 208,784 | 1,532,288 | 12% |
| NDWG Opioid | 3/1/20 | 2/28/22 | 163,939 | 113,939 | 50,000 | 70% | 440,806 | 265,953 | 174,853 | 60% | 604,745 | 379,892 | 224,853 | 63% |

EMDC's Report for the NWDB Quarterly Meeting 3-11-2021

Programs and Innovation

Young Mainer's Workforce Academy

The Young Mainer's Workforce Academy offers enrolled youth customers, ages 16-24 the opportunity to learn soft skills, financial literacy, labor market information, employment opportunities and professional writing skills over a 7 week period. Our current cohort started December 1st and includes 10 students with a wide range of interests including CDL driving to working with children, to general exploration in high demand fields.

Meeting twice a week for 3 hours of classroom time, we adjusted our classroom hours to 3pm-6pm to accommodate school schedules. This cohort has included guest speakers from Reed & Reed Construction, Northern Light Health, Bangor Savings Bank, Maine Educational Opportunity Center, Northeast Technical Institute and Eastern Maine Community College. We added a mock interview unit for this cohort, incorporating EMDC workforce staff from all programs and utilized the virtual platform to provide separate, one-on-one breakout sessions for each student.

For each cohort, students have been referred by prior graduates and one stop partners and organizations such as Vocational Rehab, Adult Education, Wings, Bureau of Employment Services, Maine Educational Opportunity Center, and Northeast Technical Institute. EMDC incorporates a plan to promote each upcoming cohort with targeted emails, social media posts and videos. We completed the 3rd graduation of this program in January and just kicked off cohort 4 of the Academy.

New Ways to Provide Service and Outreach

EMDC kicked off 2021 with the launch of Virtual Office Hours (VOH). The VOH gives an opportunities for individuals or partners to drop into an open zoom link to ask questions about the program or start the process of enrollment. There are designated staff available Tuesdays and Thursdays from 9 to 5 and breakout rooms are utilized to privately meet with people. Right now the office hour's link has been shared for the Opportunity Grant and staff are using it to send individuals who inquire about the programs. The plan is to be able to share the link with partners as well once we make sure that we have ironed out the challenges. We have slowly started sharing it with partners in the community.

Community Partnerships

Bangor Housing Authority offers a program called Family Self Sufficiency (FSS) to residents looking for work or looking to go into higher paying fields. As a part of this program, they are connected with community resources to achieve their education and career goals.

EMDC offered a condensed version of the Information Session, Assessments, Career Exploration and Job Readiness workshops to FSS participants in collaboration with Bangor Housing Authority. This project was piloted in December 2020 as four, one-hour workshops. The FSS program offered assistance with laptop computers and an incentive for those who attended all 4 workshops. We had regular attendance from 9 individuals who were

referred by their FSS Coaches. 1 individual has enrolled and three are working with EMDC staff to consider enrollment and additional community resources. Cohort number 2 just kicked off and we hope to see more successes from these opportunities to provide our virtual setting to partners.

Successes

Adult Program: DYANNE was referred to EMDC/WIOA by the Career Center from their Competitive Skills Scholarship Program (CSSP). Dyanne was a student at Beal College in the Associate's Degree R.N. program and had completed almost half of the program at the time of the referral. As a single mother with a limited work history, she relied on family to help make ends meet. Dyanne wanted a better life for herself and her young family and decided to pursue her dream of becoming a nurse by studying at Beal College.

While she was a student, Dyanne focused full time on her studies. She received a stipend from CSSP and support for daycare and mileage to travel from her rural home to classes at Beal. Dyanne maintained good grades. EMDC supported Dyanne with her resume, interview skills and appropriate clothing for her clinical rotation. Dyanne was scheduled to begin her partnership at Northern Light Health/EMMC when COVID precautions put a pause on all student placements in the hospital. Dyanne adjusted to a hybrid environment for the remainder of her education all the while, caring for her young children.

Dyanne took the licensing exam in September but did not pass. She was able to focus on studying and review despite working full time. When she took the licensing exam for the second time in early November she passed! Dyanne is now an R.N. licensed in the state of Maine and employed full time at NLH/EMMC earning \$30.70 per hour. She has achieved her goal of being able to support her family through her wages. Dyanne has decided to continue with her education to earn her B. S. degree, which she will complete on-line through the University of Ft. Kent.

Dislocated Worker Program: Daniel was referred to EMDC/WIOA services by staff at Northeast Technical Institute. Daniel was eligible for WIOA services due to his status as a Dislocated Worker. Daniel had worked in the same manufacturing company for 28 years prior to his lay-off in July 2020 due to a reduction in business/sales. Daniel worked as a technician on industrial equipment. He had a long term dream of becoming a CDL-A truck driver and saw his unemployment as an opportunity to learn a new trade.

Daniel completed all of his assessments and participated in a variety of on-line trainings provided by EMDC. He was interested to learn about creating a resume, interviewing and doing a job search as he had been employed for decades and had not used these skills previously. Daniel is an example of someone who was very focused and who utilized the information and guidance he was provided by EMDC Workforce staff, and from his occupational skills training to quickly achieve his goal.

Daniel was registered in the WIOA program in July, 2020. He began CDL-A training at NTI in early October. He obtained the CDL-A permit on Oct. 27th and began his job search. On Nov. 12th he got a job offer with a start date prior to his CDL-A road test date.

Daniel began his employment as a CDL-A truck driver in training on Nov. 30th. On Dec. 8, 2020 he took the road test and became a State of Maine licensed CDL-A driver. Daniel is working full time earning \$25.00 per hour.

Youth Program: Lillie started with EMDC in the summer of 2020. She participated in the second cohort of the Young Mainers Workforce Academy. Her initial employment goal was to become a dental hygienist. She had limited work experience, stating that she once had gone to a dental office for a job shadow and thought it seemed like a good career goal.

EMDC placed Lillie in an administrative position for her work experience. A few weeks later, Lillie started thinking of her goals a little differently. She discovered she really enjoyed the administrative work and the environment she worked in. Lillie is a very soft spoken individual, and tends to be shy. Her work experience has not only opened her eyes to a local job, but helped her gain a lot of confidence. EMDC is pleased to report that Lillie has been offered a permanent part time position with the Host Site, Brewer Housing Authority. Lillie recommended the program to a family member saying that she hoped they would get the opportunity to connect with the staff the same way she had.

Dislocated Worker Grant: Linda attended CCMA training at RSU 25 which started in May 2020 and finished it in October 2020. Linda was set to do her externship at the Ellsworth office of Bucksport Regional Health Center. Linda had extensive work experience in the past as a practice manager at MDI Hospital in behavioral health so already had non clinical skills and work experience. Before her externship started an MA position came available at the site and Linda applied. The CEO took note of her experience and she was hired! Linda is now the manager of 4 Medical Assistants at the site and will also do clinical MA work once she passes her MA national exam. Linda started her job in December, earning \$58,000/yr plus benefits.

Connecting with Opportunities

The connecting with opportunities grant has seen an incredible increase in enrollments and we continue to receive inquiries daily. We have had some great successes which include two of our initial peer connectors have found full time employment. Liz was hired by the Discovery House which will allow her to utilize her training she received and was her overall goal for employment! Katie was recognized for the incredible work she has done as a peer connector and was promoted to a Workforce Development Specialist for the Opportunities Grant serving Central Western Maine. The work that both of them did as peer connectors did not go unnoticed and we are incredibly proud of their successes. They are proof that the possibilities are open for anyone who wants them!

Plan Overview

By the close of the 2nd quarter EMDC had enrolled 113 new participants which is 83% of the planned enrollment number of 136. We have exceeded the planned adult enrollment numbers and are currently working towards meeting the goals for the Dislocated Worker and Youth programs. At the end of the 2nd quarter EMDC was at 73% of total for DW and 58% for youth. COVID has made it difficult to reach individuals the way we use to but that is what lead to offering virtual office hours to help increase visibility and attract individuals.

NWDB Board Report

3.11.2021

Aroostook County Action Program

WIOA activities, innovations, and/or successes at ACAP:

- ACAP began its first Young Workers Academy in October with seven participants. The virtual 8-week training is focusing on employability skills that local employers say are most needed in today's workplace. Work experiences were embedded into the program, as well as other topics such as financial literacy, communication skills, and banking practices. Community partners and businesses are helping teach different sections of the curriculum, participate in panels, and provide sites for the work experiences. Work experience sites include a local grocery store, ACAP offices, local convenience stores, and the United Way.
- Currently ACAP utilizes assessments to evaluate three areas of employment readiness: interests, academic abilities, and occupational skills. Through ONET's My Next Step, participants answer a series of questions to discover their likes and dislikes and how those interests can be matched to a career. Through the CASAS test, participants' reading and writing abilities are evaluated and scored, to determine if remedial work needs to be done. And counselors review a participant's resume/work history to assess occupational skills. The one area lacking is an assessment of employability skills—a way to assess the soft skills that are critical to employment readiness. At the end of the quarter, ACAP signed a contract with ERS to purchase an assessment tool to look at those employment readiness skills. Training and implementation will begin in the third quarter.
- ACAP participated in a presentation to Aroostook County Commissioners in December to bring them up to date with workforce development activities in the NWDB region, and those specific to Aroostook County.

Successes

Enrollments in the adult program are on track right on track for enrollments. The youth program is slightly behind, but we hope to gain traction with the Young Workers Academies during the program year. The third will be a joint venture with another ACAP program called Improving Outcomes for Youth.

At the close of the second quarter, we have used 79% of the PY19 adult budget for participant training, work offerings, and support services. We expect to begin using the PY20 budget before the end of the fiscal year. Last year we had to turn back monies in the youth area. The youth PY19 budget for participant training, work offerings, and support services has been completely used when factoring in obligations. We will begin to use the PY20 budget in the fourth quarter.

Challenges

In a time where so many people have lost their jobs due to COVID, you would think that we could easily meet the enrollment numbers and budget in the Dislocated Worker grant. While enrollment numbers are on track, we should have twice the number of enrollees due to the pandemic. The budget is way underspent. Workforce Development staff have been interviewed by the local television station, been featured twice on ACAP Today, been featured in ACAP's Facebook thread, and had many referrals through HEAP and the Hope & Prosperity Center. But still, we are challenged to meet the budget for DW.

On another note, we lost our youth counselor, the second one within a 12-month period. This lack of an experience and dedicated youth counselor continues to impact youth numbers.

Participant Stories

Adult: Amber was co-enrolled in the Adult WIOA program and NEG program in October 2020. At that time, Amber was doing some volunteer work for the recovery center, as she has a passion for helping others with their recovery journey. Amber had been unable to find employment due to past legal issues, including a felony charge, and a lack of paid positions in the recovery field. This was creating substantial difficulties for Amber as she was reliant on state funds such as TANF and food stamps to provide for herself and her young daughter. By the end of October 2020, Amber was successfully enrolled in the Washington County Community College online program to obtain the classes needed to become a certified substance abuse counselor. With the assistance of workforce development support services, she was able to obtain a computer and all other necessary tools to complete the 8-month course. To date, Amber has completed the first four classes in the program with an A in each course.

Additionally, Amber began a work experience as a peer support worker at the Caribou recovery center in December 2020 and has been able to use her skills as a recovery coach to guide others on their path to recovery. Amber has been a dedicated, highly motivated participant in the workforce program and has had great success in both her work experience and training program.

Dislocated Worker: Stephen came to ACAP in February 2020, drawing weekly unemployment benefits and SNAP benefits. He was looking for a new career, one that many of his family had had great success with—driving trucks. He interviewed for the NMCC Commercial Driving Academy course, an eight week program that started on March 5, 2020. A couple of weeks into the course, Covid 19 put a stop to most all training at NMCC. Some classes could be taken online, but most shop and certainly driving instruction were placed on hold. In the fall of 2020 Stephen returned to the NMCC campus to resume his coursework. He did have to retake the permit test and an over the road test, to eventually obtain a Class A CDL Driver's License. The examination was also put on hold because the State of Maine had a backlog of people needing tests and very few examiners available to administer tests. Stephen kept on track through the Covid delays, learned from his mistakes and finally passed his licensing test on November 23, 2020. His eight week training turned into a 38 week ordeal! Stephen took a local trucking position, and he and his wife are expecting their first child.

Youth: Josh was a referral to ACAP by adult education partner, MSAD #1. Josh is a 19 year old male who had never been employed. He had been working on his HiSet with adult ed for quite some time. He suffered from low self-esteem, had no real familial support, had no plans for the future, and lived in a house with his ex-girlfriend's mother and several other adults. He seemed like a lost soul. However, the adult ed staff felt he had potential, but needed intensive support to improve. He enrolled in the Young Workers Academy in October and began a work experience at a local grocery store in November. His goal was to transition into regular employment there at the end of his work experience. After several weeks, the owner let us know that he would be willing to continue the work experience but would not hire him. He felt Josh was not catching on, did not know how to connect with customers, and seemed slow. His career counselor had been checking in with Josh's supervisors and speaking with Josh, but improvement was not happening. After consultation with the supervisors and the owner, a decision was made to find Josh a mentor in the community. A 67-year old retired man volunteered to take Josh under his wing. He had been a store owner previously and knew the value of a good employee and how some needed more training and encouragement than others. He met with Josh several times, visited the store to understand his work environment, and spoke with Josh's supervisors. It was a more intensive approach, but one that was necessary. It evidently met with some measure of success. Josh was notified last week that he was going to be kept on after his work experience ended. This will be the first "real" job Josh has ever had. He continues to work on his HiSet, which when complete, will be another milestone for him. As a side note, Josh's supervisor at the grocery store had also taken advantage of support through the WIOA program many years ago!

NEG Connecting with Opportunities Grant

Recently hired a new peer connector. Continue to do outreach with both the Recovery Centers in Aroostook County as well as the residential treatment facility. We have a presence each week at both Recovery Centers in Caribou and Houlton, and monthly presentations at the Residential Treatment Facility in Limestone. In conjunction with the previous outreach to all mental health/substance use disorder agencies in Aroostook County, all FedCap centers, the Aroostook County jail, juvenile corrections, and Maine Corrections our career counselor has made contact with the Maine Re-entry Network and attends regular weekly meetings. Connections have also been made with DHHS, and well as Mountain View Correctional Center where the counselor is currently working with an incarcerated youth and the case manager. The career counselor continues to participate in the drug taskforce committee hosted by the Micmacs.

ACAP is contracted to enroll 20 participants by December 31. As of that date, we had enrolled 28 participants. As of March 8, we have enrolled 37. Of the 26 participants enrolled:

- 10 have found regular employment
- 3 are in work experiences
- 6 are engaged in training programs
- 3 are exploring training options
- 1 is working on obtaining his high school equivalency and is also employed
- The larger chunk are actively engaged in job search are in job search
- 5 have disengaged, enrolled in job search but don't return calls or emails

**EMDC Comprehensive Economic Development Strategy
Stakeholder Meeting #1 Agenda**

March 11th, 2021

- I. Welcome & Introductions – Lee Umphrey, President & CEO
Anna Stockman, Planner
- II. CEDS Overview
 - a. Purpose
 - b. Process
 - c. Goals
- III. Regional Overview
- IV. Small Group Collaboration
 - a. Google Slides work
 - b. SWOT Analysis
- V. SWOT Analysis Summary
 - a. Synthesis – Vicki Rusbult, Director of Community & Business Services
- VI. Brainstorm:
 - a. Vision Statement
 - b. Regional Goals
- VII. Keynote Speaker – Heather Johnson, Commissioner, Maine Department of Economic & Community Development
- VIII. Next Steps
 - a. CEDS Meeting #2 – April 1st, 2021 from 1pm-2pm
 - b. CEDS Task Force
- IX. Online Resources
- X. Adjourn

What do you like most about this region?



Weighted responses to the survey question “What do you like most about this region?”

| | |
|---|---|
| <h3>Strengths</h3> <ul style="list-style-type: none"> ➤ Quality of Life ➤ Outdoor Recreation Opportunities ➤ Collaboration and Partnerships ➤ Location of International Airport | <h3>Weaknesses</h3> <ul style="list-style-type: none"> ➤ Broadband ➤ High Energy Costs ➤ Public Transportation ➤ Aging Infrastructure |
| <h3>Opportunities</h3> <ul style="list-style-type: none"> ➤ In-migration ➤ Attract Remote Workers ➤ Clean Energy Alternatives ➤ Katahdin Woods and Waters National Park | <h3>Threats</h3> <ul style="list-style-type: none"> ➤ Out-migration ➤ Climate Change ➤ Aging workforce ➤ Long Term Effects of COVID-19 Pandemic |

SWOT analysis activity results that attendees worked in groups to complete.



Young Workers Advisory Committee Quarterly Meeting

Zoom Meeting

Thursday, March 25, 2021

9:00 am – 11:00 am

Attendees

Robin Doody *Committee Chair, Northern Light Talent Acquisition Specialist*

Joanna Russell NWDB Executive Director

Ben Hawkins NWDB Program Coordinator

Susan Cerini EMDC Director of Workforce Services

Leah Gulliver EMDC Assistant Director of Workforce

Avery Getchell EMDC Young Mainers Academy Graduate

Dan MacDonald Eastern Aroostook Adult and Community Education Director

Edie Smith Senator Angus King's Office, State Director

Erin Benson ACAP Workforce Development & HEAP Program Coordinator

Kathy Williams ACAP Workforce Development Project Director

Roger Felix Loring Job Corps Enrollment Services Manager

Greg Levitt Bangor Adult and Community Education Director

Joan Dolan MDOL Apprenticeship and Strategic Partnership Director

Scott Hatch Penobscot Job Corps Career Development Director

Teri Mann MEOC Hope Navigation Services Coordinator

Kelsey Gosselin MEOC Northern Penobscot & Aroostook County Advisor

LeRae Kinney Presque Isle Adult Education Director

Lisa Shaw Maine State Library, Rural and Small Libraries Specialist

Mindy Kane Penquis CAP Youth Programs Manager

Peaches Bass MDOL-BES WIOA Policy & Evaluation Program Manager

Liz Nitzel Maine DVR Transition Work-Bases Learning Project Manager

Stacey Cyr Madawaska Adult Education Continuing Education Director

Ander Thebaud RSU 24 Adult Education Director

Stanley Sluzenski St. Croix Regional Technical Center Director

Carrie Brooker MDOL Bureau of Rehabilitation Services Transition Consultant

Chris Rector Senator Angus King's Office, Regional Representative

Vicki Rusbult EMDC Community and Business Services Director

Meeting Notes

Welcome & Introductions – Robin opened the meeting by welcoming everyone and asking them to introduce themselves by name and organization.

Strategic Planning Process – The NWDB and all its partners have an investment in serving young adults and as the NWDB embarks upon the new four-year Strategic Plan, Joanna is requesting partners to discuss ways to enhance the delivery of services to Maine's young workers. Vicki Rusbult and her team at EMDC have been recruited to write and facilitate the NWDB Strategic Plan. In the planning process, there is a dedicated

stakeholder meeting with a focus of serving young Mainers, held on April 12, 9am-12pm. Joanna is requesting the educators in the northeastern local area to invite students to participate in the planning process to ensure their voices are heard.

Vicki and her team are developing the NWDB Strategic Plan in tandem with EMDC's Comprehensive Economic Development Strategy (CEDS). EMDC's CEDS, as a regional economic strategy, is recognized by most federal organizations. This process will ensure alignment of the regional economic strategy and the regional workforce development strategy. The current NWDB Strategic Plan has a strong structure and aligns with MDOL's Strategic Plan. The goal of this planning process is to bring the NWDB Strategic Plan to current while keeping the current structure.

Vicki presented a Poll Everywhere Survey to gather feedback from the committee. **See attached pages 5-7 for the Poll Everywhere Survey and results.** Susan Cerini added it would be interesting to hear what businesses see as trends with hiring and retention and how can we as service providers and workforce boards bridge that gap? EMDC has delivered a very broad business survey last week to all five counties of the northeastern local area. Vicki will be sharing the responses with the committee.

Avery Getchell stated he believes higher education should be more targeted towards building a career and offer more courses that coincide with the student's major. Many higher education programs require an array of classes, some of which may not relate to the certification or major the student is trying to obtain. This would provide a clear path for those enrolling into higher education and may eliminate some barriers for these students.

Review of the Timeline – See attached pages 8-9 for the NWDB Strategic Plan Timeline.

The timeline is tight, and the draft Strategic Plan needs to be completed by early May 2021. The EMDC team is investigating all resources to put together the most comprehensive plan that best describes the work we do and how we can best serve our region moving forward.

Youth Survey – The Committee reviewed and added content to the NWDB Young Worker Survey. The updated survey can be viewed at <https://forms.gle/xmFGndAHNsZ8rv4H9>.

Strategic Plan in Review – Moving Forward – Vicki will be scheduling interviews via Zoom with partners to discuss ways to collaborate and add more partner content to the Strategic Plan.

Once the Youth Survey is complete, Joanna will send to committee members to review. **The first Stakeholder meeting will be held on March 29, 9am – 12pm. The Youth Stakeholder meeting will be held on April 12, 9am – 12pm.**

The next Young Worker Advisory Meeting will be held on Thursday, June 24, 2021 from 9am to 10:30am via Zoom.

Respectfully submitted by Rebecca Bryant.



**Young Mainers Workforce Quarterly Meeting
March 25, 2021 – 9am-11:00am**

Join Zoom Meeting

<https://us02web.zoom.us/j/86736610287?pwd=dDBPaFVRYk82TGpaRERDaFZ1bHZsdz09>

Meeting ID: 867 3661 0287

Password: 008373

Telephone Conference Dial: 1-646-876-9923 Meeting ID: 867 3661 0287

AGENDA

1. Welcome and Introductions - Robin
2. Strategic Planning Process- Vicki, Joanna, and Robin
3. Review of the timeline- April 12, 2021 9am – 12pm (youth stakeholders)
4. Youth Survey
5. Strategic Plan in review/moving forward

Young Workers Advisory Committee Input

Outline of timeline – critical meeting dates and submission of report

Business Survey (parallel to youth survey)

Review of current strategic plan, action areas ([Plan-At-A-Glance-Final-NWDB.pdf](#)
(northeasternwdb.org):

- Increase the relevance of the workforce development system to employers. Developing better alignment between the supply and demand for labor will result in fewer ‘difficult to fill’ positions, more efficient use of resources and a greater number of Maine residents with quality jobs.
- Produce an educated and skilled workforce through the development of a comprehensive Career Pathways system. Maine’s Career Pathways approach will focus on building the educational, employability and occupational skills of the population and articulating pathways that lead to in-demand credentials and jobs.
- Align the state’s commitment and investment in its workforce. Developing a workforce that is globally competitive and continuously well prepared to succeed in current and future careers will require the commitment and alignment of resources that extend beyond the public workforce system; employers, policy makers, legislators and administrators must be invested in the process and outcome.
- Increase the operational effectiveness of the workforce development system. Aligning and integrating systems, services and operations to enhance customer services will result in critical efficiencies.

- Grow and diversify the workforce through the development of innovative strategies that result in more Mainers with jobs and a larger workforce.

Topics for Discussion:

- Review action areas/goals – are they still relevant?
- How do the youth workforce services/needs align with these goals?
- Are there additional considerations specific to the youth population that are not addressed as a future goal?
- How does our survey fit into the process? Are we ready to send it out?
- Are there “trends” emerging that should be identified in the strategic plan?

Poll Everywhere Questions for 3/25 Stakeholder Meeting

1. The goals identified in the current Strategic Plan are:

- Increase relevance of workforce development system to employers
- Produce an educated and skilled workforce (Maine Career Pathways)
- Align State's commitment and investment in its workforce
- Increase effectiveness of system
- Grow and diversity the workforce

Have these goals changed for the young job seekers? (Yes or No)

Yes – 61%

No – 39%

2. Identify a new goal that you think should be considered for inclusion in the new strategic plan (Short answer)

Growth Mindset.

Strong emphasis on the trades and hands on learning.

Something with digital literacy and employability skills.

Recognize a goal defined by young adults.

Expanded internship opportunities.

Targeting parenting youth.

Digital Literacy.

Facilitate more direct connection to employers for young people prior to application process.

Career Pathways.

Ensure young adults have direct and meaningful input.

Apprenticeship.

Trades are a VALUABLE and VIABLE career path.

Better align with current and future work landscape.

Defining goals for younger workers.

Apprenticeships and earlier vocational exploration.

Employability skills.

Focus on developing a skilled workforce through avenues other than college graduation.

Concentration on the on-the-job training.

Pre-Apprenticeship.

I think the current goals are broad enough to cover just about anything in workforce development. If I were to articulate any particular objectives, they might be digital and financial competence.

Assist employers to modify procedures to more effectively community with and recruit young job seeker.

Workforce training – certifications.

Apprenticeship and Vocational Training.

Transportation.

3. Share a trend that should be included in the new strategic plan (Short answer, can respond more than once)

Creative economy.

Employer and job seeker relationship around work ready.

Micro-credentials.

Remote work from home opportunities.

Entrepreneurship.

Badging.

“Trial Period” hiring – a two-week trial employment to see if a person meets the skill set, mainly when their resume doesn’t perfectly align with the position.

Mentoring.

Flexibility on work hours.

Education using tablets may not be leading to proficiency in broadly used digital platforms in the workplace.

Improved guidance toward career paths in trades for youth.

Work from home/online etiquette.

Young Mainers communicate primarily through social media, electronic devices using text messaging and software apps.

Micro-credentials or badges, creative work environment, mentoring during hiring transitions.

Technology integration in most all career paths.

Growth opportunities.

Refocus on the trades as a viable, well-paying career opportunity. (Apprenticeship and micro-credentials fit into this.)

Disability Inclusion.

A lack of affordable and decent housing.

Gap in communication tools between what employers use and what young job seekers use.

Working where you live – remote working especially in rural Maine.

Explore the disconnect between employers who say youth don’t want to work and the reality of the situation.

People wanting to work remotely – impact on employability and collaboration.

Focus on fulfilling work and mentoring vs working for a paycheck.

Refocus on helping women get out of the economic trap of part-time employment.

Offer ride share.

Connecting Businesses with High Schools.

Too many employers want experienced employees, and few are willing to help provide that experience. Forces many young adults to get into debt to pay for “experience”.

Improving digital and broadband connection and access in rural communities.

Civil discourse.

Livelihoods rather than simply a job. Vocation/avocation connections.

O-J-T.

Increase in financial aid packages and student loan forgiveness opportunities.

Preparation for Stress Management.
Assistance with 75 hours of driving time.



NWDB Stakeholder Meeting Via Zoom Meeting

Monday, March 29, 2021
9:00am – 12:00pm

Attendees via Zoom

Joanna Russell NWDB Executive Director
Ben Hawkins NWDB Program Coordinator
Rebecca Bryant NWDB Program Assistant
Nicole Fletcher NWDB Board Chair, Bangor Savings Bank Human Resources Manager, Vice President
Denice Conary NWDB Board Member, Penquis Chief Financial Officer
Danny MacDonald NWDB Board Member, RSU 39 Adult Education Director
Erin Benson NWDB Board Member, ACAP Program Coordinator
John Herweh NWDB Board Member, MMG Insurance Vice President of HR
LaNiece Sirois NWDB Board Member, Central Aroostook Chamber of Commerce Executive Director
Patty Perry NWDB Board Member, Presque Isle, Bangor & Machias CareerCenter Manager
Vicki Rusbult EMDC Community & Business Services Director
Anna Stockman EMDC Community & Business Services Planner
Ander Thebaud RSU 24 Adult Education Director
Anne Patterson MDI Adult Education Director
Anne Sargant Ellsworth Adult Education Director
Chris Huh EMDC National Farmworker Jobs Program Director
Chris Rector Senator Angus King's Office Regional Representative
Chris Winstead EMCC Workforce Development Director
Edie Smith Senator Angus King's Office Statewide Director
Greg Leavitt Bangor Adult Education Director
Jen Peters Sunrise County Economic Council Assistant Director
Joe Fagnant Houlton/Hodgdon Adult & Community Education Director
Jorge Acero MDOL State Monitor Advocate for State & Seasonal Farmworkers
Kathy Pelletier RSU 25 Adult & Community Education Director
Kathy Williams ACAP Workforce Development Project Director
Kerrie Tripp Greater Bangor Convention & Visitors Bureau Executive Director
Laurie McDonnell MDOL Labor Program Specialist
Leah Gulliver EMDC Assistant Director of Workforce Services
Megan Dichter MDOE Adult Education & Family Literacy Special Projects Director
Melissa Harvey MDOL Statewide CareerCenters Director
Michael Carroll SCSEP A4TD Regional Director
Molly Ginn Penobscot Job Corps Center Director
Nichole Sawyer WCCC Workforce & Professional Development Dean

Paul Ruggiero BES Employment & Training Specialist, Bangor CareerCenter Assistant Manager
Peaches Bass BES WIOA Policy & Evaluation Program Manager
Roger Felix Loring Job Corps Center Enrollment Services Manager
Shelby Ross MEOC Hancock & Washington County Advisor
Stacey Cyr Madawaska Adult Education Continuing Education Director
Sue Henri-MacKenzie Vocational Rehabilitation Case Work Supervisor
Susan Slick Northern Light Acadia Hospital Community Care Services Director
Tom Fernands EMDC Manager of IT and Data

Meeting Notes

Welcome and Introductions – Joanna Russell asked attendees to introduce themselves by name and organization.

Strategic Planning Process – The current NWDB four-year Strategic Plan was developed in 2016. This plan has a very strong structure but needs to be updated to reflect the current economic needs, labor market information, and the challenges and adaptations under the restrictions of Covid-19. The NWDB has contracted Vicki Rusbult and her team at EMDC to write the updated Strategic Plan and will be doing so in alignment with EMDC's Comprehensive Economic Development Strategy (CEDs) to weave together the regional economic development strategy and the workforce development strategy. This will also allow for more input from the region's businesses and effectively strengthen our system. The local workforce boards are required to align their Strategic Plans with the state's Strategic Plan. Maine's 2020 WIOA Unified Plan can be viewed here: https://www.maine.gov/swb/reports/state_plan/2020-2023_state_plan/index.shtml. Over the next month, conversations will be held with stakeholders to discuss how to tailor a vision for the five-county region in alignment with the state's plan.

Review of Timeline – Two more large stakeholder meetings will be held for the NWDB Strategic Plan: April 9, 2021, 9am-12pm, and the youth stakeholder on April 12, 2021, 9am-12pm. **Please register for the upcoming stakeholder meetings ASAP.** If you have not received the stakeholder meeting invitations, email Rebecca Bryant at RBryant@northeasternwdb.org. **See pages 6-8 for the NWDB Strategic Plan Timeline and Upcoming Meeting Discussions.**

Poll Everywhere Exercise – The goals identified in the current Strategic Plan are:

- Increase relevance of workforce development system to employers
- Produce an educated and skilled workforce (Maine Career Pathways)
- Align State's commitment and investment in its workforce
- Increase effectiveness of system
- Grow and diversify the workforce

During the Poll Everywhere exercise, 38% of stakeholders believe these goals have changed, and 62% believe they have not. New goals and trends were identified to be included into the new Strategic Plan. **See pages 9-12 for the Poll Everywhere Exercise and Results.**

Breakout Discussions – Vicki asked the attendees to list areas of opportunity or growing industries into the Zoom chat.

Jen Peters I would suggest bringing the National Digital Equity Center in as a partner to help provide access to technology for those who need assistance as well as online tutoring/training (free) for anyone needing assistance in using the technology.

Edie Smith Excellent suggestion, Jen. Also, the \$100M in broadband funds that is coming to Maine from the federal ARP will provide a huge boost to increase access to broadband especially in rural Maine.

Jen Peters I would suggest that you talk to a group of active "customers" as well as a group of folks who had been involved in the workforce system in the past to determine additional opportunities - what worked well for them and what didn't happen that could have been beneficial...

Chris Rector Maine's natural resource-based industries including the Forest Products Industry through the FOR Maine initiative are seeking to grow their product output by nearly 40% by 2025. See FORMaine.org

Peaches Bass go to the places where you people already congregate--the senior centers, a trades program at the CTE, etc.

Leah Gulliver Industries: manufacturing, municipal public works operations

Jen Peters Many of our tradespeople will be aging out of the workplace and we are not bringing in enough young folks to fill in those positions. How can we attract more trainees?

Ben Hawkins – NWDB I think the remote work trend could flip Maine's and US's economy in fascinating ways

Christopher Winstead Allied Healthcare

Chris Huh Essential, work pandemic and after, includes food production/processing

Edie Smith Health care, including a large increase in telehealth, which will require technology and training of both employers and patients at home.

Leah Gulliver Healthcare Information Technology

Kerrie Tripp The Hospitality Industry has an immediate need to help fill positions - long term this will not change in the State of Maine.

Ander Thebaud - RSU 24 Adult Education trades and small business

Jen Peters Aquaculture and traditional fishing will be evolving to a certain extent - new regs, etc.

Chris Rector Need for all ocean-based industries, both traditional and emerging, to collaborate to find how to reduce conflicts and expand opportunities.

Erin Benson With the growing use of micro credentials or badging, it is important that industry leaders across the state buy into the worthiness of the badge/credential.

Peaches Bass Following up on allied health professions, community health workers are emerging as an occupation in the state; if we can help increase the workforce that delivers health care outside of doctors' offices, clinics, and hospitals.

Jorge Acero I haven't heard on working with Agricultural producers. Agriculture is changing rapidly. More mechanized, computerized, needing in some areas more skilled workforce. Also, in terms of the pandemic, farms had

Jorge Acero Sorry, farms struggled.. Farms will not be adapting to the 'working remote' post pandemic strategies.

Chris Huh Editing my earlier comment for clarity, and to follow up on Jorge's comment: Essential work, pandemic and after, has included food production/processing. This is an importance need in Maine."

Peaches Bass We have to remember agriculture and the related work and economic importance. To the degree that agriculture is an "industry cluster," we can think about this more broadly.

Overview of Current Strategic Plan – Joanna reviewed the NWDB Plan at a Glance. The current NWDB Strategic Plan, Plan at a Glance, and all appendices can be viewed here: <https://www.northeasternwdb.org/strategic-plan-1/strategic-planning/>.

Business Survey Status – EMDC sent out the Regional Business Survey three weeks ago and has only received six responses. Joanna and Vicki are requesting all to resend and encourage businesses to respond. The survey can be found at this link: <https://docs.google.com/forms/d/e/1FAIpQLSdOiYMGzHDDLig6jc0ze0lpmiFnBUQ6WbYeBrvy6M-PLTb8-w/viewform>. Jen Peters will be sharing in next week's SCEC "Local Happenings" email. Joanna and Rebecca will finalize the NWDB Youth Survey and begin circulation soon.

Vicki will be setting up interviews with workforce stakeholders and service providers for more in depth conversations. Any suggestions of individuals or organizations to be interviewed should be sent to Joanna Russell at JRussell@northeasternwdb.org or Vicki Rusbult at VRusbult@emdc.org. All workforce stakeholders, workforce development specialists/counselors, and adult and youth service providers are encouraged to attend the upcoming stakeholder meetings on April 9, 2021 and April 12, 2021. Joanna is requesting attendees to invite all partners who may not be engaged in NWDB's programs to help connect job seekers to all services offered throughout the northeastern region.

The next NWDB Stakeholder meeting will be held via Zoom on Friday, April 9, 2021 from 9am – 12pm.

Respectfully submitted by Rebecca Bryant.



Strategic Planning 2021

March 29, 2021

9am – 12noon

Agenda

Welcome and Introductions – Joanna

Strategic Planning Process – Joanna, Vicki Rusbult (EMDC)

Review of Timeline – critical meeting dates and submission of report

Poll Everywhere Exercise – Vicki Rusbult

Overview of Current Strategic plan, action areas ([Plan-At-A-Glance-Final-NWDB.pdf](#)
(northeasternwdb.org):

- Increase the relevance of the workforce development system to employers. Developing better alignment between the supply and demand for labor will result in fewer ‘difficult to fill’ positions, more efficient use of resources and a greater number of Maine residents with quality jobs.
- Produce an educated and skilled workforce through the development of a comprehensive Career Pathways system. Maine’s Career Pathways approach will focus on building the educational, employability and occupational skills of the population and articulating pathways that lead to in-demand credentials and jobs.
- Align the state’s commitment and investment in its workforce. Developing a workforce that is globally competitive and continuously well prepared to succeed in current and future careers will require the commitment and alignment of resources that extend beyond the public workforce system; employers, policy makers, legislators and administrators must be invested in the process and outcome.
- Increase the operational effectiveness of the workforce development system. Aligning and integrating systems, services, and operations to enhance customer services will result in critical efficiencies.
- Grow and diversify the workforce through the development of innovative strategies that result in more Mainers with jobs and a larger workforce.

Breakout Discussions

Business Survey Status – Joanna, Vicki Rusbult

Questions for Consideration Prior to the Meeting:

- Review action areas/goals – are they still relevant?
- How do the current workforce services/needs align with these goals?
- Are there additional considerations that are not addressed as a future goal?
- Are there “trends” emerging that should be identified in the strategic plan?

Next Steps

Next and final meeting is scheduled for Friday, April 9, 2021 from 9am – 12noon



Strategic Planning

Upcoming Meetings

Friday, April 9

Who Should Attend?

- NWDB Board
- Workforce Stakeholders
- Workforce Development
- Youth Service Providers

To Be Discussed:

- Present LMI data and JobsEQ trend data
- Results of business surveys
- Status of content interviews
- Preliminary findings and activity of the regional strategic planning
- Formalizing goals and strategies for 4-year strategic plan

Monday, April 12

Who Should Attend?

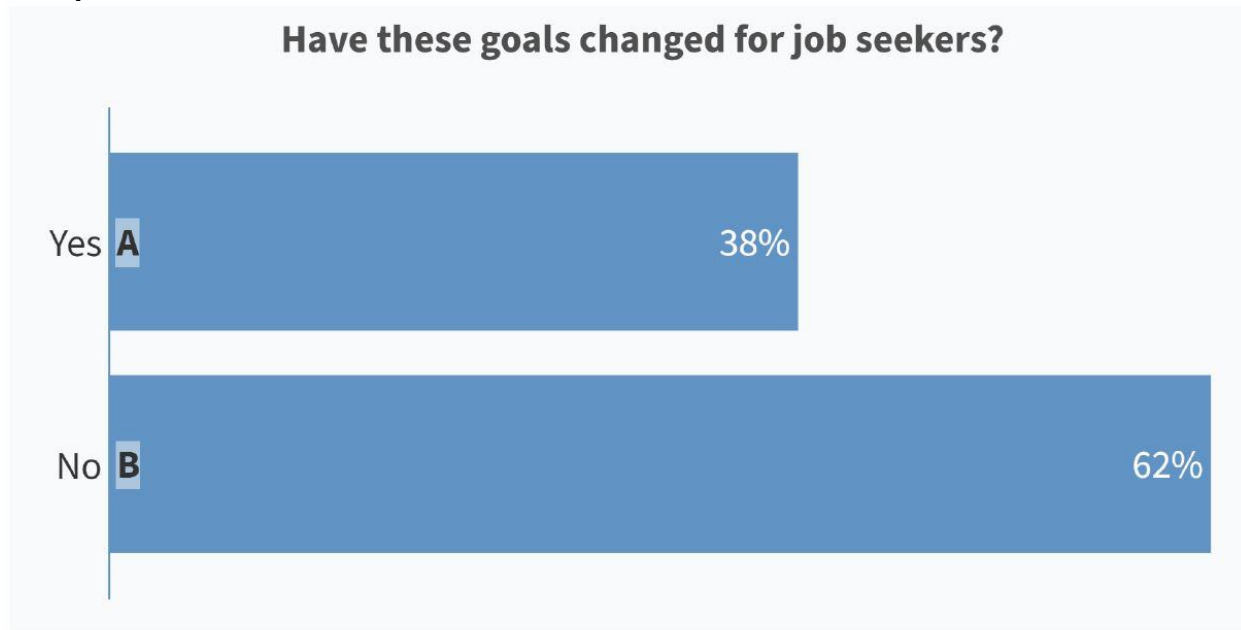
- Youth Stakeholders
- Workforce Stakeholders
- Workforce Development
- Youth Service Providers

To Be Discussed:

- Present LMI data and JobsEQ trend data specific to the youth population
- Results of business surveys
- Status of content interviews
- Preliminary findings and activity of the regional strategic planning
- Formalizing youth-focused goals and strategies for 4-year strategic plan

POLL EVERYWHERE RESULTS

Group 1: Question 1



Group 1 + 2: Question 2

“Identify a new goal that you think should be considered for inclusion in the new strategic plan.”

Responses:

- Entrepreneurship; trauma informed processes
- Increase access to and infrastructure for transportation to support job seekers and meet employer needs
- Working remotely
- Mechanisms for considering equity
- Support for students in apprenticeships and internships with employers
- Develop strategies to address most significant barriers to employment, such as childcare and transportation
- Adapting to a pandemic and post-pandemic economy/workforce
- Technology and digital literacy for a “mobile world”
- Recognize the value of older workers
- Increased transportation
- Meeting the differing needs in the new generation of younger workers: flexibility, relevance, technology and remote work, internships
- Communication and collaboration
- Increased transportation
- Increase in transportation and internships
- Identify and serve disconnected job seekers who are not involved in programs
- Home office infrastructure assistance. Technical and monetary
- Funding allocated for short term training to address immediate needs
- Transportation; adapting to a new environment; addressing the benefits cliff
- Identifying hardest to serve populations to better target service
- Importance of trades in our economy
- Including participants on committees

- Focus on rural youth
- Ensure responsiveness for customers/potential customers
- Digital infrastructure support; simplified approach to apprenticeship
- Short term training may need to be just a bit longer for new workers
- Share credentialing models - training across all partners
- Embracing and promoting technology and innovation
- Include agricultural producers and their needs including farm worker development
- Consider implicit bias and ensure equity in all workforce development activities
- Communication and soft skills expectations for both employers and employees, increased flexibility

Group 1 Breakout Room Feedback:

- Entrepreneurship; trauma informed processes
- Mechanisms for considering equity
- Childcare
- Adapting to a pandemic and post-pandemic economy/workforce
- Technology and digital literacy for a “mobile world”
- Increased transportation
- Increased transportation
- Increase in transportation
- Importance of trades
- Including participants on committees
- Digital infrastructure support
- Share credentialing models
- Consider implicit bias and ensure equity in all workforce development activities

Summing it up:

Post-pandemic????

- Planning? Strategy? How do we sum up what WE do in regard to this?
- Is this too short term?
- Having a responsive plan?
 - Contingency/ Emergency plan
- Fear being another barrier?
- **Contingency and emergency planning, and addressing fear of returning to work**
 - **Plus, remote working!**

Entrepreneurship (& Trades in particular)

- Access to entrepreneurship resources? Focus on this? MORE ACTION!
- How can we help people learn to market themselves? How can we help people learn other management components, like managing the books?
- Short term trainings to this end? Badges and micro-credentials?
- **Including pathways to entrepreneurship relative to trades and short-term trainings**

Implicit bias and equities

- Including participants on committees
- Staff training across workforce service partners
- Trauma informed process
- Digital infrastructure and literacy
- Lower income challenges with other barriers to employment, such as childcare, transportation
- Recovery and re-entry barriers (background checks especially)

Group 2 Breakout Room Feedback:

New Goals for Strategic Plan - Have goals changed? Identify new strategies.

Strategize motivation and incentives. Current goals are perceived as top down rather than bottom up.

Young workers have voiced it takes too long to reach goals. Create reduced time for training and to obtain employment (shortened career pathways). Integrate work experience, OJT, apprenticeship, internships, and volunteer opportunities into training. Match employees with employers, emphasize OJT to keep the employee engaged. Opportunity to advance in training ahead of schedule if **appropriate** and possible.

Work readiness - Soft skills training - communication, attendance, etc.

Incentive when workers are stuck in a rut - due to lack of resources, etc. Develop incentives with employers to move employers up the career ladder.

Group 3: Question 3

“Share a trend that should be included in the new strategic plan.”

- Expanded digital literacy support and assistance
- Remote and virtual opportunities
- Flexible hours and shared job positions
- Expanded access to childcare and affordable childcare options
- Remote access for training
- Direct outreach to employers
- Need for increased, in-depth technology skills
- Better use of badges
- Maine is becoming more diverse. Integrating new Mainers into the workforce.
- Address racism in the workplace during training programs
- Assure that community and businesses understand digital badges
- New economies emerging in Maine - bio economy, technology, etc.
- Truly embracing a pathway approach and lifespan learning to career development/advancement.
- Increase access to childcare and family care
- Loss of skilled tradespeople
- Apprenticeships
- Delivering services remotely, along with working from home - emphasis on digital and tech competence, access to high quality internet

Group 3 Breakout Room Feedback:

- Way to differentiate the transportation challenges by county and/or by specific areas – where so many counties are spanned, the transportation barriers are different and require different solutions (i.e., Medway and Bangor – both in Penobscot County, very different barriers/different costs)
 - Increased education around vehicles (same model as homeowner education) benefits for being trained on how to buy/maintain vehicle
 - Same idea for technology – barriers are different in different parts of the state
- Many allowed to work from home – how many would like to continue that? Studies say people are more productive when working from home
 - What is the potential for that really happening?

- Maine is an aging population – harder to work from home, technology training
- Technology training – some embrace and some do not. Hybrid models (blended learning) younger students do better with distance learning than older ones
- Technology – pandemic has accelerated where we need to be so fast – older folks have a different set of challenges than younger
- How to help older workers be flexible – Maine is the oldest state in the nation
- Need to help express safety to motivate workers to physically return to the office
- Workforce may see reduction as school closures/safety concerns are keeping people from rejoining workforce (many households going from 2 incomes to 1)
- Employers need to be flexible/nimble “what is the best environment for each employee to work in?”. Hybrid models – central location but still zooming into meetings
 - Increases for workers with children from home (childcare needs, daycare/school closures) flexible work hours/deadlines to allow for workers to also take care of children
 - Employers following model of online education – times less important *How can employers of different industries be flexible with employees
 - Employees need training to work from home/work with flexibility – many struggle with the self-discipline/time management to be successful
- Equity/diversity/Inclusion as a priority: intentionally putting into the plan in all levels
- Focus on entry level training – less effort on lifelong learning (for example, can earn a CMA but then not supports to earn their RN)

EMDC Comprehensive Economic Development Strategy

Stakeholder Meeting #2 Agenda

April 1st, 2021

- I. Welcome & Introductions – Lee Umphrey, President & CEO
Anna Stockman, Planner
- II. Meeting #1 Overview – March 11th, 2021
- III. Keynote Speaker – Hannah Pingree, Director, Governor’s Office of Policy Innovation and the Future
- IV. Climate Change in Maine
- V. Economic Impacts of Climate Change
- VI. Economic Resilience & Climate Resilience
- VII. Small Group Collaboration & Report Out
- VIII. Vision Statement and Goals Survey
- IX. Closing Remarks & Next Steps

Group Brainstorm of Key Climate Resilience Topics/Goals:

- Support the goals and strategies of Maine’s Climate Action Plan
- Support clean energy innovation
- Modernize the region’s buildings
- Reduce carbon emissions in energy and industrial sectors
- Identify building and transportation infrastructure of key concern
- Increase renewable energy generation
- Consider climate change impacts on natural resources
- Consider climate change impacts on historical resources
- Create an infrastructure needs assessment
- Increase public commuting options to cut emissions
- Provide specialized training for wind and solar jobs
- Develop a regional climate needs assessment
- Provide specialized technical assistance to communities
- Encourage investments in climate-ready infrastructure



NWDB Stakeholder Meeting

Via Zoom Meeting

Friday, April 9, 2021

9:00am – 12:00pm

Attendees via Zoom

Danny MacDonald NWDB Board Member, RSU 39 Adult Education Director
Denice Conary NWDB Board Member, Penquis Chief Financial Officer
Erin Benson NWDB Board Member, ACAP Program Coordinator
Jon Farley NWDB Board Member, EMDC Vice President
LaNiece Sirois NWDB Board Member, Central Aroostook Chamber of Commerce Executive Director
Leah Buck NWDB Board Member, NMCC Assistant Dean of Continuing Education
Traci St. Clair NWDB Board Member, Teamsters Local 340 Union Representative
Joanna Russell NWDB Executive Director
Ben Hawkins NWDB Program Coordinator
Rebecca Bryant NWDB Program Assistant
Anna Stockman EMDC Community & Business Services Planner
Chris Huh EMDC National Farmworker Jobs Program Director
Leah Gulliver EMDC Assistant Director of Workforce
Susan Cerini EMDC Director of Workforce
Tom Fernands EMDC Manager of IT and Data
Vicki Rusbult EMDC Community & Business Services Director
Anne Patterson MDI Adult & Community Education Director
Betsy Fitzgerald Washington County Manager
Elizabeth Carroll MEOC Aroostook, Washington, Northern Penobscot HOPE Navigator
Greg Leavitt Bangor Adult & Community Education Director
Joe Fagnant Houlton/Hodgdon Adult & Community Education Director
Kathy Pelletier RSU 25 Adult & Community Education Director
Kathy Williams ACAP Workforce Development Project Director
Laurie McDonnell MDOL Labor Program Specialist
Libby Stone-Sterling DVR Director
Lisa Shaw Maine State Library, Rural & Small Libraries Specialist
Liz Nitzel DVR Rehabilitation Services Manager
Molly Ginn Penobscot Job Corps Center Director
Paul Ruggiero Bangor CareerCenter Assistant Manager
Paul Underwood Aroostook County Commissioner
Robert Fickett BARN Recovery Support Services Coordinator
Robin Doody Northern Light Health Talent Acquisition Specialist
Stacie Houlton AMHC SUD Peer Recovery Center Manager
Suzanne Graves-Hall MEOC HOPE Navigator
Suzanne Senechal-Jandreau New Ventures Maine Northern Regional Manager
Teri Mann MEOC HOPE Coordinator

Meeting Notes

Welcome and Introductions – Joanna Russell asked attendees to introduce themselves into the Zoom Chat by name and organization.

Summary of Prior Stakeholder Sessions – The current NWDB four-year Strategic Plan was developed in 2016. This plan has a very strong structure but needs to be updated to reflect the current economic needs, labor market information, and the challenges and adaptations under the restrictions of Covid-19. The NWDB has contracted Vicki Rusbult and her team at EMDC to write the updated Strategic Plan and will be doing so in alignment with EMDC's Comprehensive Economic Development Strategy (CEDS) to weave together the regional economic development strategy and the workforce development strategy. This will also allow for more input from the region's businesses and effectively strengthen our system.

During the second EMDC CEDS planning meeting, Hannah Pingree delivered a presentation about the challenges and opportunities with climate change and resiliency, **see attached page 5**. Vicki presented the results of the EMDC Stakeholder SWOT analysis:

| | |
|--|--|
| Strengths <ul style="list-style-type: none">➤ Quality of Life➤ Outdoor Recreation Opportunities➤ Collaboration and Partnerships➤ Location of International Airport | Weaknesses <ul style="list-style-type: none">➤ Broadband➤ High Energy Costs➤ Public Transportation➤ Aging Infrastructure |
| Opportunities <ul style="list-style-type: none">➤ In-migration➤ Attract Remote Workers➤ Clean Energy Alternatives➤ Katahdin Woods and Waters National Park | Threats <ul style="list-style-type: none">➤ Out-migration➤ Climate Change➤ Aging workforce➤ Long Term Effects of COVID-19 Pandemic |

The local workforce boards are required to align their Strategic Plans with the state's Strategic Plan. Maine's 2020 WIOA Unified Plan can be viewed here: https://www.maine.gov/swb/reports/state_plan/2020-2023_state_plan/index.shtml. The current NWDB Strategic Plan, Plan at a Glance, and all appendices can be viewed here: <https://www.northeasternwdb.org/strategic-plan-1/strategic-planning/>.

LMI Data & Analysis – Jon Farley – Jon Farley delivered an in-depth presentation of the northeastern local area's current labor market information, **see attached pages 6-27**.

Status of Business Survey – The EMDC business survey sent in mid-March has received 12 responses. To improve the response rate, the survey description was revised for clarity and to create a sense of urgency for the potential survey participants. Several hundred surveys were sent to organizations and businesses.

Status of Young Workers Survey – The NWDB and its partners created a survey specifically targeting the Young Workers in the northeastern local area. The survey received a total of 312 responses with 265 respondents between the ages of 14-24, residing within the region. **See attached pages 28-43 for the NWDB Young Worker Survey results.**

Poll Everywhere – Anna Stockman conducted a Poll Everywhere exercise in which attendees were asked to share their thoughts on the current delivery system and to identify ways to improve the process to engage job seekers. **See pages 44-45 for the Poll Everywhere Survey Responses.**

Breakout Discussions – Attendees were split into four Zoom breakout rooms to discuss the following:

- Identify “in-demand” credentials.
- How can we promote credentialing to businesses?
- The State of Maine projects that new clean energy jobs will be available by 2030. How can we prepare for these high-quality jobs?

See pages 46-49 for the Breakout Discussion Responses.

Next Steps - Vicki will be setting up three large group interviews with workforce stakeholders and service providers for more in depth conversations. Any suggestions of individuals or organizations to be interviewed should be sent to Joanna Russell at JRussell@northeasternwdb.org or Vicki Rusbult at VRusbult@emdc.org. The first draft of the NWDB Strategic Plan will be completed by May 7, 2021 for review and will then be released for public comment.

The final NWDB Stakeholder meeting will be held specific for Youth Stakeholders via Zoom on Monday, April 12, 2021 from 9am – 12pm.

Respectfully submitted by Rebecca Bryant.



Strategic Planning 2021

April 9, 2021

9am – 12noon

Agenda

Welcome and Introductions – Joanna Russell

Summary of Prior Stakeholder Sessions – Joanna Russell & Vicki Rusbult

LMI Data & Analysis – Jon Farley

Status of Business Survey – Vicki Rusbult

Status of Young Workers Survey – Joanna Russell

Status of Stakeholder Interviews – Vicki Rusbult

Poll Everywhere – To access Poll Everywhere and log your input, select one of the following options:

- Mobile Device Messaging – Type 22333 in the message line. Once the chat box opens, type ANNASTOCKMAN059 to join and you can enter your responses.
- Log onto computer and type PollEv.com/annastockman059 in the web search box and click enter. That will take you to the Poll Everywhere survey and you can enter your response.

Poll Everywhere Questions to Think About in Advance:

1. Please critique the current delivery system – What works? What would you change? What would you add?
2. Think about current methods to engage job seekers? How can that be improved?

Breakout Discussions – Questions will focus on future job challenges including:

1. Identify “in-demand” credentials
2. How can we promote credentialing to businesses?
3. The State of Maine projects that 30,000 new clean energy jobs will be available by 2030. How can we prepare for these high-quality jobs?

Closing Remarks & Next Steps

The final youth stakeholder meeting is scheduled for Monday, April 12, 2021 from 9am – 12noon

Climate Resiliency

The second CEDS regional strategic planning meeting included a presentation from Hannah Pingree about the challenges and opportunities with climate change and resiliency. Some key points are shared below:

An aggressive Climate Action Strategy with specific goals was published in 2020 with the Plan identifying 8 Climate Action Strategies. Strategy D states that all attention will be made to:

“Grow Maine’s Clean Energy Economy and Good Jobs”

- Governor Mills’ goal: Create 30,000 new clean energy jobs by 2030. This goal will double Maine’s clean energy jobs, working to grow Maine’s economy and equitably provide new opportunities to Mainers as part of the effort to fight climate change.
- What is the clean energy economy? “Economic development, operations and supply chains in renewable energy and energy efficiency, that generate economic benefits, create high-quality jobs, and fight climate change.
- The need for engineering skills will be in demand as the energy economy grows as will other supply chain and industry jobs. Workforce development needs to collaborate with the State of Maine to meet the employment demands driven by the changing climate and energy environment.

Labor Market Overview

NWDB Region



Eastern Maine Development Corporation
40 Harlow Street
Bangor, ME 04401
(207) 942-6389
www.emdc.org

Report Contents

Demographic Profile

Employment Trends

Unemployment Rate

Wage Trends

Industry Snapshot

Occupation Snapshot

Healthcare Support Occupation Snapshot

- Occupations by Industry
- Occupation Wages
- Occupation Demographics
- Occupation Educational Profile
- Post-Secondary Programs Linked to Occupations
- Job Postings Online for Occupations
- Top Job Skills and Certifications

Other Labor Market Data

- Sector Strategy Pathways
- Employment Distribution Types
- Business Establishments

Demographic Profile of the NWDB Region

The population in the NWDB Region was 322,511 per American Community Survey data for 2015-2019.

The region has a civilian labor force of 156,676 with a participation rate of 57.8%. Of individuals 25 to 64 in the NWDB Region, 26.7% have a bachelor's degree or higher which compares with 33.5% in the nation.

The median household income in the NWDB Region is \$48,345 and the median house value is \$142,066.

| | Summary ¹ | | | Value | | |
|---|----------------------|-------|-------|-------------|-----------|-------------|
| | Percent | | | | | |
| | NWDB Region | Maine | USA | NWDB Region | Maine | USA |
| Demographics | | | | | | |
| Population (ACS) | — | — | — | 322,511 | 1,335,492 | 324,697,795 |
| Male | 49.3% | 49.0% | 49.2% | 159,031 | 653,942 | 159,886,919 |
| Female | 50.7% | 51.0% | 50.8% | 163,480 | 681,550 | 164,810,876 |
| Median Age ² | — | — | — | 45.5 | 44.7 | 38.1 |
| Under 18 Years | 18.2% | 18.9% | 22.6% | 58,605 | 252,498 | 73,429,392 |
| 18 to 24 Years | 8.7% | 8.2% | 9.4% | 28,171 | 108,877 | 30,646,327 |
| 25 to 34 Years | 11.5% | 11.8% | 13.9% | 37,237 | 158,195 | 45,030,415 |
| 35 to 44 Years | 10.8% | 11.4% | 12.6% | 34,743 | 152,485 | 40,978,831 |
| 45 to 54 Years | 13.5% | 13.9% | 13.0% | 43,689 | 185,468 | 42,072,620 |
| 55 to 64 Years | 16.1% | 15.8% | 12.9% | 51,866 | 210,401 | 41,756,414 |
| 65 to 74 Years | 12.4% | 11.9% | 9.1% | 40,110 | 158,281 | 29,542,266 |
| 75 Years, and Over | 8.7% | 8.2% | 6.5% | 28,090 | 109,287 | 21,241,530 |
| Race: White | 94.5% | 94.3% | 72.5% | 304,914 | 1,259,522 | 235,377,662 |
| Race: Black or African American | 0.9% | 1.4% | 12.7% | 2,782 | 18,468 | 41,234,642 |
| Race: American Indian and Alaska Native | 1.6% | 0.6% | 0.8% | 5,239 | 8,660 | 2,750,143 |
| Race: Asian | 0.8% | 1.1% | 5.5% | 2,714 | 15,109 | 17,924,209 |
| Race: Native Hawaiian and Other Pacific Islander | 0.0% | 0.0% | 0.2% | 154 | 396 | 599,868 |
| Race: Some Other Race | 0.3% | 0.3% | 4.9% | 891 | 3,541 | 16,047,369 |
| Race: Two or More Races | 1.8% | 2.2% | 3.3% | 5,817 | 29,796 | 10,763,902 |
| Hispanic or Latino (of any race) | 1.5% | 1.7% | 18.0% | 4,677 | 22,100 | 58,479,370 |
| Population Growth | | | | | | |
| Population (Pop Estimates) ⁴ | — | — | — | 322,354 | 1,344,212 | 328,239,523 |
| Population Annual Average Growth ⁴ | -0.3% | 0.1% | 0.7% | -853 | 1,462 | 2,146,799 |
| People per Square Mile | — | — | — | 17.7 | 43.6 | 92.9 |
| Economic | | | | | | |
| Labor Force Participation Rate and Size (civilian population 16 years and over) | 57.8% | 62.9% | 63.2% | 156,676 | 699,339 | 163,555,585 |

| | | | | | | |
|---|--------------------|--------------|------------|--------------------|--------------|-------------|
| Prime-Age Labor Force Participation Rate and Size (civilian population 25-54) | 79.7% | 83.4% | 82.1% | 91,982 | 412,298 | 104,634,905 |
| Armed Forces Labor Force | 0.2% | 0.2% | 0.4% | 492 | 1,931 | 1,073,907 |
| Veterans, Age 18-64 | 6.2% | 5.9% | 4.6% | 12,196 | 47,750 | 9,143,042 |
| Veterans Labor Force Participation Rate and Size, Age 18-64 | 71.8% | 74.4% | 76.6% | 8,756 | 35,513 | 7,003,778 |
| Median Household Income ² | — | — | — | \$48,345 | \$57,918 | \$62,843 |
| Per Capita Income | — | — | — | \$28,310 | \$32,637 | \$34,103 |
| Mean Commute Time (minutes) | — | — | — | 21.8 | 24.2 | 26.9 |
| Commute via Public Transportation | 0.4% | 0.6% | 5.0% | 551 | 3,940 | 7,641,160 |
| Educational Attainment, Age 25-64 | | | | | | |
| No High School Diploma | 6.5% | 5.8% | 10.9% | 10,901 | 41,163 | 18,550,150 |
| High School Graduate | 33.8% | 30.6% | 25.7% | 56,554 | 216,314 | 43,627,868 |
| Some College, No Degree | 21.2% | 20.0% | 20.7% | 35,513 | 141,426 | 35,174,790 |
| | | | | | | |
| | Percent | | | Value | | |
| | NWDB Region | Maine | USA | NWDB Region | Maine | USA |
| Associate's Degree | 11.8% | 11.2% | 9.1% | 19,829 | 79,094 | 15,526,064 |
| Bachelor's Degree | 17.6% | 21.3% | 21.2% | 29,499 | 150,796 | 35,997,848 |
| Postgraduate Degree | 9.1% | 11.0% | 12.3% | 15,239 | 77,756 | 20,961,560 |
| Housing | | | | | | |
| Total Housing Units | — | — | — | 195,792 | 742,788 | 137,428,986 |
| Median House Value (of owner-occupied units) ² | — | — | — | \$142,066 | \$190,400 | \$217,500 |
| Homeowner Vacancy | 2.2% | 1.8% | 1.6% | 2,259 | 7,429 | 1,257,737 |
| Rental Vacancy | 7.0% | 6.0% | 6.0% | 2,921 | 10,047 | 2,793,023 |
| Renter-Occupied Housing Units (% of Occupied Units) | 27.8% | 27.7% | 36.0% | 37,839 | 155,162 | 43,481,667 |
| Occupied Housing Units with No Vehicle Available (% of Occupied Units) | 7.6% | 7.1% | 8.6% | 10,399 | 39,628 | 10,395,713 |
| Social | | | | | | |
| Poverty Level (of all people) | 15.0% | 11.8% | 13.4% | 46,594 | 153,131 | 42,510,843 |
| Households Receiving Food Stamps/SNAP | 17.3% | 13.5% | 11.7% | 23,503 | 75,412 | 14,171,567 |
| Enrolled in Grade 12 (% of total population) | 1.1% | 1.2% | 1.4% | 3,705 | 16,486 | 4,422,344 |
| Disconnected Youth ³ | 1.8% | 2.0% | 2.5% | 300 | 1,293 | 423,273 |
| Children in Single Parent Families (% of all children) | 33.2% | 31.9% | 34.1% | 18,030 | 75,750 | 23,790,005 |
| Uninsured | 9.4% | 7.9% | 8.8% | 29,821 | 103,829 | 28,248,613 |
| With a Disability, Age 18-64 | 17.0% | 13.4% | 10.3% | 33,074 | 108,600 | 20,187,604 |
| With a Disability, Age 18-64, Labor Force Participation Rate and Size | 36.5% | 40.2% | 42.2% | 12,081 | 43,666 | 8,509,463 |
| Foreign Born | 3.3% | 3.6% | 13.6% | 10,631 | 47,938 | 44,011,870 |
| Speak English Less Than Very Well (population 5 yrs and over) | 1.3% | 1.5% | 8.4% | 4,067 | 19,228 | 25,615,365 |

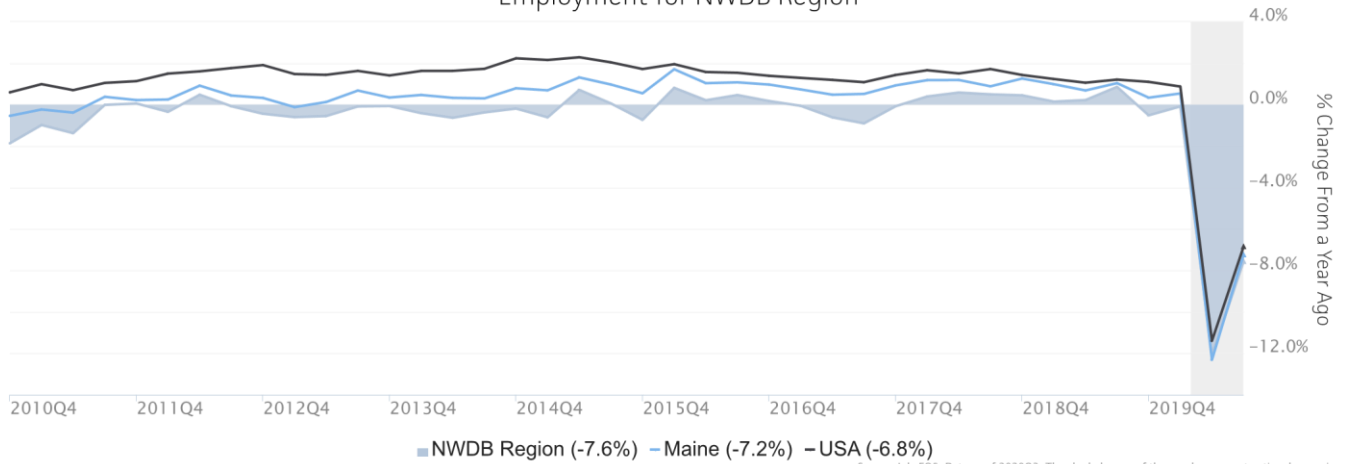
Source: [JobsEQ®](#)

1. American Community Survey 2015-2019, unless noted otherwise
2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.
3. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.
4. Census 2019, annual average growth rate since 2009

Employment Trends in the NWDB Region

As of 2020Q3, total employment for the NWDB Region was 139,881 (based on a four-quarter moving average). Over the year ending 2020Q3, employment declined 7.6% in the region.

Employment for NWDB Region

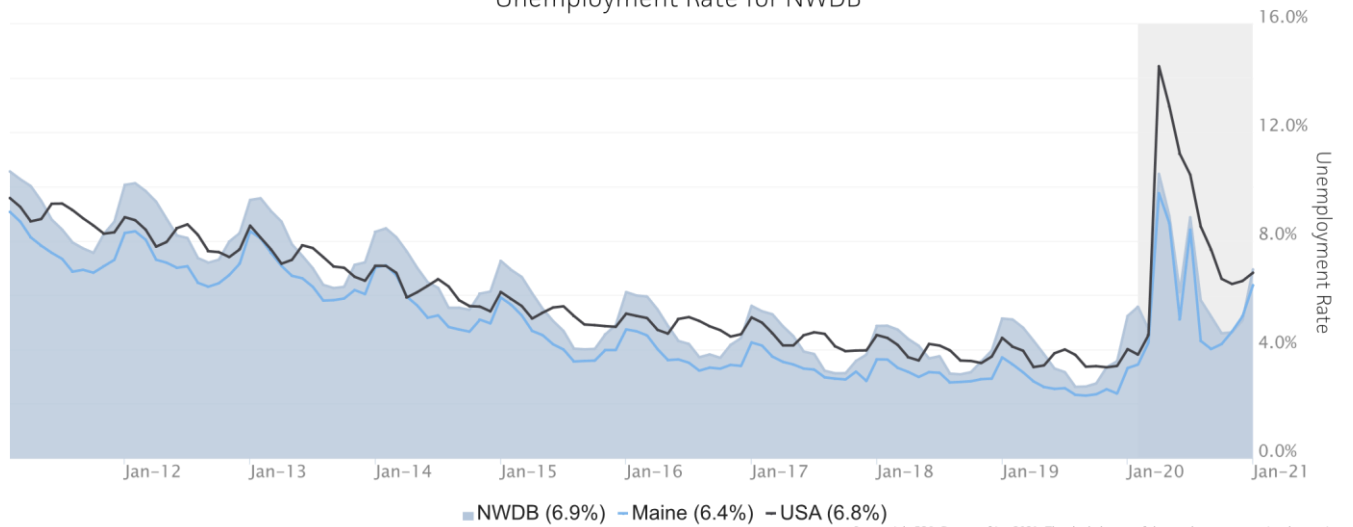


Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Unemployment Rate

The unemployment rate for the NWDB was 6.9% as of January 2021. The regional unemployment rate was higher than the national rate of 6.8%. One year earlier, in January 2020, the unemployment rate in the NWDB was 5.2%.

Unemployment Rate for NWDB

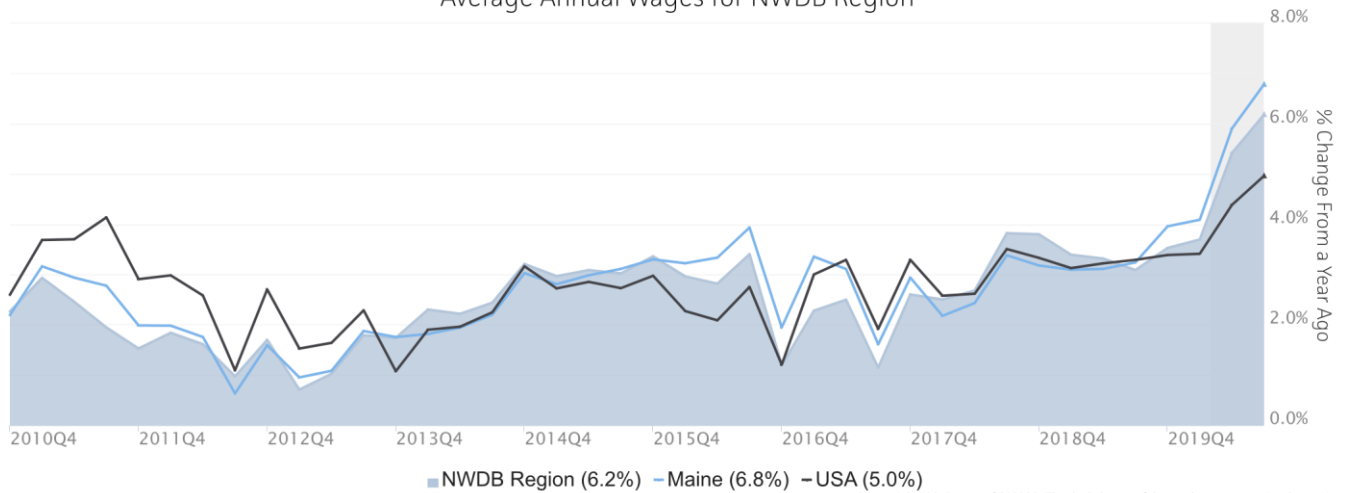


Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through January 2021.

Wage Trends in the NWDB Region

The average worker in the NWDB Region earned annual wages of \$42,872 as of 2020Q3. Average annual wages per worker increased 6.2% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$60,042 in the nation as of 2020Q3.

Average Annual Wages for NWDB Region

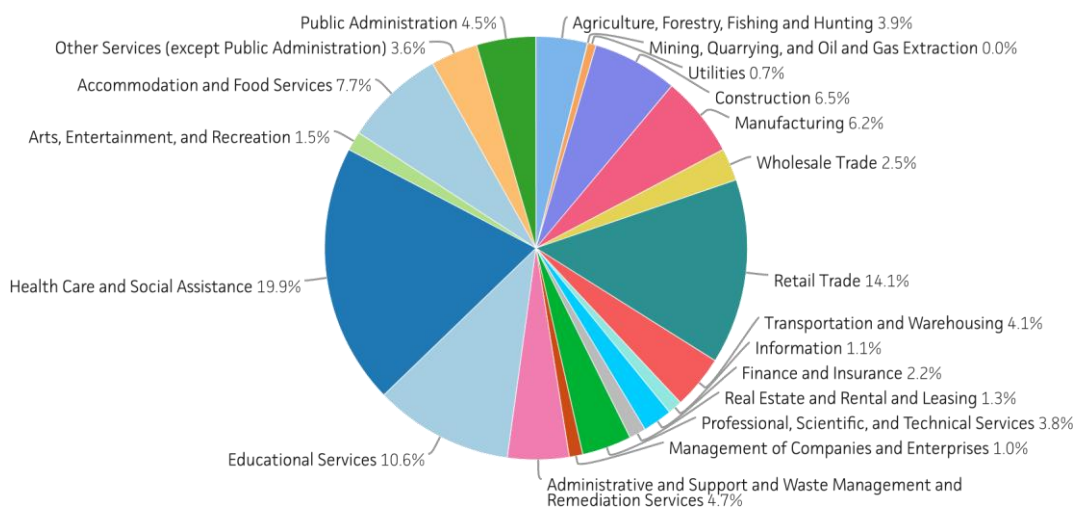


Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Industry Snapshot of the NWDB Region

The largest sector in the NWDB Region is Health Care and Social Assistance, employing 27,857 workers. The next-largest sectors in the region are Retail Trade (19,791 workers) and Educational Services (14,853). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 2.88), Retail Trade (1.38), and Health Care and Social Assistance (1.35).

Total Workers for NWDB Region by Industry



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3. Source: JobsEQ®, Data as of 2020Q3

- Sectors in the NWDB Region with the highest average wages per worker are Utilities (\$73,621), Management of Companies and Enterprises (\$72,000), and Finance and Insurance (\$62,810).
- Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Construction (+475 jobs), Professional, Scientific, and Technical Services (+351), and Management of Companies and Enterprises (+194).
- Over the next 10 years, overall employment in the NWDB Region is projected to contract by 11,798 jobs with only Health Care and Social Assistance expected to grow with a +0.1% year-over-year rate of growth.
- The strongest forecast by number of total job demand (a combination of exits, transfers and job growth) over this period is expected for Health Care and Social Assistance (26,666 jobs), Retail Trade (+21,301), Accommodation and Food Services (+16,365), Educational Services (+11,926), and Construction (+7,683).

| NAICS | Industry | Empl | Current | LQ | 5-Year History | | Total | 10-Year Forecast | | Empl | Ann % |
|------------------------|--|---------|---------------|------|----------------|-------|---------|------------------|-----------|---------|-------|
| | | | Avg Ann Wages | | Empl Change | Ann % | | Exits | Transfers | | |
| 62 | Health Care and Social Assistance | 27,857 | \$49,843 | 1.35 | -43 | 0.0% | 26,666 | 12,949 | 13,384 | 333 | 0.1% |
| 44 | Retail Trade | 19,791 | \$30,641 | 1.38 | -2,209 | -2.1% | 21,301 | 10,751 | 13,597 | -3,048 | -1.7% |
| 61 | Educational Services | 14,853 | \$43,147 | 1.29 | -1,071 | -1.4% | 11,926 | 6,321 | 6,824 | -1,219 | -0.9% |
| 72 | Accommodation and Food Services | 10,765 | \$21,655 | 0.96 | -1,661 | -2.8% | 16,365 | 7,497 | 9,439 | -571 | -0.5% |
| 23 | Construction | 9,099 | \$43,990 | 1.11 | 475 | 1.1% | 7,683 | 3,048 | 5,462 | -826 | -0.9% |
| 31 | Manufacturing | 8,658 | \$48,750 | 0.75 | -1,012 | -2.2% | 6,630 | 3,017 | 5,169 | -1,556 | -2.0% |
| 56 | Administrative and Support and Waste Management and Remediation Services | 6,568 | \$40,555 | 0.75 | 153 | 0.5% | 7,369 | 3,168 | 4,326 | -124 | -0.2% |
| 92 | Public Administration | 6,340 | \$53,002 | 0.92 | -13 | 0.0% | 4,708 | 2,311 | 3,148 | -750 | -1.3% |
| 48 | Transportation and Warehousing | 5,745 | \$45,869 | 0.87 | 126 | 0.4% | 5,148 | 2,455 | 3,322 | -629 | -1.2% |
| 11 | Agriculture, Forestry, Fishing and Hunting | 5,503 | \$39,136 | 2.88 | -510 | -1.8% | 4,493 | 2,316 | 3,121 | -944 | -1.9% |
| 54 | Professional, Scientific, and Technical Services | 5,285 | \$58,982 | 0.54 | 351 | 1.4% | 4,011 | 1,614 | 2,742 | -345 | -0.7% |
| 81 | Other Services (except Public Administration) | 5,031 | \$30,267 | 0.82 | -603 | -2.2% | 5,093 | 2,505 | 2,993 | -405 | -0.8% |
| 42 | Wholesale Trade | 3,468 | \$53,476 | 0.65 | -230 | -1.3% | 2,861 | 1,267 | 2,103 | -509 | -1.6% |
| 52 | Finance and Insurance | 3,146 | \$62,810 | 0.54 | -105 | -0.7% | 2,352 | 1,036 | 1,706 | -390 | -1.3% |
| 71 | Arts, Entertainment, and Recreation | 2,043 | \$25,998 | 0.85 | -161 | -1.5% | 2,864 | 1,282 | 1,584 | -2 | 0.0% |
| 53 | Real Estate and Rental and Leasing | 1,816 | \$37,557 | 0.74 | 72 | 0.8% | 1,478 | 779 | 934 | -236 | -1.4% |
| 51 | Information | 1,535 | \$44,700 | 0.55 | -570 | -6.1% | 976 | 472 | 840 | -336 | -2.4% |
| 55 | Management of Companies and Enterprises | 1,449 | \$72,000 | 0.67 | 194 | 2.9% | 1,160 | 464 | 795 | -98 | -0.7% |
| 22 | Utilities | 911 | \$73,621 | 1.23 | 161 | 4.0% | 613 | 273 | 482 | -142 | -1.7% |
| 21 | Mining, Quarrying, and Oil and Gas Extraction | 21 | \$42,927 | 0.04 | -2 | -2.2% | 19 | 7 | 14 | -1 | -0.6% |
| 99 | Unclassified | 0 | n/a | 0.00 | -3 | n/a | 0 | 0 | 0 | 0 | |
| Total - All Industries | | 139,881 | \$42,872 | 1.00 | -6,659 | -0.9% | 134,000 | 62,285 | 83,513 | -11,798 | -0.9% |

Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3. Forecast employment growth uses national projections adapted for regional growth patterns.

Occupation Snapshot of the NWDB Region

- The largest major occupation group in the NWDB Region is Office and Administrative Support Occupations, employing 16,365 workers. The next-largest occupation groups in the region are Sales and Related Occupations (13,452 workers) and Transportation and Material Moving Occupations (10,983).
- High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Farming, Fishing, and Forestry Occupations (LQ = 2.81), Healthcare Support Occupations (1.34), and Healthcare Practitioners and Technical Occupations (1.30).
- Occupation groups in the NWDB Region with the highest average wages per worker are Management Occupations (\$85,900), Healthcare Practitioners and Technical Occupations (\$84,500), and Legal Occupations (\$77,700). The unemployment rate in the region varied among the major groups from 1.9% among Legal Occupations to 12.5% among Personal Care and Service Occupations.
- Over the next 10 years, the fastest growing occupation group in the NWDB Region is expected to be Healthcare Support Occupations with a +0.8% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+677 jobs) and Community and Social Service Occupations (+190).
- Over the same period, the highest total demand (occupation demand due to retirements and workers moving from one occupation to another, plus growth) is expected in Food Preparation and Serving Related Occupations (17,842 jobs) and Sales and Related Occupations (16,004).

| NWDB Region, 2020Q3 ¹ | | | | | | | | | | | | | | |
|----------------------------------|--|--------|-----------------------------|---------|--------|-------------|-----------------------------|----------------|-------|--------------|------------------|-----------|-------------|--------------|
| SOC | Occupation | Empl | Mean Ann Wages ² | Current | | Unempl Rate | Online Job Ads ³ | 5-Year History | | Total Demand | 10-Year Forecast | | | |
| | | | | LQ | Unempl | | | Empl Change | Ann % | | Exits | Transfers | Empl Growth | Ann % Growth |
| 43-0000 | Office and Administrative Support | 16,365 | \$37,000 | 0.91 | 781 | 4.6% | 583 | -1,576 | -1.8% | 14,955 | 7,422 | 10,065 | -2,532 | -1.7% |
| 41-0000 | Sales and Related | 13,452 | \$37,500 | 1.00 | 921 | 6.5% | 1,052 | -1,557 | -2.2% | 16,004 | 7,257 | 10,769 | -2,021 | -1.6% |
| 53-0000 | Transportation and Material Moving | 10,983 | \$34,600 | 0.94 | 883 | 7.5% | 620 | -310 | -0.6% | 11,767 | 4,837 | 8,056 | -1,126 | -1.1% |
| 35-0000 | Food Preparation and Serving Related | 10,981 | \$27,400 | 1.01 | 1,455 | 11.9% | 534 | -1,436 | -2.4% | 17,842 | 7,382 | 10,980 | -520 | -0.5% |
| 29-0000 | Healthcare Practitioners and Technical | 10,621 | \$84,500 | 1.30 | 198 | 1.9% | 1,402 | 260 | 0.5% | 5,310 | 2,636 | 3,135 | -461 | -0.4% |
| 25-0000 | Educational Instruction and Library | 9,912 | \$46,700 | 1.26 | 574 | 5.6% | 143 | -630 | -1.2% | 7,884 | 3,929 | 4,620 | -665 | -0.7% |
| 11-0000 | Management | 9,819 | \$85,900 | 1.07 | 253 | 2.6% | 380 | 72 | 0.1% | 7,024 | 2,603 | 5,238 | -816 | -0.9% |
| 31-0000 | Healthcare Support | 8,344 | \$29,900 | 1.34 | 364 | 4.2% | 388 | 291 | 0.7% | 11,184 | 5,035 | 5,472 | 677 | 0.8% |
| 47-0000 | Construction and Extraction | 7,058 | \$41,600 | 1.08 | 677 | 8.6% | 155 | 147 | 0.4% | 6,745 | 2,175 | 5,198 | -629 | -0.9% |
| 51-0000 | Production | 6,573 | \$39,200 | 0.80 | 491 | 6.9% | 150 | -750 | -2.1% | 5,882 | 2,440 | 4,585 | -1,143 | -1.9% |
| 49-0000 | Installation, Maintenance, and Repair | 5,916 | \$44,300 | 1.11 | 296 | 4.7% | 317 | -224 | -0.7% | 4,804 | 1,713 | 3,724 | -633 | -1.1% |

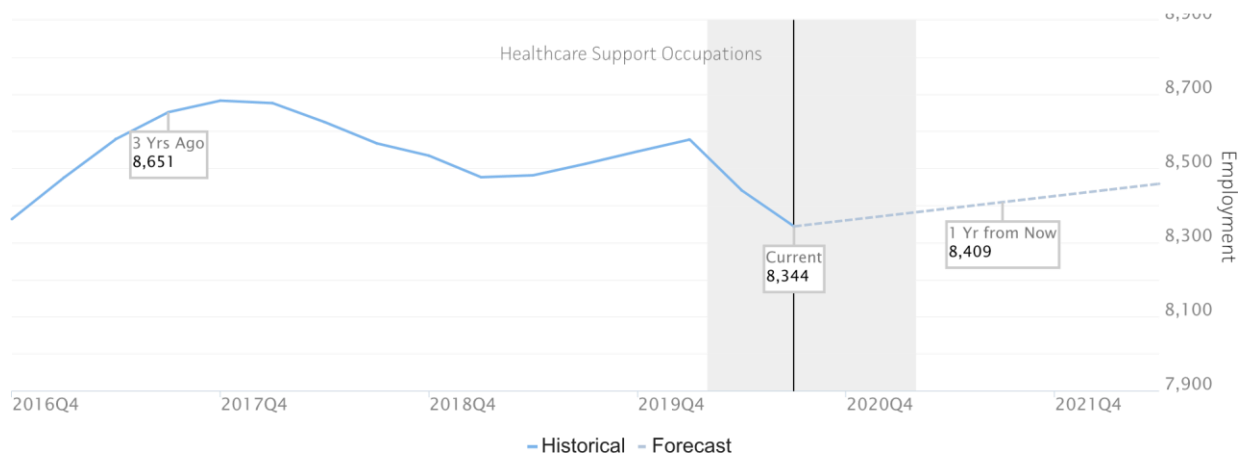
| | | | | | | | | | | | | | | |
|---------|-----------------------------------|-------|----------|------|-----|-------|-----|------|-------|-------|-------|-------|------|-------|
| 37-0000 | Building and Grounds | | | | | | | | | | | | | |
| | Cleaning and | 5,784 | \$31,700 | 1.25 | 412 | 6.8% | 248 | -563 | -1.8% | 7,050 | 3,122 | 4,206 | -277 | -0.5% |
| | Maintenance | | | | | | | | | | | | | |
| 13-0000 | Business and Financial Operations | 4,916 | \$64,400 | 0.63 | 148 | 3.0% | 180 | 263 | 1.1% | 4,089 | 1,298 | 3,164 | -373 | -0.8% |
| 39-0000 | Personal Care and Service | 3,438 | \$31,400 | 0.93 | 481 | 12.5% | 65 | -139 | -0.8% | 5,047 | 2,291 | 2,859 | -103 | -0.3% |
| 21-0000 | Community and Social Service | 2,837 | \$47,700 | 1.15 | 64 | 2.3% | 421 | -81 | -0.6% | 3,299 | 1,012 | 2,098 | 190 | 0.7% |
| 45-0000 | Farming, Fishing, and Forestry | 2,623 | \$39,700 | 2.81 | 224 | 8.2% | 9 | -224 | -1.6% | 3,344 | 919 | 2,910 | -485 | -2.0% |
| 33-0000 | Protective Service | 2,498 | \$41,200 | 0.82 | 75 | 2.9% | 78 | -153 | -1.2% | 2,221 | 1,043 | 1,411 | -232 | -1.0% |

| NWDB Region, 2020Q3 ¹ | | | | | | | | | | | | | | |
|----------------------------------|--|---------|-----------------------------|---------|--------|-------------|-----------------------------|----------------|-------|--------------|------------------|-----------|-------------|--------------|
| SOC | Occupation | Empl | Mean Ann Wages ² | Current | | Unempl Rate | Online Job Ads ³ | 5-Year History | | Total Demand | 10-Year Forecast | | | Ann % Growth |
| | | | | LQ | Unempl | | | Empl Change | Ann % | | Exits | Transfers | Empl Growth | |
| 27-0000 | Arts, Design, Entertainment, Sports, and Media | 1,995 | \$46,500 | 0.80 | 173 | 8.3% | 54 | -146 | -1.4% | 1,887 | 743 | 1,356 | -212 | -1.1% |
| 15-0000 | Computer and Mathematical | 1,953 | \$70,000 | 0.45 | 55 | 2.8% | 162 | 27 | 0.3% | 1,303 | 321 | 1,082 | -100 | -0.5% |
| 17-0000 | Architecture and Engineering | 1,690 | \$76,400 | 0.69 | 51 | 2.9% | 48 | -8 | -0.1% | 1,105 | 391 | 886 | -172 | -1.1% |
| 19-0000 | Life, Physical, and Social Science | 1,403 | \$66,900 | 1.12 | 52 | 3.7% | 87 | 74 | 1.1% | 1,162 | 262 | 1,012 | -112 | -0.8% |
| 23-0000 | Legal | 720 | \$77,700 | 0.61 | 14 | 1.9% | 19 | 5 | 0.1% | 405 | 175 | 284 | -53 | -0.8% |
| Total - All Occupations | | 139,881 | \$46,600 | 1.00 | 8,641 | 5.9% | 7,094 | -6,659 | -0.9% | 140,315 | 59,004 | 93,108 | -11,798 | -0.9% |

Source: [JobsEQ®](#)
Data as of 2020Q3 unless noted otherwise

Occupation Snapshot: Healthcare Support Occupations

| 6-Digit Occupation | Empl | Avg Mean Wages | LQ | 3-Year Empl Change | Annual Demand | Forecast Ann Growth |
|--|--------------|-----------------|-------------|--------------------|---------------|---------------------|
| Personal Care Aides | 2,800 | \$26,400 | 1.22 | 208 | 469 | 2.0% |
| Nursing Assistants | 2,282 | \$29,300 | 1.72 | -180 | 230 | -0.8% |
| Home Health Aides | 983 | \$26,400 | 1.22 | -361 | 137 | 2.0% |
| Medical Assistants | 935 | \$34,300 | 1.42 | 30 | 108 | 0.4% |
| Dental Assistants | 276 | \$43,100 | 0.91 | -17 | 29 | -0.5% |
| Phlebotomists | 167 | \$31,400 | 1.38 | 8 | 18 | 0.4% |
| Psychiatric Aides | 138 | \$28,900 | 2.78 | 37 | 16 | 0.2% |
| Veterinary Assistants and Laboratory Animal Caretakers | 132 | \$33,700 | 1.45 | 8 | 22 | 0.2% |
| Medical Equipment Preparers | 124 | \$35,500 | 2.33 | -3 | 13 | -0.8% |
| Healthcare Support Workers, All Other | 118 | \$30,800 | 1.42 | -16 | 12 | -0.5% |
| Remaining Component Occupations | 389 | \$43,100 | 0.91 | -22 | 48 | 0.1% |
| Healthcare Support Occupations | 8,344 | \$29,900 | 1.34 | -308 | 1,105 | 0.8% |





💡 “Annual Demand” is the projected need for new entrants into an occupation. New entrants are needed due to expected growth and to replace workers who left the occupation due to factors such as retirement or switching careers.

💡 “Forecast Ann Growth” is the expected change in jobs due to national, long-term trend projections (per the BLS) as well as local factors such as industry mix and population growth (as computed and modeled by Chmura).

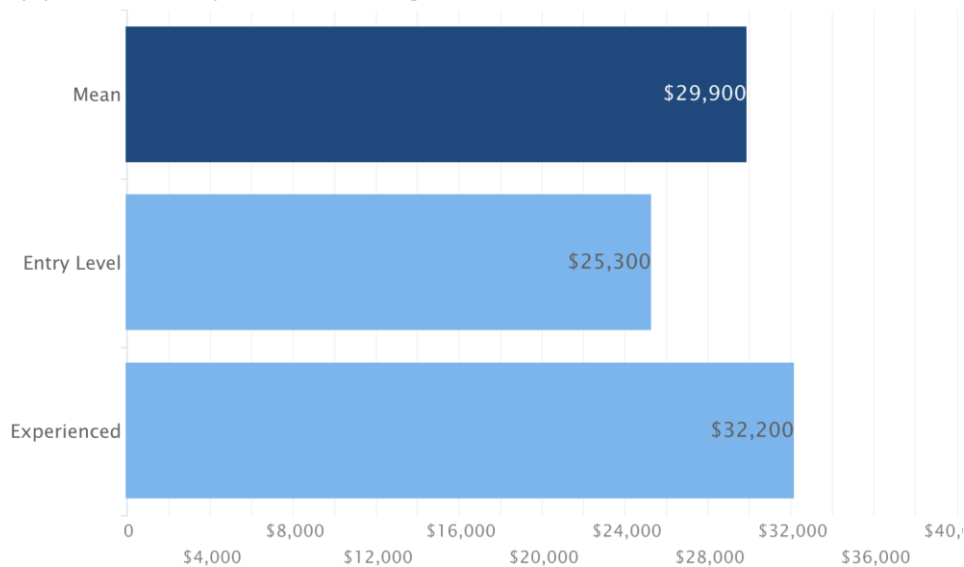
Healthcare Support Occupations Employment by Industry

| Industry Title | % of Occ Empl | Empl | 10-Year Separations | 10-Year Empl Growth | 10-Year Total Demand |
|---|------------------|-------|------------------------|---------------------------|----------------------------|
| Individual and Family Services | 23.9% | 1,996 | 2,998 | 674 | 3,673 |
| Nursing Care Facilities (Skilled Nursing Facilities) | 15.8% | 1,317 | 1,395 | -174 | 1,220 |
| General Medical and Surgical Hospitals | 13.9% | 1,158 | 1,243 | -93 | 1,150 |
| Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities | 9.8% | 814 | 1,047 | 1 | 1,048 |
| Home Health Care Services | 7.1% | 590 | 831 | 123 | 954 |
| Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly | 6.6% | 552 | 733 | 101 | 834 |
| Offices of Physicians | 6.1% | 511 | 571 | 18 | 589 |
| Offices of Dentists | 3.1% | 257 | 279 | -15 | 264 |
| Offices of Other Health Practitioners | 2.7% | 222 | 267 | 24 | 290 |
| Psychiatric and Substance Abuse Hospitals | 1.6% | 133 | 152 | 3 | 155 |
| Other Professional, Scientific, and Technical Services | 1.2% | 103 | 168 | 4 | 173 |
| Outpatient Care Centers | 1.1% | 96 | 115 | 16 | 131 |
| Other Residential Care Facilities | 0.8% | 66 | 79 | -8 | 71 |
| Medical and Diagnostic Laboratories | 0.7% | 60 | 66 | 5 | 72 |
| Specialty (except Psychiatric and Substance Abuse) Hospitals | 0.7% | 56 | 68 | 9 | 78 |
| Other Ambulatory Health Care Services | 0.6% | 53 | 63 | 11 | 74 |
| All Others | 4.3% | 359 | 420 | -22 | 398 |


 The industry distribution indicates the industries in which workers in the occupation(s) are primarily found.


 “10-Year Empl Growth” may show industries with positive as well as negative growth; this would indicate that the occupation(s) being examined are expected to expand within some industries while contracting in others.

Healthcare Support Occupations Wages



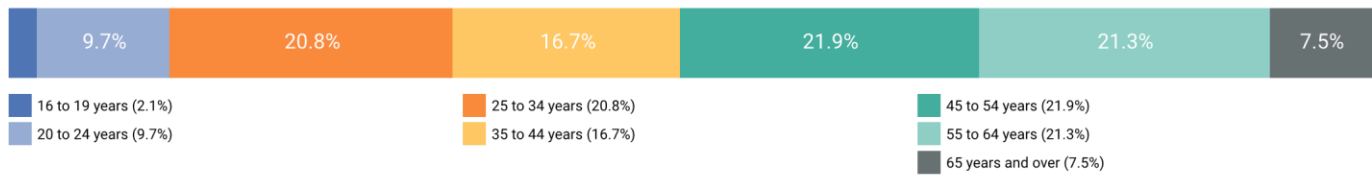
| Occupation | Mean | Median | Entry Level | Experienced |
|--|----------|----------|-------------|-------------|
| Physical Therapist Assistants | \$51,800 | \$52,700 | \$41,300 | \$57,000 |
| Massage Therapists | \$50,600 | \$45,700 | \$28,300 | \$61,800 |
| Occupational Therapy Assistants | \$48,300 | \$47,600 | \$38,300 | \$53,300 |
| Dental Assistants | \$43,100 | \$43,200 | \$34,700 | \$47,300 |
| Medical Equipment Preparers | \$35,500 | \$33,800 | \$27,300 | \$39,600 |
| Medical Assistants | \$34,300 | \$34,300 | \$28,600 | \$37,200 |
| Medical Transcriptionists | \$34,100 | \$34,100 | \$27,100 | \$37,500 |
| Veterinary Assistants and Laboratory Animal Caretakers | \$33,700 | \$31,500 | \$26,400 | \$37,300 |
| Occupational Therapy Aides | \$33,100 | \$28,200 | \$25,200 | \$37,100 |
| Phlebotomists | \$31,400 | \$30,700 | \$26,900 | \$33,700 |

 Occupation wages here are based on data from the Bureau of Labor Statistics, OES program, and imputed by Chmura where necessary.

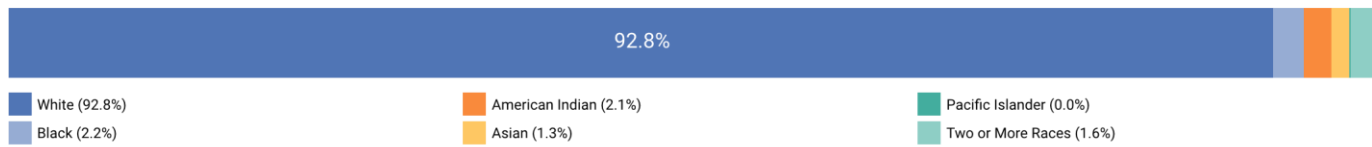
 When this report is run for an occupation group, the table above displays up to the top ten detailed occupations which have the highest average wages within the occupation group.

Healthcare Support Occupation Demographics

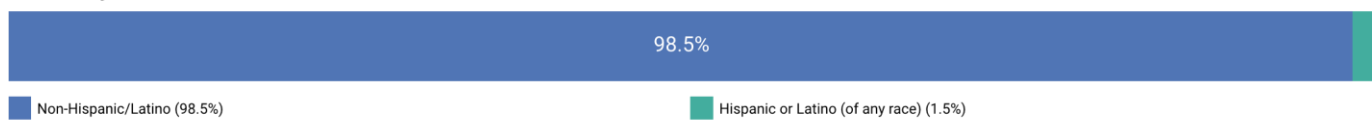
Age



Race



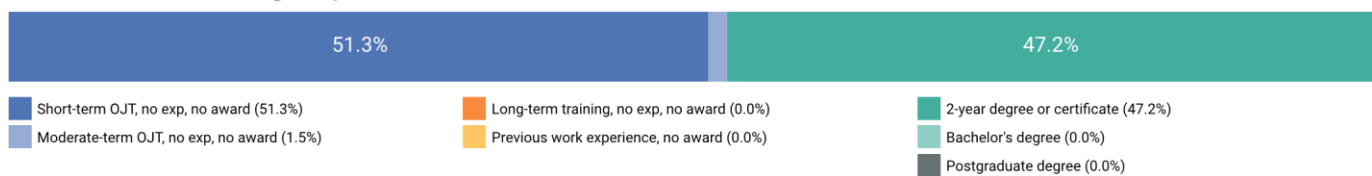
Ethnicity



Gender

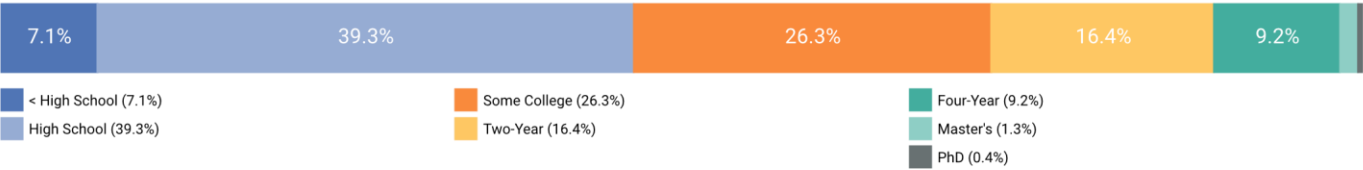


Education and Training Requirements



Healthcare Occupation Education Profile

Educational Attainment



 The stacked bar chart here illustrates the estimated mix of educational attainment of the workers in this occupation(s) in aggregate.

Postsecondary Programs Linked to Healthcare Support Occupations

| Program | Awards |
|--|--------|
| Beal College | |
| Medical Office Assistant/Specialist | 5 |
| Medical/Clinical Assistant | 26 |
| Eastern Maine Community College | |
| Medical Insurance Coding Specialist/Coder | 17 |
| Medical Office Assistant/Specialist | 10 |
| Medical/Clinical Assistant | 26 |
| Northern Maine Community College | |
| Medical Insurance Coding Specialist/Coder | 9 |
| Medical/Clinical Assistant | 13 |
| University of Maine at Presque Isle | |
| Physical Therapy Technician/Assistant | 4 |
| Washington County Community College | |
| Medical Administrative/Executive Assistant and Medical Secretary | 3 |
| Medical/Clinical Assistant | 5 |

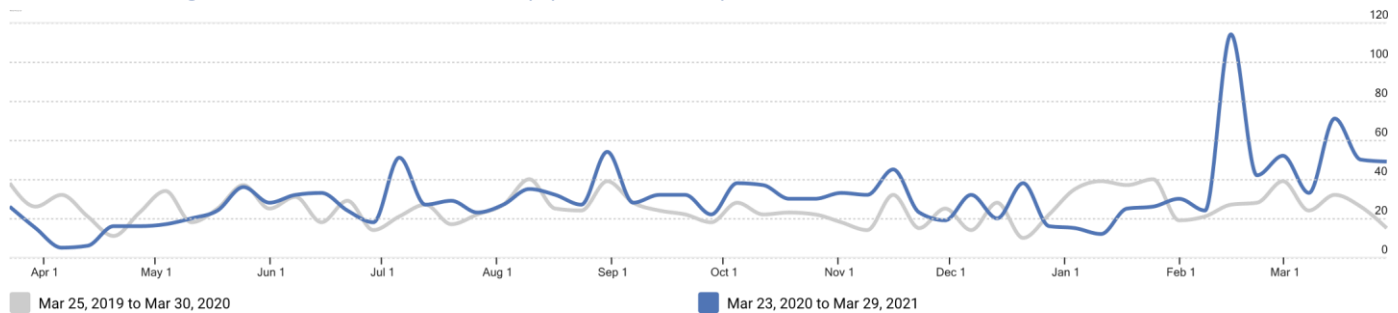


The number of graduates from postsecondary programs in the region identifies the pipeline of future workers as well as the training capacity to support industry demand.



Among postsecondary programs at schools located in the NWDB, the sampling above identifies those most linked to Remote Jobs. For a complete list see JobsEQ®, <http://www.chmuraecon.com/jobseq>

Job Postings for Healthcare Support Occupations



Online job ads are a timely indicator of local demand. Occupation assignments shown below are made by Chmura based upon analysis of job titles and job descriptions. Top employers and listed job requirements are shown on the following pages.

Occupations

| | Total Ads | |
|---|--------------|--|
| 31- 1131.00 Nursing Assistants | 641 | |
| 31- 9092.00 Medical Assistants | 518 | |
| 31- 1122.00 Personal Care Aides | 280 | |
| 31- 9097.00 Phlebotomists | 91 | |
| 31- 1121.00 Home Health Aides | 81 | |
| 31- 9093.00 Medical Equipment Preparers | 75 | |
| 31- 9091.00 Dental Assistants | 59 | |
| 31- 2021.00 Physical Therapist Assistants | 55 | |
| 31- 2011.00 Occupational Therapy Assistants | 34 | |
| 31- 9099.00 Healthcare Support Workers, All Other | 27 | |

Occupation

Employers

| Employer Name | Total Ads | |
|----------------------------------|--------------|--|
| Northern Light Health | 260 | |
| Eastern Maine Healthcare Systems | 200 | |
| Covenant Health | 111 | |
| PENOBSCOT COMMUNITY HEALTH CARE | 103 | |
| Maine Veterans' Homes | 77 | |

Job Titles

| Job Title | Total Ads | |
|--|-----------|-------------|
| Medical Assistant | | <div></div> |
| Certified Medical Assistant | | <div></div> |
| Certified Nursing Assistant I | 38 | <div></div> |
| Dental Assistant | 30 | <div></div> |
| Medical Assistant/LPN-Office Nurse | 29 | <div></div> |
| Certified Nursing Assistant - CNA | 25 | <div></div> |
| Medical Assistant Certified | 25 | <div></div> |
| Certified Nursing Assistant | 24 | <div></div> |
| Certified Nursing Assistant(CNA) / Travel / Long Term Care | 23 | <div></div> |
| CERTIFIED NURSING ASSISTANT I - Mars Hill | 20 | <div></div> |

Employers

| Employer Name | Total Ads | |
|--------------------------|-----------|-------------|
| CareInHomes | | <div></div> |
| MAS Medical Staffing | 56 | <div></div> |
| Home Instead Senior Care | 46 | <div></div> |
| Genesis Healthcare | 34 | <div></div> |
| MDI Hospital | 31 | <div></div> |

Hard Skills

76

| Skill Name | Total Ads | |
|------------------------------|-----------|-------------|
| Patient Care | 222 | <div></div> |
| Electrocardiogram (ECG, EKG) | 189 | <div></div> |
| Keyboarding/Typing | 174 | <div></div> |
| Vital Signs | 172 | <div></div> |
| Ability to Lift 11-20 lbs. | 137 | <div></div> |
| Ability to Lift 151-200 lbs. | 123 | <div></div> |
| Medical Terminology | 106 | <div></div> |
| Caregiving | 70 | <div></div> |
| Long-Term Care | 61 | <div></div> |
| Ability to Lift 21-30 lbs. | 59 | <div></div> |

Top Skill and Certification Gaps for Healthcare Support Occupations

Top 10 Skill Gaps in NWDB

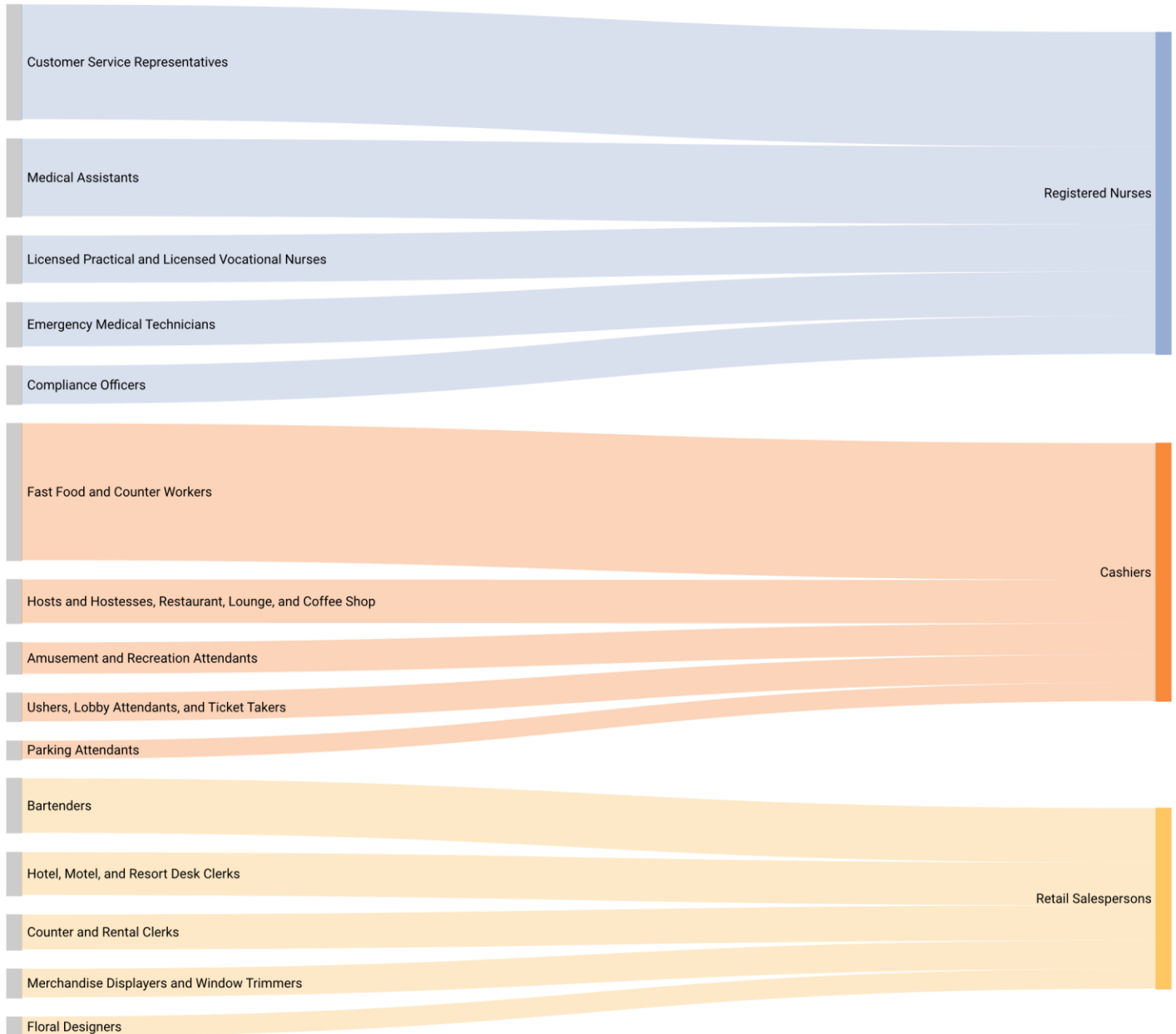
| Name | Candidates | Openings | Gap |
|---|------------|----------|-----|
| Caregiving | 59 | 133 | -74 |
| Vital Signs | 3 | 41 | -38 |
| Patient Care | 23 | 51 | -28 |
| Keyboarding/Typing | 15 | 39 | -24 |
| Electrocardiogram (ECG, EKG) | 16 | 36 | -20 |
| Tourniquets | 0 | 13 | -13 |
| Telecommunications | 1 | 10 | -9 |
| Anatomy | 7 | 16 | -9 |
| Electronic Medical Record System (EMR System) | 5 | 11 | -6 |
| American Sign Language (ASL) | 0 | 4 | -3 |


Top 10 Certification Gaps in NWDB

| Name | Candidates | Openings | Gap |
|---|------------|----------|-----|
| Certified Clinical Medical Assistant (NHA) | 19 | 58 | -39 |
| Nationally Certified Medical Assistant (NCMA) | 1 | 28 | -27 |
| Medical Assistant Certification (MA) | 58 | 73 | -15 |
| Licensed Practical Nurse (LPN) | 8 | 20 | -12 |
| Registered Dental Assistant (RDA) | 0 | 4 | -4 |
| Patient Care Technician (PCT) | 0 | 3 | -3 |
| Certified Home Health Aide | 2 | 5 | -2 |
| Assistant Laboratory Animal Technician (ALAT) | 0 | 2 | -2 |

| | | | |
|---|---|---|----|
| Certified Occupational Therapy Assistant (COTA) | 0 | 1 | -1 |
| Certified Sterile Processing and Distribution Technician (CSPDT) | 1 | 2 | -1 |

Other Labor market Data: Sector Strategy Pathways



 The graphics on this page illustrate relationships and potential movement (from left to right) between occupations that share similar skill sets. Developing career pathways as a strategy promotes industry employment growth and workforce engagement.

Other Labor Market Data: Employment Distribution by Type

The table below shows the employment mix by ownership type for Total - All Industries for the NWDB Region. Four of these ownership types — federal, state, and local government and the private sector — together constitute “Covered Employment” (employment covered by the Unemployment Insurance programs of the United States and reported via the Quarterly Census of Employment and Wages).

“Self-Employment” refers to unincorporated self-employment and represents workers whose primary job is self-employment (that is, these data do not include workers whose primary job is a wage-and-salary position that is supplemented with self-employment).



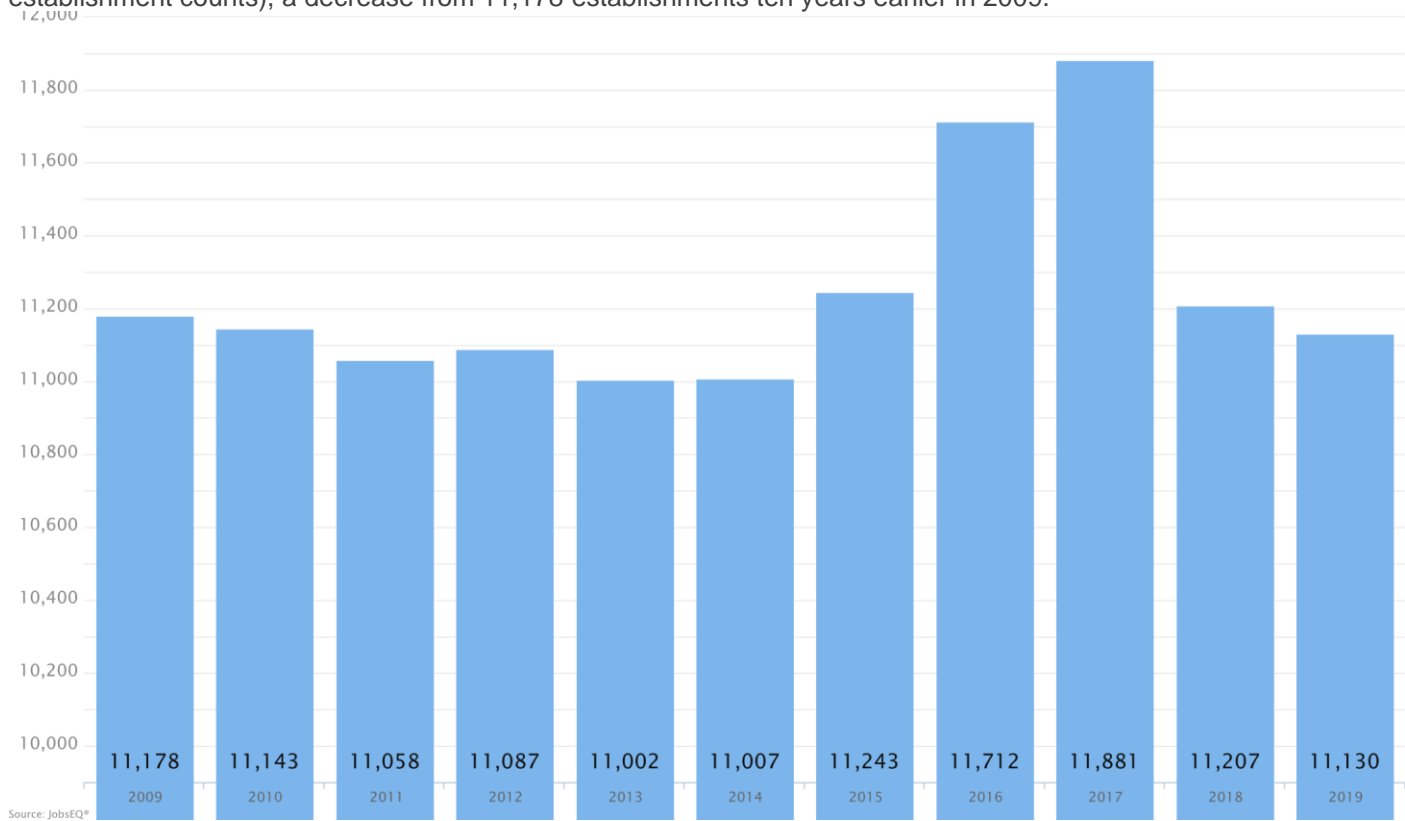
| | Empl | % |
|--------------------|---------|-------|
| Private | 104,257 | 74.5% |
| Self-Employment | 10,611 | 7.6% |
| Local Government | 14,755 | 10.5% |
| State Government | 6,317 | 4.5% |
| Federal Government | 3,090 | 2.2% |
| Other Non-Covered | 850 | 0.6% |

Source: JobsEQ®

 Strong entrepreneurial activity is indicative of growing industries. Using self-employment as a proxy for entrepreneurs, a higher share of self-employed individuals within a regional industry points to future growth.

Other Labor Market Data: Business Establishments

In 2019, there were 11,130 Total - All Industries establishments in the NWDB Region (per covered employment establishment counts), a decrease from 11,178 establishments ten years earlier in 2009.



💡 New business formations are an important source of job creation in a regional economy, spurring innovation and competition, and driving productivity growth. Establishment data can provide an indicator of growth in businesses by counting each single location (such as a factory or a store) where business activity takes place, and with at least one employee.



Poll Everywhere Survey Responses – Strategic Planning Meeting

April 9, 2021 – 9am-12noon

1) Please share your thoughts about the current delivery system.

- Sharing resources with employers
- Foster a longer-range vision to participants, long range goals and employment growth focus
- We need more input from our employers
- There is a lot more collaboration and shared clients, but much work remains to streamline documentation sharing and knowledge of services and procedures across partners
- More communication around partner outreach with employers
- Develop better supports to create cohorts of specialized courses built for specific employers
- We need to do a better job reaching individuals with disabilities. Our region would benefit by supporting these folks
- More focus on training offered to small businesses for attracting and retaining job seekers
- Emphasis on support services while in training, follow through to employment
- Agree with public awareness. People look for what they need when they need it, and they don't know where to look
- Navigator who can provide information on all programs and be able to navigate individuals through processes
- Continue to explore how to reach disconnected adults, DW and Young Workers
- Increase of awareness/information between partners to allow for easier collaboration
- Continue to develop a unified menu of services, easy to read, easy to share
- Partner cross training
- Heightened use of social media
- Increase one stop/no wrong door
- Ok
- More exploration
- We need to improve cross information so all partners are up to date on new training, support services, etc.
- We need to be able to help people through a pathway rather than stopping at the first credential
- Needs more presence, public awareness



2) How can we improve the process for engaging job seekers?

- Short term work-experience to hire
- Create more paid training opportunities
- Continue to explore electronic portfolios and help job seekers understand the benefits
- Promote options of work environments, remove the fear of the pandemic, and show that employment can be safe
- Getting it out there that everyone does not look good in an interview
- We need to do a better job of sharing success stories with all our students, job seekers, etc.
- Continue to support work readiness in tandem with training
- Real stories, real people, real faces
- Helping young people with social skills, people skills
- Engage more with employers and get them to do job fairs for young people to invite them into the business to see the actual work going on
- We need to determine where we can connect with young people who have left the traditional high school environment but are not going to college
- Continue strong presence in media platforms of choice for each demographic e.g., Facebook
- Must work on soft skills, interview skills first
- Remove stigma. Services should be viewed as open to all rather than only for people on assistance programs
- Ongoing and aggressive PR/advertising
- More direct collaboration with DHHS and UI. Education to address perceived benefits cliff
- We need to keep having the job fairs and opportunities for businesses and job seekers to meet
- Create “options menu”
- Outreach and service to job seekers in languages other than English – to ELL population
- Work with employers on marketing the benefits of working for them, this in turn may stimulate those who have become disengaged from the labor force
- Provide jobs up front
- We must include feedback from job seekers of all ages

Discussion Questions - Strategic Planning Meeting

April 9, 2021

9am-12noon

1. Identify “in-demand” credentials

Group 1

Healthcare including medical assistants, CNA’s CADC, MHRTC

Stacking credentials pathway to higher level certifications

Electricians

Plumbers

Boatbuilders

Woodworking

Machinists

Welding

Construction

Group 2

Short term, quick trainings that can get somebody rapidly from unemployed to employed

CNA

Medical assistant (big pay jump from CNA to medical assistant)

Welding

CompTIA

RN

Truck driving (CDL)

Allied health credentials

Teachers

“Techs”

Substitute teachers

Hospitality?

Trades

- Mason training
- Electricians
- Carpenters
- Plumbers
- HVAC

Group 3

CNA in demand

Not all going for CRMA

CDL in demand

Micro credentials and or badging

Micro Soft Office/IT credentials

RN

Coding

Phlebotomy

Anything in Health Care field in general

HVAC

Group 4

Healthcare

Basic Life Support Credential

CNA

Medical Assistant

LPN - Leading to RN

Dental Assistant

HVAC - Plumbing & Heating

Bus Drivers

IT - Cyber Security & Networking

Direct Support Professionals

Educational Services - Teachers, Ed Techs

Electrical - Tech, Electrician

Project Management

2. How can we promote credentialing to businesses?

Group 1

Success stories of other businesses who have worked to create credentials

Demonstrating how credentialing leads to higher levels of employee retention

Addressing the cost and seeing the value of the return on that investment

Understanding the business before having discussions

Using economic development partners to research the industry to prepare for the conversations

Consider differences between small employer and larger employer challenges

Connecting to financial resources for professional development as a possible barrier for the business

Sharing the job seeker's perspective with the business

Demonstrating connection to growth through credentials

Making the case that the job seeker who completes a credential has committed to a process and taken control to show their potential

Group 2

- First, connect with employers and talk with them. Understand their needs
- Collaborate with them. Inform them about *all* of our workforce programs
- When designing new credentials or considering already existing ones, talk with employers first.
What are their industry specific and employer specific needs?
- "What specific work skills do you want new employees to have?"
- There is a disconnect between, trainer, employer, and job seeker.
 - "What would it take to hire this person?"
 - "What would it take to get you to want to work here?"
- Employers should do more than post the job ad in the paper. Instead, connect with potential employees while they are still in training or school (elementary through high school and beyond)
- "We" often start something, and they eventually drop off. Instead, a program that starts and carries through all levels of education

Group 3

Important Business are involved to make sure we are creating training they need

Involving employers in customized training programs

Promote earn & train program

Discussion with employers on the micro credentials and are they going to assist in a person's employment opportunities

Assist with cost of training for employers, customized training

Group 4

Businesses embrace credentials, we need to promote credentials to the general population on behalf of the businesses. Employers are happy to support employees to help gain credentials. Earn while you learn partnerships. Internships/Apprenticeships. Employers creating internal apprenticeship programs, "apprenticeship in training". Go back to social media, youth are on social media and we need to create campaigns. Needs to be in partnership with companies, educational providers, workforce development providers. Consistent messaging. Development of employment skills.

Promotion - spreading the word - using local Chambers.

3. The State of Maine projects that new clean energy jobs will be available by 2030. How can we prepare for these high-quality jobs?

Group 1

Identify what an "ideal candidate" would be for a business in the industry

Identify technical training and education are needed

Start now providing this labor market information to job seekers and partners who work with the future workforce at earlier intervention points. (Tech centers, adult education providers and high schools)

Getting the education providers a seat at the table for the advisory meetings taking place when these projects are planned to come to Maine

Focus on the transferable skills, develop the skills with other jobs that can be applied to those occupations.

Help job seekers build a stronger resume with skills they learned from unpaid "jobs".

Group 2

- Identify the jobs with more specificity?
 - How are these being marketed?
- Identify the skills needed; What skills are actually needed?
- Math skills? Reading skills? Interview skills? Paperwork skills?
- What are current clean energy company trends? What do they need right now and in the next couple of years? Knowing that will be helpful for the 2030 goal
- Can we take an "inventory" of our current state as well as other states?
- What skills and credentials in wind turbine jobs? Installing solar panels? Heat pumps etc.
- How will these new jobs displace already existing jobs?
- How will these clean energy technologies be affordable for customers?

Group 3

Keep it simple for employers, ask them to help define a credential, what are the skills needed

Northeastern Workforce Development Board | Strategic Plan Meetings & Activities

Offer employers resources for training

Look at our practices on how we advise people on skill sets, so people can prepare themselves for the job market. Help guide people in a more sophisticated way

Career Decision most important

Ability to identify to portability of a skill set from one job to another

OJT, apprenticeships/

Not just sending them to school/ other types of learning, multiple pathways

Look at existing skill sets, give people credit for work experience

PLA prior learning is difficult

Group 4

It is still early on in these stages, many questions surrounding and many are private employers.

Licensure has not been put into place yet. Positions may include electricians, manual laborers, etc. but with added credentials for a “green” career pathway.

Will be a continued need for micro credentials - soft skills, interviewing skills. Remedial skills are needed! Stackable certifications with short-term positions leading to sustainable wages.

Many are not willing to give up their current lifestyles to obtain their dream job.

Sector partnerships. Bring job seekers and employers to the same table.

Ensuring building of the pipeline as we are working with the state and employers - ensuring students are in the pipeline and are set up for success - high school and college/university level.



NWDB Stakeholder Meeting

Via Zoom Meeting

Monday, April 12, 2021

9:00am – 12:00pm

Attendees via Zoom

Robin Doody NWDB Young Workers Advisory Committee Chair, Northern Light Health Talent Acquisition Specialist

Denice Conary NWDB Board Member, Penquis Chief Financial Officer

Erin Benson NWDB Board Member, ACAP Program Coordinator

Traci St. Clair NWDB Board Member, Teamsters Local 340 Union Business Agent

Joanna Russell NWDB Executive Director

Rebecca Bryant NWDB Program Assistant

Anna Stockman EMDC Community & Business Services Planner

Chris Huh EMDC National Farmworker Jobs Program Director

Leah Gulliver EMDC Assistant Director of Workforce Services

Vicki Rusbult EMDC Community & Business Services Director

Betsy Fitzgerald Washington County Manager

Carrie Brooker BRS Transition Consultant

Chris Rector Senator Angus King's Office Regional Representative

Edi Smith Senator Angus King's Office State Director

Elizabeth Carroll MEOC Aroostook, Washington HOPE Navigator

Greg Leavitt Bangor Adult & Community Education Director

Jim White Piscataquis County Commissioner

Kate Walsh MEOC Bangor, Brewer & Dover-Foxcroft College Access Advisor

Paul Ruggiero Bangor CareerCenter Assistant Manager

Peaches Bass BES WIOA Policy & Evaluation Program Manager

Roger Felix Loring Job Corps Center Enrollment Services Manager

Scott Hatch Penobscot Job Corps Center Career Development Director

Sophia Sawyer-Johnson Vocational Rehabilitation Counselor

Stacey Cyr Madawaska Adult Education, Continuing Education Director

Sue Henri-MacKenzie VR Case Work Supervisor

Susan Slick Northern Light Acadia Hospital Director of Community Care

Tanya Emery City of Bangor Community & Economic Development Director

Daniel Loring Job Corps Center Student, CDL Program

Bart Loring Job Corps Center Student, Automotive Program

Katty Loring Job Corps Center Student, Cyber Security Program

Kameron Loring Job Corps Center Student, Advanced Computer Systems Program

Meeting Notes

Welcome and Introductions – Joanna Russell asked attendees to introduce themselves by name and organization.

Summary of Prior Stakeholder Sessions – The current NWDB four-year Strategic Plan was developed in 2016. This plan has a very strong structure but needs to be updated to reflect the current economic needs, substance use disorder and recovery, and the challenges and adaptations under the restrictions of Covid-19. The NWDB has contracted Vicki Rusbult and her team at EMDC to write the updated Strategic Plan and will be doing so in alignment with EMDC's Comprehensive Economic Development Strategy (CEDs) to weave together the regional economic development strategy and the workforce development strategy. This will also allow for more input from the region's businesses and effectively strengthen our system.

During the second EMDC CEDs planning meeting, Hannah Pingree delivered a presentation about the challenges and opportunities with climate change and resiliency, **see attached page 5**. Vicki presented the results of the EMDC Stakeholder SWOT analysis:

| | |
|--|--|
| <h3>Strengths</h3> <ul style="list-style-type: none">➤ Quality of Life➤ Outdoor Recreation Opportunities➤ Collaboration and Partnerships➤ Location of International Airport | <h3>Weaknesses</h3> <ul style="list-style-type: none">➤ Broadband➤ High Energy Costs➤ Public Transportation➤ Aging Infrastructure |
| <h3>Opportunities</h3> <ul style="list-style-type: none">➤ In-migration➤ Attract Remote Workers➤ Clean Energy Alternatives➤ Katahdin Woods and Waters National Park | <h3>Threats</h3> <ul style="list-style-type: none">➤ Out-migration➤ Climate Change➤ Aging workforce➤ Long Term Effects of COVID-19 Pandemic |

The current NWDB Strategic Plan, Plan at a Glance, and all appendices can be viewed here: <https://www.northeasternwdb.org/strategic-plan-1/strategic-planning/>.

Vicki Rusbult reviewed the results from the Poll Everywhere exercises and Breakout Group discussions from the previous Stakeholder sessions. *See the NWDB Session 1 & Session 2 Stakeholder Meeting Notes.*

LMI Data & Analysis – Joanna Russell delivered the Northeastern Local Area LMI Data & Analysis presentation developed by Jon Farley and Tom Fernands from EMDC, **see attached pages 6-27**. Leah Gulliver stated many service providers do well to keep high school students engaged but some programs are not always designed to engage youth and young adults and collaboration is key. MDOL's BES has submitted a request for waiver to serve more in-school-youth to provide earlier intervention.

Status of Young Workers Survey – The NWDB and its partners created a survey specifically targeting the Young Workers in the northeastern local area. The survey received a total of 312 responses with 265 respondents between the ages of 14-24, residing within the region. Of the total 312 survey participants, 110 requested follow-up services. The NWDB staff will create a system to contact each of these individuals.

A top response to the survey question “What does your dream job and/or employer look like?” was flexibility. Susan Slick stated this has become very prevalent in the workforce today and the younger workforce with Northern Light has expressed they do not want a flexible schedule but more so an “agile schedule” – to work anywhere at anytime so long as the required work is completed. Northern Light has updated their scheduling requirements to accommodate these individuals and create a happy workforce. **See attached pages 28-43 for the NWDB Young Worker Survey results.**

Status of Stakeholder Interviews – Vicki Rusbult will be setting up three group interviews this week: Group 1 – BES, Group 2 – Literacy & Adult Education, Group 3 – One Stop Partners. Any partners who wish to participate should email Joanna Russell at JRussell@northeasternwdb.org or Vicki Rusbult at VRusbult@emdc.org ASAP.

Poll Everywhere – Anna Stockman conducted a Poll Everywhere exercise in which attendees were asked to share their thoughts on the current delivery system and to identify ways to improve the process to engage job seekers. **See pages 44-45 for the Poll Everywhere Survey Responses.**

Roger Felix invited four Loring Job Corps students to participate in the conversation. Meeting participants asked the following questions:

Do you have any suggestions on how to improve the current workforce system?

Response: motivation for employees to grow.

What do you see as your ideal job and what is attractive to you?

Responses: safety, appropriate training, a steady schedule, consistent and reasonable work hours, fair and committed employer, healthy work environment, schedule flexibility, availability for career advancement and possibility to shadow a mentor.

Breakout Discussions – Breakout Discussions – Attendees were split into four Zoom breakout rooms to discuss the following:

- Identify “in-demand” credentials.
- How can we promote credentialing to businesses?
- The State of Maine projects that new clean energy jobs will be available by 2030. How can we prepare for these high-quality jobs?

See pages 46-48 for the Breakout Discussion Responses.

Closing Remarks & Next Steps – Vicki will be scheduling the group interviews this week. The first draft of the NWDB Strategic Plan will be completed by May 7, 2021 for review and will then be released for public comment.

Respectfully submitted by Rebecca Bryant.



Strategic Planning 2021

April 12, 2021

9am – 12noon

Agenda

Welcome and Introductions – Joanna Russell

Summary of Prior Stakeholder Sessions – Joanna Russell & Vicki Rusbult

LMI Data & Analysis (Youth Centric) – Jon Farley

Status of Young Workers Survey – Joanna Russell

Status of Stakeholder Interviews – Vicki Rusbult

Poll Everywhere – To access Poll Everywhere and log your input, select one of the following options:

- Mobile Device Messaging – Type 22333 in the message line. Once the chat box opens, type ANNASTOCKMAN059 to join and you can enter your responses.
- Log onto computer and type [PollEv.com/annastockman059](https://www.poll Everywhere.com/annastockman059) in the web search box and click enter. That will take you to the Poll Everywhere survey and you can enter your response.

Poll Everywhere Questions to Think About in Advance:

3. Please critique the current delivery system – What works? What would you change? What would you add?
4. Think about current methods to engage job seekers? How can that be improved?

Breakout Discussions – Questions will focus on future job challenges including:

4. Identify “in-demand” credentials
5. How can we promote credentialing to businesses?
6. The State of Maine projects that 30,000 new clean energy jobs will be available by 2030. How can we prepare for these high-quality jobs?

Closing Remarks & Next Steps



Poll Everywhere Survey Responses – Strategic Planning Meeting

April 12, 2021 – 9am-12noon

1) Please share your thoughts about the current delivery system.

- More conversation with employers to help them understand the developmental status of young people and how that may affect their comfort with interpersonal interactions, how to negotiate with adolescents and young adults around agility/flexibility, how to help new workers meet work expectations with or without structure.
- I also agree transportation is a huge limiting factor and must be a priority.
- We need to address the standard daycare hours to expand to overnight and evening work schedules.
- Transportation continues to be an obstacle for many. How to break the barrier?
- How do we reach young adults who are not enrolled in any programs?
- Disseminate information through the local housing authorities.
- We need to figure out a strategy that informs all partners on calendars to assist with successful scheduling of events, etc.
- There are multiple programs that have similar names. It is confusing. What is One Stop?
- Not meeting all who are in need, there remain some populations (New Mainers/immigrants, geographically isolated) that are not accessing the system easily.
- Creating more opportunities for young workers to connect with each other – peer mentoring/job clubs for example.
- Use WIOA funding and other resources to help people through a career pathway, rather than stopping at one credential.
- We adapted quickly to the virtual environment due to COVID, we should continue to offer these services which helps to meet transportation challenges. Our services are comprehensive, but outreach remains a challenge and should be a large focus with strategy.
- A strong attribute is that our One-Stop Partners actively participate in quarterly meetings providing updates, questions, and requests for help.
- Outreach activities that meet people where they hang out. In addition to asking about where young are enrolled, we might ask them where they hang out, where they go shopping, etc.
- Partner engagement is working well but working to include additional partners is needed.



2) How can we improve the process for engaging job seekers?

- If so many want to help others and the world, offer more activities and job opportunities that include that.
- I believe some of this requires staff training. What are those platforms they are using? (e.g., Discord)
- Think holistically – success in a job often relies on other personal factors – home life, poverty, difficulty in school, being bullied/being ‘different.’
- Be more specific at the top of the process of what jobs are available. Give them a picture early on of where the openings are.
- Activities to build interest in career development.
- Summer youth employment programs for high school students.
- We can try reverse job fairs where job seekers interview employers. Trying new ideas may increase our success.
- Have work experiences be part of their high school experience.
- Enlist peer young people to support and mentor other young people.
- Targeted advertisement on social media similar to how companies advertise products to people on social media.
- Run focus groups with those young people who are not in high school to find out the best ways to connect with them.
- Implement the ideas they provided in the survey – i.e., we know they are more comfortable with Zoom and Facebook.
- Finding common modes of communication, online presence where the demographics indicate, trying multiple platforms.
- Collaborate with employers and assist with the gaps in communication and expectations.
- The standard protocol is to meet them where they are at. Technology (cell phone text message) communication.
- With this demographic, it is all about meeting them where they are at.

Discussion Questions - Strategic Planning Meeting

April 12, 2021

9am-12noon

1. Identify “in-demand” credentials

Group 1

Inexpensive pathways important

Credentials offered through Job Corps; ASE training, module training, AC Delco/hands on. Appreciates guidance from instructors here to help the students.

CDL and driver's license, getting endorsements required

IT - technology will grow more and more Sisco certified in entry level program, cyber security

Broadband expansion jobs

High school equivalency, having state ID, (eligible to work in the US)

Healthcare

Construction

Manufacturing

Access to broadband for employment

Group 3

Driver's license. So many young people do not have a driver's license and transportation is a huge problem. There is a lot of anxiety around obtaining one. Knowing who has one and who does not is critical in matching up appropriate positions with those who can and cannot drive. Other in-demand credentials mentioned: CAN, CDL, Comp/TIAA, Microsoft Office, any IT-related credential. In the youth questionnaire, a high percentage stated that they struggled with in-person interactions. In light of this, it is important to use/develop a soft skills credential, i.e., WorkReady. The questionnaire also revealed that many of you wanted to be in helping professions. Another in-demand credential that speaks to this is the MHRT/C.

2. How can we promote credentialing to businesses?

Group 1

Employer and student liaisons, introducing recruiters-bringing them to the students

Talk about relativity to the safety goals of the employer; instructors keep this in their considerations when teaching.

OSHA 10

Short term digital badging/micro credentials sector specific events to create more opportunities for these credentials; expanding the opportunities for more students to take these credentials

Anticipate what students want to learn for short term credentials and what the employers need

Group 2

Developing stackable credentials - transforming into college credits.

Employers will want to know what the credentials represent as far as skills, help employers understand credentialing.

Team up with businesses to design credentials. Look for something other than traditional credentials/resumes. Help recruiters understand as well.

Meeting smaller employers where they are at, identify their needs.

Soft skills credentials.

Group 3

As the badging/micro credentialing initiatives continue, be sure to bring businesses to the table—to see if the training is relevant and recognized as industry standard. Find organizations that are the conduit to industries, i.e. The Associated General Contractors of Maine, and make sure they are at the table when “industry-recognized” credentials are developed—not only for input into relevancy but to also spread the word of these credentials to Maine businesses with the organization’s industry. And realize that some organizations cater to the management of an industry, while others connect with boots on the ground employees. Partnering with chambers of commerce and service organizations that cater to businesses to spread the word of what credentials are currently being utilized, and have them share this information with all the businesses with whom they network. Partnering with the workforce system who can support an OJT that could come with credential attainment. Recruitment is difficult. Employers must learn what employees want to recruit and retain them, i.e., rather than a signing bonus, help with college education repayment even if it is a degree that does not match the work they are doing. Conversely, employees must understand what skills they need to bring to the employer.

3. The State of Maine projects that new clean energy jobs will be available by 2030. How can we prepare for these high-quality jobs?

Group 1

Identify how this will translate in all sectors. Support positions, technical positions, STEM, environmental aspects...etc.

Identify what already exists in the workforce, find the gaps.

Create trainings

Identify transferable skills that can be used toward these positions

On the Job training/apprenticeship

Looking ahead, how will the job change down the road? Be prepared in advance for the changes that may come up.

Keep making the connections between our trained workforce now and identify what research we should do to be prepared.

Group 2

Are these careers going to be part of a curriculum? Defining what these jobs will entail.

Apprenticeship and pre-apprenticeship programs, OJT, Work Experience. Many will be specialized positions and will require on-the-job training to obtain the experience required.

IT (broadband, fiber-optics)

Electrician

Solar Energy (panels)

Many different trades will be involved.

Almost any career can be considered a “clean energy job”; there will be many opportunities.

There needs to be discussions at higher levels to prepare tech schools, business, colleges, etc. to prepare to train these individuals. We need to have conversations with the industries involved. This will bring more businesses into the state of Maine. Clear “career pathways” have not yet been defined and it will not be career ladders but rather career lattices as there is such a broad array of positions involved.

Many positions are virtual/remote, and employers may hire outside the state. How do we prepare our young workers to obtain employment with these companies and have a greater edge?

Construction in a green environment, how will this change how current employees work? Industries and education must partner to develop new strategies to remain competitive.

Group 3

Define what clean energy jobs are and get the word out. If youth start at an entry level position in clean energy, what is the natural evolution of the job—describe what upward mobility might look like within the industry or transferring skills to another industry. Clean Energy will need positions that are common to other industries, i.e., clerical, janitorial, HR, accounting. What specialized information/skill set is needed to work in the clean energy industry that would be pertinent to common jobs. Asking existing industries how they are adjusting to clean energy right now, i.e., plumbing/HVAC folks are installing heat pumps; electricians are installing solar. Develop a strategy to meet the needs of current clean energy jobs and how to develop training for the needs through 2030. Design a clean energy program for the CTE arm of Maine's high schools. Begin the training process with the emerging workforce. Outreach to high school students and college students is severely lacking on what is out there for career options. Find ways to better promote the possibilities/choice for future employment. We need better internet!

Interview #1 – Bureau of Employment Services

April 14, 2021

Participants: Melissa Harvey, Patricia Perry, Paul Ruggiero, Heidi Ouellette, Dodie Emerson, Chris Huh, Leah Gulliver, Joanna Russell, Vicki Rusbult

General Programmatic Comments

- State no longer providing services for WIOA population (BES) 2018
- Current participation had to go through a transition to new programming – go to EMDC instead of BES
- Easy to leverage funds – required better communication, not an issue (just another thought process)
- EMDC – maintained that primary contact communication
- Performance of WIOA programs in Washington county have been maintained in terms of national performance measures
- CSSP – more of a challenge behind the scenes but not apparent to client, that resource softened the handoff
- CSSP – less of a challenge for the State, remained as primary for those customers (new for EMDC)
- Composition of employer mix in the region (loss of paper mills, composition of dislocated workers, trade act diminution. Tradeoffs no longer occurring.
- Co-enrolled, BES remained as primary provider so not difficult. What was difficult when EMDC came in, then that became difficult
- COVID-19 – telephone calls to the Bangor Career Center, calls through a central line. System Change – hot line rolled out in January 14 for entire State. May be changes in future to the email system.
- Reporting – going to change with new infrastructure agreements to capture the data and how is doing what. One Stop partner MOU and funding agreement is driving that
- Job Fairs in the future – in person events not happened (COVID), but have been effective with virtual events. Doing more outdoor events in future. Met and exceeded challenge with virtual events. Continue with virtual as they met the challenge and not go backwards. Employers have voiced the kind of events and we can work with that. Good to have more options on the table. Build the two. Nice to give the employer an option. Workshop pieces as well. Coordinate across the board. Not duplicate efforts. Allowed each to assess what each is doing and not duplicate.

New Services

- New handbooks and job seeker services
- Dodie and Patty– new campaign (planning stages) outreach to people receiving unemployment (customized emails depending on their situation. Share resources. Different targets every week/every other week – unemployed individual will be able to respond back. Targeted audience each week, i.e. for welders, veterans, identified as the need for the week.
- Core Serra – target email blast with services needed, training, upscaling skills or new training. Contact tracing work. Tripled amount of applications for businesses to fill open jobs.

- Resea is new. In third or fourth week, Reemployment Services Eligibility Assessment.
- WPRS
- Took what they had and tweaked to work in new environments.
- Redesign of the web page and job seeker and employer guides – all posted
- Creating a shared calendar (come right after web design) – see what is going on in each region. Social media platform now, two-fold for local level and State-wide push (new process)
- New migrant and seasonal farmworker – Jorge. Important milestone for BES. Corey came onboard in November. Added because of amended Wagner-Peyser Act and new performance/outreach requirements, have an MOU with National Farmworkers Program. Migrant and seasonal farmworkers. Helped because MOU is now required. Switched to Bureau of Labor Standards. Expanded outreach capacity for NFJP and BES. Coordinate with Chris Huh. Equitable provision of services. Have a monthly call. Required for federal monitoring and reporting. Change the definition and outline of job seekers registry. Tom Fernands and Chris Huh invited to those conversations. Hope to be out in the field sooner than later.
- NJL system – next generation because of new and improved updates, through Tableau (reporting system). AJLA job system reporting (record management system). Staff –assisted services. Implemented 3 or 4 years ago. Improved services immensely. Any monitoring for programs, can retrieve data off of NJL. Call it Next Gen. Called Maine Job Link Next Gen. 4-legged stool. legs admin/data capture, program, businesses (employment training providers), and job seekers (have their own accounts). Includes Veterans program.
- Live chat system new. Prior system, 11,000 + served, after implementation, had March 2020 - 2021 helped 50,000 people and got customer service award. One month snapshot

New Partners

- Working with recovery centers. Include recovery networks – BARN. (i.e. Bob Pickett) Recovery areas in Washington and Aroostook (not new). After last strategic plan implemented.
- Eric Lamoreau just started and then COVID hit. Come with own case workers.
- Diversion for Penobscot County at BARN – One Stop

Barriers that Job Seekers Experience

- Broadband and technology – still lacking sufficient access
- Accommodate them from where they are at
- Pandemic – schools all on-line or hybrid learning. Lack of resources for technology.

Opportunities

Recognize that they had to provide services in a different manner to reach all – citizens, state workers. More far reaching.

Major Industries or Sectors

- Healthcare
- Service industry
- Trades
- Hospitality
- Clean energy
- Technology

- Wood/agriculture
- On-line job opportunities – may lose workers to out-of-state

Serving People with Disabilities

One stop certification = cross-training on devices for disabled. Learn more about options. State provides special devices routinely. Career centers well equipped but need more training.

Individuals needing Google translate, translation services.

Priority of Services

Veterans are recognized federally as priority of service –pretty much the same since last strategic plan. Adding family members of Veterans. Added new ERRA for qualifications of DBOP. Vietnam era added to services eligibility list. Significant Barriers to Employment.

Interview #2 – Adult Education & Literacy

April 16, 2021

Participants: Dan MacDonald, Kathy Pelletier, Greg Leavitt, Joanna Russell, Anna Stockman, Vicki Rusbult

System Changes

- Remote access to learning; pandemic has made the process acceptable and expected.
 - Allowed us to reach out to other partners in system and across State to provide real cost effective training, build strong cohorts
 - Delivery of instruction and assessments improved through remote process
 - More opportunities for credentialing, job training? Yes, IC3 Tech/Hire gave example. Remote access for CNA training, reducing wait list and promote classroom and lab work and then go to region for hands on training. EMT classes started based on need, first in 8 years in Aroostook
 - Been able to provide classes by increased access to instructors
 - Chemistry course collaboration with UMA for nursing (50 through this year)
 - During winter months, had increase in students because didn't have to work about travel (safety), car repairs/tires, babysitter
 - Stay engaged even if they move out of state or area
 - Deaf student in tech/hire – could read lips by viewing screen better, anxiety could be diminished by blacking screen periodically
 - Opened eyes and allowed people to pull down structures to make the programs work.
 - Accountability linked with availability and structure
- TechHire goes away this year, but will continue training programs
- UM micro-credentialing for IT and healthcare
- Infrastructure/organization challenges (broadband, staffing). Was issue for students, Aroostook provided more hot spots. Had to create the platforms and understanding of remote instruction needs. Units/technology to lend, had a little more restrictions for students and technology wasn't as easy to navigate rather than if they had their own. Had to do more digital literacy tutorials to get them up to speed. Office help hours.
- Any difference in grade point averages or ability to complete course work? No noticeable difference in Aroostook.
- Using a lot of social media – Discord (good for Tech/hire)
- Brought in more students by moving outreach from paper to electronic; used electronic catalog of coursework
- Reach high school students before they fall off the rail

New Services

- Remote Assessments (employers, partners, Title 1 partners)
- Thought to new job entries for clean energy – change to training. Don't know those jobs yet
- Sector partnership events to talk with industries/businesses similar to what was done for healthcare

- Regional aspect – green energy jobs, develop training in each county/region to provide skills development. Adult ed can pull together pretty quickly and can provide that service
- Referral process – warm handoff. Carried from one partner to another to eliminate confusion and participant dropout. Communicate regularly by phone and drop-in counseling sessions (team oriented in delivery).
- Migrant and farmworkers has dropped off in Aroostook County.
- Adult Ed gave presentations at the Career Center before COVID so haven't happened since. Direct outcome of One Stop meeting to create handoff to education/skills development AND businesses. Continue in the future – resurrect local team partnership group/monthly ATEC meetings (best practice). Good for English and math help, supplies to get into class. HOPE program helping more and more students.

New Partners

- HOPE program through DHHS
- More interaction with JMG (waiver request for youth programs 16-24 youth not in school). JMG – J Maine Graduates. Need is growing to change it up again.
- Integrate everyone into early intervention.
- Recovery organization interaction? On radar and want to do with Caribou (Aroostook). Is there value to reconnect? Absolutely. Great bridge to employment and success by going to recovery centers. More people affected by it – fear of word getting out about past addiction. Reduce stigma. Don't forget family members.

Barriers that Job Seekers Experience

- Housing (not so much, but still present for younger kids and couch surfing)
- Supplies, transportation, childcare
- Technology
- Access to education
- Aging of current workers
- Out-migration

Opportunities

- Clean energy jobs
- Medical field (dental, medical, train-the-trainer for CPR)
- New CDL drivers will need to have classroom training
- Mental health jobs
- Increasing job training because of collaboration. Not waiting as long to get into a program.
- Real time is important
- Opportunity to fill trainer/teacher gaps is more optimal

Job Opportunities

- Growing industries – forestry, aquaculture, clean energy, healthcare, educational jobs, construction, IT, hospitality, people retiring out of jobs, municipal infrastructure/public services, climate change
- Aging piece – 30 and 40 is now considered old. Can't get into training programs because they are considered too old.

- High demand sectors identified with last plan – do we need to expand this list? Green energy, transportation, ... education/teachers needed

Disabled

- Work continuously with voc rehab, special education
- Adequate for equitably access (i.e., equipment)
- Asking clients to help advise for adaptable conditions/accommodation
- Alternative ed programs – students facing anxiety/mental health services needed. Have to help these students to overcome their anxiety through direct engagement. Overcome lack of opportunity to address earlier on to help with adult life as well.
- Alternative high school programs
- Filling gaps that they haven't been given in past (providing needed accommodations)

Minorities

- ESL teacher at Bangor does a lot of outreach
- Interpretation skills – not much of a call for it but try to accommodate if needed
- Same with Hancock, engaged foreign language at high school
- Aroostook come through job corps center and recent migrants. Chinese immigrants – worked with them by partnering with a local restaurant owner. Google
- Artists, cooks, classes at night, share cultures but had to communicate in English
- Migrants speak to alternative students
- Doctors have come in for linguistics training to that they can communicate with patients
- Cultural sensitivity training performed for staff, harassment, bullying
- Overcome past experiences with discrimination when adapting to our region

EMDC Comprehensive Economic Development Strategy
Stakeholder Meeting #3 Agenda
April 22nd, 2021

- I. Welcome & Introductions – Anna Stockman, Planner
Lee Umphrey, President & CEO
- II. Regional Planning Commission Designation – Lee Umphrey
- III. Opening Remarks – U.S. Senator Angus King
- IV. Overview & Outcomes
 - a. CEDS Meeting #1, Heather Johnson, Commissioner, Department of Economic & Community Development
 - b. CEDS Meeting #2, Hannah Pingree, Director, Governor’s Office of Policy Innovation and the Future
- V. CEDS Task Force Update
- VI. Breakout Room Discussion & Small Group Brainstorm of CEDS Goals
- VII. Closing Remarks & Next Steps

Small Group Brainstorm of CEDS Goals

Discussion Question Responses

Broadband Goals:

Group 1: Every household has the ability to be attached to Fiber and goal must include a target take-rate (to be established). Needs to include homes that are not currently connected; include a marketing campaign. Ensure that all households have the equipment available to them that they need to utilize the broadband (collaboration between education, workforce development & CAP agencies)

Group 2: Identify the mechanisms and the funding options becomes the challenge. The most difficult question is the money and resources. Get the State to implement the initial structure, then fill it back in. Important to consider equity issues when building out broadband. ConnectME Authority has planning grants for groups to study a region's broadband needs. There are inequities in Maine that have been exposed by the pandemic. The funding challenge also identifies the need to prioritize the infrastructure needs

Group 3: Understanding federal programs and opportunities, particularly for rural communities with limited staff capacity. Getting information about existing infrastructure (broadband audit) of the entire region. Facilitate a process where local communities and leaders are convening discussion about the needs and potential investments.

Group 4: We need to get more of it. Promote ubiquitous fiber through the region. Develop strategies to deal with the rural / urban disparity. We need to build fiber backbone so we can adopt new technologies. Can we be early adopters of emerging technology? Promote competition to insure development. How do we promote collaboration? Undertake activities to "Get Maine on the Map." Possible collaboration with University. Create clusters to promote expanded fiber.

Transportation Goals:

Group 1: Secure more funding for Public Transportation; determining the modes of transportation that communities *want* to support (what will work & where is the need); build a transportation "scaffolding" - include large employers & the public to see what they are willing to supplement

Group 2: First define what we think public transportation consists of, in terms of existing as well as future need. Identify public transportation in terms of business development, rail/airport/marine and then individual consumers' needs. Volume is key to making it economically feasible. Need to prioritize the needs for businesses versus individual consumers

Group 3: Regional transportation authority to oversee, plan, and promote public transit. Engaging larger employers in discussions about transit. Large scale ride-share options for smaller communities. UMaine or some entrepreneur to support a commuting app.

Group 4: Will it be possible to expand the footprint beyond the Bangor urban core?
Enhance Existing network -- focus on energy efficient / electric vehicles
Expand inter-regional transportation into hubs / gateways.
Find new techniques to help with employment based / workforce transportation.

Climate Resilience Goals:

Group 1: Create a regional climate plan that builds into the state's climate plan; Has to be education and community buy-in to make any strategies that are implemented work; Needs to be marketed efficiently so that the public is aware of the importance (how it affects multiple industries/sectors) and to increase the buy-in.

Group 2: Important to recognize this has a big impact on our seasonal businesses. Look to groups like EMDC take a lead on issues such as this, these issues are all linked together in terms of infrastructure needs. Otherwise there will be bottlenecks, duplicative efforts. It's important to model these issues on a regional level through planning organizations and universities that have the resources and are already studying these issues

Group 3: Infrastructure around electric vehicles (rapid charging). Federal and state funding - determine priorities and projects for the region. What are the opportunities and what are the threats? Audit of the areas in danger, understand scenarios and timing so we can start to develop plans to respond

Group 4: Greater electrification/expansion of renewable energy. Support UMO work on off-shore wind. Investing in Aquaculture to better utilize our coastal resources.

Education Goals:

Group 1: Align with the state's plan to have 65% of the working population possess some form of credential; expand outreach and orientation efforts of these credentials to employers; make sure training aligns with employer's needs; establish what credentials are meaningful to new industries

Group 2: How do we better connect education with workforce development and job opportunities?

It would be good to tailor education programs to actual business needs rather than the other way around. Be more responsive as opposed to reactive in a dynamic and changing workforce. How do we identify the newly emerging skill needs, and developing education to meet those workforce needs?

Group 3: Audit of emerging technologies and what kind of education is needed for these, what programs exist or are needed. Resiliency - programming for K-12 and postsecondary for resiliency. Disconnected workers - how do we reconnect with them and address barriers. Businesses are concerned about the skill sets of younger workers, perhaps we need an emphasis on CTE (community technical education) and tech ed vs four year college programs. Preschool and early childcare capacity is needed, particularly in rural areas

Group 4: Education aimed at retooling the workforce. EMDC should be identifying skills gaps and job growth opportunities. Promoting these issues / elevating the issues for the communities in order to move to new solutions. Promote the dialogue among educational institutions/employers/students

Workforce Development:

Group 1: How to drive people back to work and get past the challenge of unemployment compensation; Work with employers to offer more flexible schedules/facilitate higher wages); strategy/solution to help combat the "benefits cliff" (i.e. transitional phase)

Group 3: Audit of emerging technologies and what kind of education is needed for these, what programs exist or are needed. Resiliency - programming for K-12 and postsecondary for resiliency. Disconnected workers - how do we reconnect with them and address barriers. Businesses are concerned about the skill sets of younger workers, perhaps we need an emphasis on CTE (Community Technical Education) and tech Ed vs four year college programs. Preschool and early childcare capacity is needed, particularly in rural areas.

Group 4: Retaining young people -- build a multi-generational workforce

Discussion Question Responses

1. How can broadband be improved? (Groups 1 and 4)

Group 1: Increase the number of recipients; improve broadband reliability and speeds; increase number of companies available.

Group 4: Increase investment in the expanded broadband -- make a catalytic investment. Increase strategic collaboration with public and private partners. Encourage market to drive solutions (and capital).

2. How can public transportation be improved? (Groups 1 and 4)

Group 1: Expansion; better public/private partnerships; retain bus drivers; improve road conditions; raise wages; add in passenger amenities (Wi-Fi, etc.) without increasing cost of ridership significantly.

Group 4: Should we just double down on broadband and forget transportation? Cost is prohibitive to expand, so we should be making incremental improvements.

3. How can we increase our region's resiliency to the impacts of climate change? (Groups 2 and 3)

Group 3: Look at the state climate plan and economic development plan and identify opportunities for this region within those two documents. Provide opportunities for our workforce to gain skills and competencies to connect to the changes in industry. Leverage our higher education institutions and their research and opportunities. We need a document that shows the infrastructure threats and industry threats - that makes it real for the general population and they can start supporting measures of change and mobilize public support. UMaine risk climate program has some of that data.

4. How can we better connect education (e.g. curriculums) to workforce development opportunities? (e.g. clean energy jobs) (Groups 2 and 5)

Group 2: Need to include housing as a key element of any workforce development plan. Need to closely link the education link, for example with a focus on STEM education, when looking at workforce development planning. Need to work cultural diversity training into the education curriculum to address attracting a more diverse workforce and to embrace diversity. Iowa has had a lot of success in this area and it would be good to look at some of the modeling being done in some other areas successfully

Group 5: EMCC-Education Design Lab Rural program. Broadband, Transportation, are key. Need to have engagement of employers early on. How do we think about "stackable" skill sets that allow people to stay in the area and grow? We have a number of people who are underemployed or re-entering the workforce. How do we help them better engage with more employers or new, emerging sectors? How

do we tie these together? Some basic skill training would help a significant number of people re-engage. We need to communicate the variety of jobs and industries that are available here in Maine. People don't need to leave the state upon graduation. Increase salaries/benefits to be closer to average in other regions. Meet older population with where they are, provide more opportunities for older adult students. We need good collection of data to explain our trends will help us analyze. How can we collect and distribute this data? Make sure we include elder population in this data sharing. We need to better reach large population of underemployed people. Retaining workforce is as critical as finding workforce. Can we improve workforce retention programs? Jobs like carpenters, plumbers, electricians are in demand. Can we connect with educators and economic development to provide more transparent picture of training, careers, and jobs in demand? Broadband money coming into Maine will create a significant number of new, good jobs that will demand people with specific training. We need to look into the future and align training opportunities with these new fields.

5. How do we attract and retain new Mainers and embrace diversity? (Groups 3 and 5)

Group 3: Maine Jobs Council has a new committee on this, regionally we have the Maine Multicultural Center. How do we incentivize people to continue to move north or return to Maine? Credentialing - acceptance of credentials from another state or country, our region could lead the way to get that done so we could get people here easily. Language training and welcoming centers are a missing piece of the infrastructure. Housing - affordability and availability.

Group 5: If you want people to come here, they need to have jobs that will pay what they can get elsewhere. Wages need to be aligned with other parts of the country. Remote working is a huge opportunity for people to live in Maine and work elsewhere. Trend of large number of people moving to Maine. Find the data about who is coming, are they staying? How do we better take advantage of this demand and interest in living in Maine? Affordable housing, broadband, and public transportation will be key for sustaining this trend. Advertise quality of life. Look for grants that are available to help market our region. Promote jobs that are available with quality of life in our region. Schools and education need to be promoted. Quality child care and early childhood opportunities are very important. Number 1 barrier for recruiting many families! Safe, affordable, regulated, quality child care is huge. Older people are likely taking on some of this responsibility for younger families. Important for families but detrimental to potential workforce. Again, Broadband connectivity will be so important for access, education, equity and workforce development.

Interview #3 - One Stop Services

April 26, 2021

Participants: Erin Benson, Rebecca Bryant, Jane Blackwood, Stacey Cyr, Tom Fernands, Karen Frasier, Leah Gulliver, Greg Leavitt, Elizabeth Nitzel, Kathy Pelletier, Patricia Perry, Paul Ruggiero, Kathy Williams, Joanna Russell, Vicki Rusbult, Anna Stockman

System Changes

- Partners started coming together more even prior to pandemic. Meet on regular basis to discuss best how to reach those already in system and those coming into system. Surveys developed along the way to analyze delivery and get feedback. One stop partners quarterly meetings (when did they stop?). Now starting to report out to NWDB and others.
- Collaboration between ACAP and EMDC has grown and has had significant impact.
- System changes to address referrals and hand-offs. One Stop Operator Consortium (RSU 32, ACAP, EMDC) – lead the charge to create collaborative meetings.
- Communication critical to being able to move projects forward. Getting feedback that we can work with. Natural development.
- One Stop operator is facilitating meetings – formal agendas, meetings Wednesday before quarterly board meetings, notes taken and shared. Formal program of work for One Stop Operator.
- State echoes what has already been said – fine-tuning virtual interactions, more excellent communication and organization around activities and what's been taken on. Who is doing what? Having Voc Rehab at the table. Able to get to know each other better and advancing the no-wrong door concept because they know who to connect people with and move forward.
- Collaboration with recovery community (Opioid grant, sharing of projects going on). Community engagement with workshops to help with populations we are serving, right language, how to work with recovery community. Visiting recovery centers and increasing awareness about One Stop services. Get list of partners from Ben. Setting the framework for services to continue beyond the end of the grant. Sustainability. A year and half can make a big difference in serving this community.
- Open office meetings for youth at EMDC. Missing the one-off connection and why they are there. Getting people in works well, but then lapses can happen. Room to grow. Student that is struggling needs to be brought back in to meet, student sometimes needs that prompting. Meeting between EMDC, adult ed and one stop to identify students and those struggling.
- Unemployment has been a challenge with technology and paperwork for students.
- Board monitoring and evaluating programs on quarterly basis and providing feedback to service providers. Peers in system (peer connectors) – have refined it and demonstrated that it could be used in all programs.

New Services

- Partnership with ACAP
- Workforce Academy is new. Blossomed. Recruitment is going well.
- Participants asked for more financial literacy help.
- More programmatic services than just when someone is unemployed
- Migrant seasonal farmworkers – new and expanding (Paul R). New hot line. Doing older services in a new way to deliver. High numbers of participation.

- New handbooks (job seekers and employer resources) – more streamlined and easier to read. A lot of content to consider to end with useful handbooks that are easy to navigate. Melissa Harvey - New web site launching in the next 2 weeks – includes calendar. User-friendly
- DVR side – new programming that is transitioning now. Work with employers, career explorers (students in transition), progressive employment, opportunities for job shadow, paid internship, etc. Windmills Program (employers hiring to understand disability, inclusion).
- Apprenticeships – increased efforts. How it is shared, work together as team, work with employers.
- College transitions grant in adult ed has expanded to higher ed programs. Kathy Pelletier
- Paul – soon to be released people from prison, share job links, employers, warm handoff to where they are relocating. BES and VR looking to partner, have consistency.
- DOL – prevalent in Southern and Central Western Maine. Have talked about briefly to be proactive. Explore all diverse populations.
- BES invited providers to attend diversity training.
- Workshops during COVID, one was provided before pandemic with BES, continue to partner to share conversations with employers, trainings, healthcare connection workshop. Career exploration workshop.
- BES transitioned to team approach to discuss unemployment – it will continue and move into smaller subset teams. What do referrals look like, triage (per different doors of communication/ta). Subject matter experts. (face-to-face virtually). Warm contact.

Barriers that Job Seekers Experience

- Connecting through technology
- Breaks in technology are hampering some in need
- Challenges with transportation, childcare, high need
- Lack of soft skills, employability skills. Gap in how generations communicate, identify goals.
- Those retiring are not handing off some of that corporate knowledge. Create more direct instructions. Even a flyer could be helpful. Need to help the employer and younger person understand and help find that middle ground. Communication needs to be enhanced and expectations understood.
- Legal background (rap sheets). Employers need to know how to read the rap sheet. Time limits don't exist – on record for life. Education about policy and reduce resistance to change.

Opportunities

- Energy jobs
- Cost savings and infrastructure savings with remote offices, reducing need to physical office space
- Broadband jobs, clean energy, digital literacy and connect to employer. What would a new employee need for those skills both in office and remote work.
- Healthcare
- Cross-training – email, video platform navigation, laptop vs phone/iPad
- Given evidence that we can be nimble and respond to changing needs like the pandemic
- Increased opportunity for career pathway training, transferrable skills and make connections between classes and skill building to job availability.
- Have more diversity-focused training. Have a table that seats everyone – all ways a job can get done i.e., universal design, job sharing, new ways to look at employment

- Be more aware of opportunities for seniors, and make connections
- Be more accepting of appearance (piercings, tattoos), employer information on how to hire, particularly with disabled.
- Cultural divide when recruiting from different areas.
- Apprenticeship as new strategy to fill gaps as people retire, MDOL is working on the process to promote. Paradigm Windows, Read and Read (build international bridge). Passport – walk through, is apprenticeship right for you (job seeker and employer)
- People with disabilities – model to get people to work
- New service NWDB – baseline around services after One Stop evaluation – training around special devices to accommodate people with disabilities and how to utilize
- New options for transportation to places of employment (small town to small town)