

MAINE STATE LEGISLATURE

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MAINE WIOA

ANNUAL REPORT

Program Year 2022



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INTRODUCTION

In the Maine Jobs and Recovery Plan, Governor Mills identifies three goals directly tied to the strategic goals of the WIOA State Plan, the State Workforce Board and Maine's workforce development system as a whole. These goals include immediate economic recovery from the pandemic, long term economic growth for Maine, and infrastructure revitalization.

Investments in the development of Maine's workforce help Maine people achieve their full potential.

- Paid work experiences for young people strengthens students' early foundations for rewarding work.
- Registered apprenticeships, no- and low-cost job training, and tuition support for credential attainment provides workers with job skills that unlock well-paying careers.
- Industry and sector partnerships, community-based career counseling, and peer supports are connecting more Mainers who have struggled to connect with quality jobs and equipping them for success.

Maine's 2022 WIOA Annual report is intended to serve as a comprehensive review of the work and initiatives undertaken by the workforce development system to achieve these shared goals.

PROGRESS ACHIEVING STATE PLAN STRATEGIC GOALS

Overview

The purpose of the State Workforce Board (SWB) is to ensure that Maine's workforce development system helps Maine people and businesses compete successfully in the global economy by convening state, regional, and local workforce system partners to:

- enhance the capacity and performance of Maine's workforce development system,
- align and improve the outcomes and effectiveness of workforce programs and investments,
- promote economic growth, and
- engage businesses, workers, education providers, economic development professionals, labor representatives and other stakeholders to achieve Maine's strategic and operational workforce vision and goals.

The SWB's vision for Maine's workforce system states:

Maine's residents and businesses will have economic opportunity and contribute to the growth of Maine through a responsive, networked and coordinated workforce development system across public and private sectors. The system will integrate all stakeholders into a seamless continuum resulting in increased educational and employment attainment for residents with a focus on careers, not just jobs, and support Maine's business sectors with skilled and qualified workers.

To achieve that vision, the SWB has three primary goals, which will target the state's workforce resources to achieve the goals outlined in the [10-year economic development plan](#):

- 1) Maine's untapped labor pool, those with significant barriers to employment, will find jobs and advance into high-demand occupations of their choice through public investment in training, education and supports.

- 2) Current and future workers will be equipped to meet industry talent needs, with the goal that 60% of Maine's workforce will hold a credential of value by 2025.
- 3) Maine will create a connected, aligned and demand-driven workforce system across public and private partners that fosters the growth of the state's economy while supporting equitable, safe, and productive employment opportunities for all residents.

Progress At-a-Glance – Maine's 10-Year Economic Growth Plan

Goal 1 - Grow the annual wage by 10%

Baseline (2018): \$45,370

Target (2029, inflation-adjusted): \$49,907

Latest available (2021, inflation-adjusted): \$50,626

Progress: 11.6% growth in real wages

Real wages ("adjusted for inflation") have increased by 11.6% from the reported baseline of 2018 to 2021. Wage growth in Maine ranked 7th fastest in the country during this period. In the year prior to the Plan, wages for Maine workers ranked 45th in the country. The most recent national data shows average wages in Maine having jumped ten spots to the 35th highest in the country. These higher real wages mean that, on average, working Mainers' paychecks today go thousands of dollars further than at any time in the past two decades. In Maine, wage growth has been strongest among lower-middle income levels, workers with lower levels of educational attainment, and youth.

Goal 2 - Increase the value of what we sell per worker by 10%

Target (2029, inflation-adjusted): \$97,371

Baseline (2017): \$88,519

Latest available (2021, inflation-adjusted): \$99,832

Progress: 12.8% growth in the value of what we sell per worker

The value of products and services we sell grew by more than \$10,000 per worker – nearly 13% – from 2017 to 2021 after accounting for inflation. * This improvement ranks 3rd best nationally during this period. This exceeds the 10% goal but is impacted by a loss of employment during the pandemic. Growth in real GDP continued through the pandemic, although the largest increase was in 2021, reflecting in part the steep increase in real estate prices. At the same time, employment dropped in 2020 before partially recovering in 2021, contributing to a sharp increase in GDP per worker in 2020 (a slight increase in GDP paired with a steep decline in employment). While we have met the goal, we have more work to do to ensure sustainable improvement. *The 2017 baseline estimate of sales per worker and the 2029 target level associated with a 10% increase have been adjusted from the original Plan to match revised federal data.

Goal 3 - Attract 75,000 people to Maine's talent pool.

Projections (2019): 65,000 talent pool decline by 2029.

Working-age population growth from net migration (2018-2021): +39,400

Labor force changes (2018-2021): -26,000 (estimate*)

Progress: Estimated 13,400 people added to Maine's talent pool

The goal of increasing the talent pool by 75,000 encompasses both increasing the population through migration and increasing the labor force participation rate of the population residing in Maine. The pandemic affected both factors. Migration into the state, particularly of people under the age of 45, increased, adding to the 18+ working-age population. At the same time, many older workers in Maine and around the country accelerated their retirements, contributing to a lower labor force participation rate and a smaller labor force overall. It is possible that older workers may decide to rejoin the workforce, which would increase labor force participation rates and move Maine closer to its goal. Among our prime working-age population (ages 25-54), Maine's labor force participation remained higher than the national average in 2021.

*Labor force estimates are regularly subject to substantial revisions over several subsequent years. In addition, recent divergence between estimates based on the federal monthly household and payroll surveys has been a challenge in Maine and nationally. For more, see "Jobs Reached Record Highs and the Labor Force Shrank in 2022 – Can These Contradictory Indications Both be Correct?" published by Maine's Center for Workforce Research and Information in January 2023.

Progress – SWB Building Maine's Comprehensive Workforce and Talent Strategy

Goal 1 - Maine's untapped labor pool, those with significant barriers to employment, will find jobs and advance into high-demand occupations of their choice through public investment in training, education and supports.

To meet the needs of those industries disrupted by COVID-19 the State Workforce Board (SWB) launched the Industry Partnerships Program. The \$3.5 million program, part of the Governor's workforce strategy and a key priority to Maine's long-term economic growth, has funded six Industry Partnership initiatives, which include a combination of businesses, industry associations, education and training providers, and community-based organizations. The Industry Partnership Program is focused on the recruiting, retention, and career advancement of workers in meaningful, good-paying careers. Through the program, the SWB will support sector-based approaches to identify each industry's most important workforce needs and work with training and educational organizations to provide trainings that develop skilled workers who can meet those needs, creating strong pipelines of workers through structured career pathways.

Goal 2 - Current and future workers will be equipped to meet industry talent needs, with the goal that 60% of Maine's workforce will hold a credential of value by 2025.

In 2021, the [Maine Jobs and Recovery Plan](#) (MJRP) guided the investment of nearly \$1 billion of funding through the federal American Rescue Plan Act to help Maine people, businesses, and communities recover from the COVID-19 pandemic. More than \$300 million of the funds are being strategically focused on workforce investments that ensure the workforce system is connected to and effectively serving individuals, families, communities, and businesses most impacted by the pandemic. Maine's workforce partners came together to identify programs that will move Maine closer to achieving the goal of 60% of Maine's workforce holding a credential of value by 2025.

Maine Community College System Workforce Training Programs

- Maine's community colleges have enrolled over 1,000 students into free and low-cost training programs, with 206 courses planned or underway.

Maine Apprenticeship Programs

- The apprenticeship program at MaineHealth has expanded to fund an estimated 45 apprenticeships and over 500 pre-apprenticeships.
- The Maine Apprenticeship Program has partnered with local schools including Foster CTE, Somerset CTE, Gorham School District to expand existing and establish new EMT and CNA pre-apprenticeship programs for young adults.
- New pre-apprenticeship programs have been established at Lewiston and Portland Adult Education, including a partnership with Northern Light Health to train up to 120 pre-apprentices in medical office staff and medical assisting.

Maine Career Exploration Program

- Maine's Career Exploration Program aims to help students and families to connect to Maine's economy by offering age-appropriate opportunities to explore career paths that are in line with individual areas of interests. The Career Exploration program has three primary components:
 1. *Awards to schools and school districts* - The Maine Department of Education has awarded over \$5.6 million to 26 school districts, schools, adult education programs, and higher education institutions to create or expand extended learning opportunities for students, which include paid work experiences.
 2. *Jobs for Maine Graduates (JMG)* - Funding from the Career Exploration Program will support expansion of extended learning opportunities, paid work experiences, and coaching now offered by JMG for rising juniors and seniors at 90 high schools in Maine.
 3. *Community-based organizations* - Through the Governor's Children's Cabinet, five community-based organizations in Cumberland, Sagadahoc, Androscoggin, Penobscot, and Aroostook counties will help disadvantaged young people access meaningful paid work opportunities and valuable employment experience.

Goal 3 - Maine will create a connected, aligned and demand-driven workforce system across public and private partners that fosters the growth of the state's economy while supporting equitable, safe, and productive employment opportunities for all residents.

Work Source Maine

Under a grant from the National Governor's Association, the State Workforce Board worked with the Maine Departments of Labor, Health and Human Services, Economic and Community Development, Education/Maine Adult Education, as well as the Maine Community College System, the University of Maine System, and Maine's local workforce development boards to develop the new unified brand for Maine's workforce system called Work Source Maine. The goal of this new unified brand is to build awareness and understanding of the resources available to residents and Maine businesses.

The SWB ended 2022 by embarking on a groundbreaking multi-agency project that will build on the Work Source Maine brand by consolidating existing tools and resources to make it easier for Maine workers and employers to connect to existing programs, resources, and supports within Maine's workforce system.

In the first quarter of 2023, the SWB will be releasing an RFP soliciting competitive, responsive proposals to build a multi-agency education, training, and career planning platform called MyWorkSourceMaine.com.

The purpose of MyWorkSourceMaine.com is to:

- organize education, training, career planning information, and other wrap around services into a coordinated online career portal creating a “no wrong door” approach for Maine workers and employers,
- provide users with a simple user-friendly way to access available jobs, workforce trainings, and other needed resources, and
- provide residents with a career pathways tool that will allow them to explore careers within industry sectors and connect to available trainings and job openings.

SECTOR AND CAREER PATHWAYS

Industry Sector and Business Engagement Strategies

Industry Partnership Program

To meet the needs of those industries disrupted by COVID-19 the State Workforce Board (SWB) launched the Industry Partnerships Program. The \$3.7 million program, part of the Governor’s workforce strategy and a key priority to Maine’s long-term economic growth, has funded six Industry Partnership initiatives, which include a combination of businesses, industry associations, education and training providers, and community-based organizations. The projects were funded in 2020 with the bulk of the projects starting work in 2023.

The Industry Partnership Program is focused on the recruiting, retention, and career advancement of workers in meaningful, good-paying careers. Through the program, the SWB will support sector-based approaches to identify each industry’s most important workforce needs and work with training and educational organizations to provide trainings that develop skilled workers who can meet those needs, creating strong pipelines of workers through structured career pathways.

Maine’s Industry Partnership initiatives are:

Maine Development Foundation/Forest Products Sector: The goal of this partnership is to build a resilient and diverse forest products sector workforce by creating workforce and education pathways, mitigating obstacles and misperceptions, expanding education, and training, and creating recruitment and retention strategies for future workforce development.

Maine Tourism Association/Hospitality & Tourism Sectors: The goal of this partnership is to connect students, parents, and job seekers to jobs in hospitality and tourism. The initiative will develop trainings for current industry employees focused on retention of valuable staff and highlighting the opportunities for growth within the hospitality & tourism sectors.

Maine Business Education Partnership/Retail Sector: The goal of this partnership is to recruit, train, and explore best practices that will enhance the professional development of new hires and upgrade the skills of incumbent workers in the retail sector. The program will also introduce the “Retail Career Pathways Partnership” to students, assisting them in achieving a positive career trajectory at 50 recruitment events and field trips for high schoolers interested in the retail sector.

Children’s Oral Health Network of Maine/Oral Health Care Sector: The goal of this partnership is to drive a significant expansion of the oral health workforce statewide by creating a new entry point on the career pathway and training new workers to support the needs of the sector and the patients they serve.

Northeastern University, The Roux Institute/Health Care Sector: The goal of this partnership is to develop a pilot program that connects pre-clinical, post-baccalaureate students with front-end healthcare opportunities in Maine to address both the short-term and long-term needs of Maine’s health care sector and convening healthcare providers in the state to identify critical job openings.

Maine Labor and Resource Center/Healthcare & Social Services Sectors: The goal of this partnership is to bring together 22 health and welfare-related community-based nonprofit organizations and small businesses to form a sustainable partnership in the healthcare & social service sectors. The partnership will focus on elevating jobs within the healthcare & social services sectors by working directly with employers to build clear career pathways to advancement, and recruiting and supporting immigrants, refugees, and asylum seekers in these roles, as well as providing ESL classes.

The Maine Industry Partnership Initiative will complement another major project of the State Workforce Board. With support from a technical assistance grant from the National Governor’s Association (NGA), the SWB and workforce system partners will develop the www.WorkSourceMaine.org portal to align public workforce programs into a seamless continuum of programs and supports, with a focus on career pathways for in-demand occupations. The emphasis on career pathways will be highlighted by a dedicated Career Pathway tool on the portal. A user’s Career Pathway may include career exploration, job planning, work-based learning opportunities, living assistance, postsecondary pathway selection, academic planning and more based on user characteristics, needs and profile. The Department and the State Workforce Board are in the process of selecting a vendor to build the site. Industry Partners will be engaged to help create the initial career pathways that will populate the site.

Maine Employer Summit

In May of 2023, Department of Labor, State Workforce Board, and Department of Economic and Community Development (DECD) partnered to plan and host a day long employer summit. The summit was a one-day event for employers looking for resources and solutions to reach toward workforce goals. More than 500 individuals registered for the event with approximately 300+ in-person participants, representing employers from all sectors - with the majority from healthcare & social assistance organizations, professional and business services, and the hospitality sector.

- Participants of the summit provided feedback that the most valuable component of the Summit was:
 - Networking and learned tangible and effective best practices from other employers (48%)
 - Improving my understanding of the unique workforce situation in Maine (44%)
 - Learning about State resources and initiatives that could support our workforce challenges (35%)
- DECD’s Maine Career Exploration Program had 30+ employers sign up to participate in their job placement & shadowing programs.
- Department of Health and Human Services childcare staff connected with at least 5 employers that were interested in exploring how to offer on-site childcare to employees.
- The Bureau of Rehabilitation Services team talked to 10+ new employers about offering new work-based learning placements for individuals with disabilities.

- The Maine Apprenticeship Team had 10+ employers sign up to learn more about becoming an employer sponsor of apprenticeship.

Continued Employer Education

With the success of the Maine Employer Summit, the State Workforce Board's Industry Leadership committee is in the process of planning webinars to extend opportunities for employers to connect to resources. Many of the employers were interested in educational opportunities moving forward. Webinars will be focused on connecting employers to resources and hear about the experience of other employer's successful in recruitment, retention, culture building and accommodations of workers from populations of interest, including: older workers, people with disabilities, New Mainers, justice-involved individuals, and those in the recovery community.

PERFORMANCE AND ACCOUNTABILITY

Performance Goals and Outcomes

State Specific Performance Measures

Maine does not have State specific performance measures.

Factors Affecting Performance

The State continues to improve upon performance from the previous year. Credential attainment for WIOA Title I, Adult and Youth programs, while passing still need improvement. Local areas faced challenges such as staff turnover and on-going new hire training issues. However, Measurable Skills gains improved greatly due to case managers conducting follow up and entering missing data into MIS system. This is due to Tableau created reports for missing data that managers and supervisors can pull on a daily basis and distribute among case managers for better tracking and accountability.

There were several factors that have contributed to improving performance such as:

- System developments to better virtual services and documentation gathering.
- State working to help increase Broadband expansion across the State.
- Expanded programs to include a Careers Grant and several ARPA grant programs.
- Providers have instituted quality assurance leads whose role is to micromanage and constantly review data in the system to ensure it is correctly uploaded and documented.
- Successful implementation of incorporating DocuSign into MIS system.
- Increased partner communication and outreach to the hardest hit communities.
- Overhauling and streamlining the ETPL (Employment & Training Provider List) program ensuring better quality training programs.
- Providers instituting quality assurance leads whose role is to micromanage and constantly review data in the system to ensure it is correctly uploaded and documented.

On-going challenges:

- Contract negotiations and timeline issues towards development of a virtual one-stop job center website.
- Continued Adjusting and Analyzing of Local Statistical Adjustment model and how to improve negotiation processes at local levels.

Reportable Individuals

Customers who self-access employment services through online registration with Maine JobLink or who access only general informational services from CareerCenter staff are referred to as *Reportable Individuals* and are not included in the performance report. The number of reportable individuals who accessed services during PY22 was 38,002. This is 9,709 less than the year before.

Negotiated and actual performance levels for program year 2022:

MEASURE	Adult Neg.	Adult Actual	DW Neg.	DW Actual	Youth Neg.	Youth Actual	WP Neg.	WP Actual
Employed 2 nd Qtr. after Exit*	69.1	72.48	74.0	76.03	67.6	69.23	55.5	65.7
Employed 4 th Qtr. after Exit*	67.4	67.89	76.4	77.83	70.5	70.89	57.0	60.63
Median \$\$ 2 nd Qtr. after Exit	\$6,599	\$6,955.73	\$7,800	\$8,184.50	\$4,000	\$4,643.56	\$5,950	\$7,775.27
Credential Attainment	67.2	62.76	66.0	70.32	56.5	55.48	N/A	N/A
Measurable Skills Gain	47.9	57.25	55.5	58.43	50.0	55.33	N/A	N/A

Chart Key: DW= Dislocated Worker, WP= Wagner-Peyser, Neg.= Negotiated, * includes Youth placement in postsecondary education.

Enrolled Participants

Basic career services are generally imparted during a single visit to a CareerCenter but may include workshop attendance or a series of visits pertaining to job attainment activities. Employment Services staff act as liaisons to the full spectrum of services and supports offered through the local workforce development system. After initial assessment and an eligibility overview, employment services staff make informed referrals to services and supports provided by workforce system partners.

During program year 2022, over **6,778** participants received one or more basic career services through the Bureau of Employment Services, of those:

Of **5,111** who exited the program between 7/1/21 and 6/30/22, **3,358** (65.7%) were employed in the second quarter after exit, with median quarterly earnings of **\$7,775.27**.

Of **4,084** who exited the program between 1/1/21 and 12/31/21, **2,476** (60.63%) were employed the fourth quarter after exit.

Adult Program

During PY22, a total of **712** individuals actively participated in training and/or career services.

Dislocated Worker Program

During PY22, **138** individuals actively participated in training and/or career services.

Youth Program

During PY22, a total of **367** youth actively participated in youth services.

Participant Demographics	Adult	DW	Youth	WP
Total Served	712	138	367	6,779
Female	56.3%	54.3%	55.3%	45.8%
Aged <16	0%	0%	2.2%	0.02%
Aged 16-18	1.8%	0%	47%	1%
Aged 19-24	6.5%	2.2%	51%	5.6%
Aged 25-44	67%	42%	0%	39.6%
Aged 45-54	15%	22.5%	0%	21.3%
Aged 55-59	6.3%	23.2%	0%	12.4%
Aged 60+	3.8%	10.1%	0%	20.2%
Caucasian	70%	88%	76.3%	81%
Black/African American	22%	5.1%	15%	9.5%
Native American	2.8%	.7%	2.7%	1.6%
Hispanic/Latino	3.4%	.7%	4.4%	1.3%
Asian	1.7%	2.2%	1.9%	1.1%
Low Income	75.6%	37%	90%	37%
English Language Learners	30.5%	11.6%	49%	7.3%
Single Parents	21.5%	19.6%	8.7%	2.1%
Individuals with Disabilities	18.7%	13%	57.5%	9.2%
Ex-Offenders	26%	11.6%	7.6%	2.1%
Long Term Unemployed	35.8%	21.7%	41.4%	9.5%
Homeless Individuals/Runaway Youth	6.9%	1.4%	10.1%	1.7%
Foster Youth Transitioning out of Foster Care	0%	0%	3.5%	0.06%

Chart Key: DW= Dislocated Worker, WP= Wagner-Peyser, * includes Youth placement in postsecondary education.

Local Area Negotiated Performance Levels for Program Years 2021 and 2022

Northeastern WDB	PY 2021 Negotiated	PY21 Actual	PY 2022 Negotiated	PY22 Actual
Adult Program				
Employment 2 nd Qtr. after exit	73.0%	64.62%	67.0%	72.6%
Employment 4 th Qtr. after exit	71.5%	65.94%	66.0%	68.31%
Median Earnings 2 nd Qtr. after exit	\$4,800.00	\$6,290.23	\$6,550.00	\$6,407.00
Credential Attainment Rate	65.0%	68.63%	68.0%	57.95%
Measurable Skills Gain	55.0%	48.48%	47.9%	56.64%
Dislocated Worker Program				
Employment 2 nd Qtr. after exit	81.0%	69.09%	72.0%	75.0%
Employment 4 th Qtr. after exit	83.0%	72.97%	74.5%	74.24%
Median Earnings 2 nd Qtr. after exit	\$6,745.00	\$7,281.09	\$7,300.00	\$8,051.00
Credential Attainment Rate	81.0%	51.85%	66.0%	67.44%
Measurable Skills Gain	55.0%	57.14%	55.5%	51.43%
Youth Program				
Employment or Education 2 nd Qtr. after exit	65.0%	70.19%	68.5%	74.55%
Employment or Education 4 th Qtr. after exit	71.0%	69.7%	70.5%	74.49%

Median Earnings 2 nd Qtr. After exit	\$3,900.00	\$3,991.89	\$4,000.00	\$4,932.00
Credential Attainment Rate	61.0%	56.41%	56.5%	44.44%
Measurable Skills Gain	40.0%	44.74	48.0%	50.0%

Central Western Maine WDB	PY 2020 Neg.	PY20 Actual	PY 2021 Neg.	PY21 Actual
Adult Program				
Employment 2 nd Qtr. after exit	73.0%	58.54%	69.0%	65.41%
Employment 4 th Qtr. after exit	71.5%	64.0%	67.5%	62.75%
Median Earnings 2 nd Qtr. after exit	\$5,300.00	\$5,255.78	\$6,400.00	\$8,326.00
Credential Attainment Rate	64.0%	50.75%	66.0%	62.9%
Measurable Skills Gain	55.0%	60.75%	48.0%	57.41%
Dislocated Worker Program				
Employment 2 nd Qtr. after exit	80.0%	77.97%	75.0%	72.92%
Employment 4 th Qtr. after exit	76.0%	75.0%	76.5%	85.71%
Median Earnings 2 nd Qtr. after exit	\$6,500.00	\$8,497.06	\$8,000.00	\$8,512.00
Credential Attainment Rate	65.0%	79.17%	72.0%	78.18%
Measurable Skills Gain	55.0%	66.0%	56.0%	63.89%
Youth Program				
Employment or Education 2 nd Qtr. after exit	71.0%	60.61%	66.1%	74.42
Employment or Education 4 th Qtr. after exit	73.0%	66.67%	70.2%	71.43%
Median Earnings 2 nd Qtr. after exit	\$3,800.00	\$4,302.47	\$4,100.00	\$5,808.00
Credential Attainment Rate	55.0%	52.94%	57.1%	62.5%
Measurable Skills Gain	40.0%	40.54%	48.0%	40.74%

Coastal Counties WDB	PY 2020 Neg.	PY20 Actual	PY 2021 Neg.	PY21 Actual
Adult Program				
Employment 2 nd Qtr. after exit	73.0%	71.19%	71.5%	79.69%
Employment 4 th Qtr. after exit	71.5%	71.6%	67.4%	71.32%
Median Earnings 2 nd Qtr. after exit	\$5,200.00	\$7,670.58	\$6,850.00	\$7,237.00
Credential Attainment Rate	60.0%	83.93%	68.0%	67.42%
Measurable Skills Gain	55.0%	57.5%	47.9%	55.38%
Dislocated Worker Program				
Employment 2 nd Qtr. after exit	80.0%	73.03%	75.0%	78.0%
Employment 4 th Qtr. after exit	78.0%	87.10%	78.2%	74.12%
Median Earnings 2 nd Qtr. after exit	\$6,700.00	\$10,276.75	\$8,200.00	\$7,650.00
Credential Attainment Rate	57.0%	53.85%	60.0%	64.91%
Measurable Skills Gain	55.0%	63.04%	55.0%	61.11%
Youth Program				
Employment or Education 2 nd Qtr. after exit	70.0%	68.32%	68.1%	63.92%
Employment or Education 4 th Qtr. after exit	69.0%	70.53%	70.7%	67.01%
Median Earnings 2 nd Qtr. after exit	\$3,900.00	\$3,836.98	\$3,900.00	\$3,692.00
Credential Attainment Rate	59.0%	54.29%	56.0%	58.82%
Measurable Skills Gain	40.0%	61.05%	54.0%	61.06%

Common Exit Policy

The State of Maine's common exit policy has been updated as part of the State's Co-Enrollment Policy. In addition to consideration of participant eligibility for program co-enrollment, it is also important to understand whether the program in which the participant is to be co-enrolled is a common exit program. Common exit means that the participant will remain enrolled in the program until 90 days has passed without a service from any other common exit program the participant is co-enrolled in. Common exit occurs for participants enrolled in:

- Employment Services (Wagner-Peyser)
- Jobs for Veterans State Grant
- Title IB Adult, Dislocated Worker, and Youth Programs
- Trade Adjustment Act
- Title ID National Dislocated Worker Grants

Data Element Validation

The Maine Department of Labor continues to follow the new process for validating data elements on programs funded through the U. S. Department of Labor. A Data Element Validation (DEV) manual was first put into place in the first quarter of PY19. The new DEV process requires service provider program managers to validate eligibility documentation at the time they approve each title IB enrollment. Additionally, each service provider conducts data element validation on a small sample of files each quarter and submits a report identifying validation failures and explaining how these will be addressed going forward.

In 2023, the newest data elements contained within TEGL 23-19, Change 2 were incorporated, requiring an entire overhaul of the manual and process as a whole. A new manual was developed along with the creation of a separate excel file that combines the required data elements with worksheets in addition to the procedures laid out within the manual. Wagner Peyser, Trade Adjustment Assistance, and Registered Apprentices were added to the data validation process.

Local board directors and lead managers from each of the service provider agencies participated in information sessions regarding the new process. Ongoing staff training includes an annual module on data element validation requirements with a focus on areas that failed during prior file validation. In 2023, Maine incorporated DocuSign as a means to document program term agreements (including ability to document understanding of how to file a discrimination complaint), participant attestations, and participant employment plans. DocuSign is an on-going project including translation of the above documents into multiple languages and formats for different platforms such as a phone or tablet.

Effectiveness Serving Employers

Core partners utilize the Maine JobLink Employer Contact Tracking System to enter services provided to employers. Maine's two pilot approaches include the employer penetration rate and the repeat customer rate. Maine also tracks retention with the same employer tracks these outcomes as well. During program year 2022 the following services were provided:

Category of Employer Service Provided PY2022	# Establishments
Employer Information and Support Services	3,294
Workforce Recruitment Assistance	2,040

Category of Employer Service Provided PY2022	# Establishments
Engagement in Strategic Planning	1
Accessing Untapped Labor Pools	208
Training Services	135
Incumbent Worker Training Services	0
Rapid Response / Business Downsizing Assistance	195
Planning Layoff Response	15

Pilot Approach	Rate
Retention with the same employer	65.74%
Employer Penetration Rate	6.41%
Repeat Business Customers	37.39%

The majority of Maine businesses are small, many with fewer than five employees. This results in a certain amount of turnover of the new establishments. The Maine JobLink employer tracking system permits partners to see which services have been provided to specific employers and to coordinate outreach so that employers are not inundated with service providers seeking to help. This year a new tracking component has been added to Maine JobLink to catalog cold calls to new and existing businesses. While cold calls do not get included as a service on this report it is helpful to be able to document such outreach.

In the last year, the Bureau of Employment Services added a statewide business outreach lead who has developed a standardized approach to business outreach to be used by employer services staff. The statewide business outreach team meets on a weekly basis with core partners. The business outreach strategy identifies pre-meeting, during-meeting, and post-meeting tasks for the business outreach specialists to follow.

Program Evaluation

The Center for Workforce Research and Information (CWRI) collaborated with the Maine Bureau of Employment Services (BES) to evaluate the long-term earnings outcomes of Maine's WIOA Adult participants who received training in entry-level occupations to identify earnings and upward mobility outcomes over time. The evaluation looks at employment and earnings outcomes over a five-year period starting with exiters of the 2016 WIOA Adult program.

A copy of the concluded study is included as Attachment-A.

Customer Satisfaction

CareerCenter consultants are encouraged to develop relationships with customers that extend beyond one visit or service point which sets the stage for follow-up contacts. Offering continued CareerCenter support throughout their service term promotes informal feedback through which staff can gain insight on the effectiveness of services provided.

Data gathered from customer surveys:

- 11,900 job seeker visitors were supplied surveys with a return of 2,989, a rate of 25 percent. Ninety-five percent of job seekers rated their overall experience at good or excellent.

- 1,384 **employers** were supplied surveys with 524 returned, a rate of 38 percent. Employers returning the surveys rated services at 4.7 on a scale of 1 (lowest) to 5 (highest).
- **Live chat** customers are presented with a five-question satisfaction survey with ratings from 1 (Poor) to 5 (Outstanding). Out of 3,110 chats, 428 customers completed a survey, a 13.76% completion rate with an average rating of 4.55. The Maine CareerCenter has been awarded 36 Best Customer Service Awards since 2016.
- **Customers attending workshops** were asked to rate workshop quality statements on a scale from 1 (highly disagree) to 5 (highly agree). 580 attendees received surveys and 46% responded giving an overall rating of a 4.65.

Best Practices Based on Customer Feedback

How feedback is used:

- All customer satisfaction surveys continue to result in improved service delivery, revised workshop content, and delivery of customer-suggested topics. When identifying information is available, customers who provide low staff ratings are contacted to gather additional information that guide improvements.
- The major lessons learned from this year's formal and informal employer and job seeker customer feedback are:
 1. Hiring events/job fairs should be offered at diverse days and times including some after hours.
 2. There should be a mix of focused hiring events as well as general ones.
 3. Venue options are important to businesses and job seekers; some locations do not work for them. We keep this in mind when planning future events.
 4. Geographic access to services and events is also important. There is great benefit from removing the brick walls of one stops and meeting customers where they are. Services are now delivered out of over 50 locations in communities of Maine rather than in the 12 physical bricks and mortar centers. Job fairs are held in various cities and towns across the state and not only in the CareerCenter buildings. This increased the number and diversity of applicants accessing services AND referred to employers.
 5. Increasing the number of bi/multi-lingual staff and materials printed in multiple languages (over ten at present) makes a difference and creates a more diverse customer base.

RAPID RESPONSE

Rapid Response and Layoff Aversion Activities

The rapid response team provided rapid response information to 435 companies and WorkShare information to 292 companies during program year 2022. Of the companies contacted, 66 employers laid off 2,688 employees for which rapid response services were provided.

During this program year, Maine saw a temporary agency layoff of over 1,000 workers who spoke over eight different languages. A unified service approach was coordinated with numerous service providers including language translation services which was highlighted through a Workforce GPS online seminar entitled: "Serving Workers in a Large-Scale Multi-Language Layoff." This effort led to stronger connections to agencies serving new Mainers (immigrants, refugees, and asylees). Weekly rapid response check-ins with Title IB WIOA providers, CareerCenter staff, rapid response representatives, peer navigators and unemployment insurance staff to ensure preparedness for layoff events.

Rapid response services were offered virtually and in person throughout the program year to ensure laid off workers were made aware of available resources and assistance. Rapid response handouts have been translated into ten languages, available at <https://www.mainecareercenter.com/laidoffinfo/> .

Trade coordination occurs at the first notification of a layoff, rapid response staff research when a layoff is trade related, if trade adjustment assistance is determined to be a possibility the company is encouraged to submit a trade petition. During this past year's trade program reversion, the focus has been on identifying trade eligible workers from past and recent layoffs to ensure full utilization of unused trade resources. Rapid response leads provide training to CareerCenter staff including RESEA and Veteran's program staff.

The Maine JobLink system collects data from affected workers and rapid response staff identify and track layoff events through data entry of plant briefs captured through tableau reports. Rapid response staff also use the employer contact tracking system in Maine JobLink to identify rapid response and WorkShare information provided to employers. The tracking system has been expanded to allow for Limited Access Employer Accounts so we can track employer outreach contacts.

Over the past year, rapid response staff have been attending job fair events to explain rapid response and WorkShare program services with employers. Staff work with business groups and trade associations as well as individual businesses of interest to provide this information. Rapid response staff are trained to assist employers in the completion of the WorkShare application form now available online.

The full statewide rapid response team and CareerCenter managers are invited to a monthly virtual meetings which include speakers from various business service groups, speakers this year included: the Maine Community College System's workforce training programs, IntWork an agency that assists employers to recruit diverse professionals, PathStone the national farmworker jobs program provider in Maine, and the Peer Navigator Project. The meetings are designed to expand staff knowledge of all services available to businesses and laid-off workers.

Use of Title IB Set-Aside Funds

Set aside funds in Maine are used to pay for required activities related to grant and financial administration, monitoring and oversight, reporting, and disseminating and updating Eligible Training Provider data, providing technical assistance to local areas, and staffing the State Workforce Board and performance accountability team. Additionally, set-aside funds support maintenance of the management information system for WIOA the Maine JobLink.

Use of Wagner-Peyser Set-Aside Funds

Wagner-Peyser: Wagner-Peyser ten percent continues to support CareerCenter access for speakers of languages other than English, funds and to support staff development. Additional digital training recordings were made by workforce program experts and added to the video training library. The program overviews are used to train new staff and refresh existing staff on workforce system programs and services. It also houses other training opportunities that are beneficial to system staff. The library is accessed through a new portal where staff can access training, policies, and other resources as well as where they can document and track their staff development accomplishments.

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY

Agency Staff Development

The MDOL is committed to advancing diversity, equity, inclusion, and accessibility through its work with customers and partners in supporting the employment of Mainers and internally with its staff. In 2022, the MDOL conducted high-level listening sessions with staff to identify preliminary DEIA priorities, which led to the formation of employee-led DEIA staff work groups. These staff work groups outlined a number of recommendations for MDOL to advance its DEIA work through training, accessibility measures, more inclusive staff recruitment processes, and outreach approaches.

The MDOL has accomplished several DEIA milestones, including but not limited to creating the above employee work groups, facilitating leadership and staff DEIA courses, conducting all-hands meetings, improving website accessibility, and administering employee surveys to identify training priorities. Some specific programs and bureaus have advanced DEIA efforts by incorporating metrics related to DEIA objectives into contracts, enhancing language access such as translating outreach materials into eight languages, and rewriting several job postings to be more inclusive of marginalized communities. Additionally, more than \$1 M of ARPA funds were leveraged to create a Peer Workforce Navigator pilot, which hires, trains, and embeds staff within trusted community partners to create stronger bridges between MDOL programs and under-represented communities.

Training efforts

DEIA-focused training has occurred for specific bureaus as well as organization-wide in 2022. The Bureau of Rehabilitation Services co-facilitated three LGBTQ+-focused videos and debriefed conversations, in addition to developing a three-part series on inclusive language and relationships that was delivered bureau-wide. In addition, the Accessibility Work Group identified an accessibility training provider to deliver a three-part series for all MDOL staff on disability awareness, creating accessible content and running accessible meetings.

Training and organizational development partner

To advance our learning and organization-wide commitment to DEIA, MDOL sought out a strong partner with expertise in leadership development, organizational effectiveness and diversity, equity, inclusion & accessibility through a competitive RFA process. MDOL selected H3C as its partner for a year-long partnership to advance its DEIA work. Human Capital Consultants Consortium is a forward-thinking woman-owned and minority-owned human capital consulting firm. They are an active certified federal 8(a) firm and have WOSB and DBE/MBE certifications. H3C specializes in helping organizations create inclusive workplaces where culture is the cornerstone. H3C has decades of experience within the Government and private industry segments as well as a proven track record for creating impact by utilizing their proprietary “Learn. Do. Be.” approach.

Through summer 2024, H3C will support MDOL to:

- establish and sustain our Diversity, Equity, Inclusion & Accessibility (DEIA) strategic vision,
- to create a community that supports our DEIA goals, and
- to monitor DEIA outcomes.

There are four (4) core deliverable areas that the team will focus on, which include Strategic Guidance and Planning, Leadership Growth and Development, Organization Alignment and Sustainability, and creating

an Agency-wide Learning Journey. To ensure continuity, consistency, and collaboration, the team will work with both our Leadership Team and our DEIA Staff Work Groups.

Strategic Guidance and Planning

H3C started its work in fall 2023 by conducting a current state assessment of MDOL's DEIA activities. This assessment forms the foundation from which the MDOL leadership team will build its DEIA vision and goals, through a facilitated session with H3C in December 2024. From there, measurable success metrics for MDOL's DEIA work will be established along with a clear communications plan for this work to ensure all staff are aligned and progress is monitored, tracked, and shared.

Leadership Growth and Development

In October, H3C facilitated an on-site DEIA Foundations workshop for its Extended Leadership Team (ELT) focusing on introducing core diversity, equity, inclusion, and accessibility concepts to establish a shared foundation upon which the team can build. This training will be delivered to 50+ additional MDOL leaders in December. In 2024, the MDOL leadership team will continue its DEIA learning through interactive, in-depth Roundtables trainings on specific DEIA topics.

Upcoming work

In 2024, the MDOL leadership team will continue its DEIA learning through interactive, in-depth Roundtables trainings on specific DEIA topics. In addition, H3C will support MDOL in the creation of DEIA learning journeys for all staff, an onboarding module, and development of a DEIA training library. H3C will additionally provide coaching to Bureau Directors to help translate the DEIA vision, goals, and metrics into implementation within each Bureau's daily work.

DEIA Outreach

The Division of Programs at Bureau of Employment Services (BES) has been actively engaged in outreach efforts to promote DEIA (Diversity, Equity, Inclusion, and Accessibility) initiatives.

Key activities include:

Engaging with Community Organizations: The BES team participated in multiple meetings and presentations, both in-person and virtually, with statewide refugee resettlement agencies, including Catholic Charities Maine, Jewish Community Alliance of Southern Maine, and Maine Immigrant and Refugee Services. These engagements resulted in the development of a steady referral system for the refugee population to CareerCenters and their services. Weekly mobile intakes with refugees and monthly employment orientations at the site of refugee resettlement agencies are established.

Leadership Involvement: Commissioner Fortman took a proactive role by visiting ethnic-based community organizations, such as the Greater Portland Immigrant Welcome Center, Prosperity of Maine, and the Maine Afghan Community. During these visits, Commissioner Fortman engaged in dialogue with the leadership of these organizations, shared department resources, and encouraged collaboration and referrals to MDOL services.

Contractual Focus: Recent contracts with area workforce boards and registered pre/apprenticeship sponsors are aimed at outreach, engagement, and enrollment in services for specific populations, including immigrants, veterans, single women, re-entry, and recovery populations.

Staff Involvement: Staff participation in events like the 2023 Inclusion Maine Conference indicates a commitment to staying informed about diversity and inclusion topics. Overall, the Bureau is taking a comprehensive approach to promoting DEIA efforts, involving community engagement, leadership participation, targeted outreach through contracts, and ongoing staff education. This multi-faceted strategy aligns with the broader goal of creating an inclusive and diverse environment throughout the State of Maine.

Maine Jobs and Recovery Funded Projects Supporting DEIA

Peer Workforce Navigators

The Maine Bureau of Employment Services (BES) is now in the final year of partnership with the Peer Workforce Navigator Project. Funded by the Maine Jobs Recovery plan, community-based organizations including AFL-CIO, Maine Equal Justice, Prosperity Maine, Gateway Community Services, Food and Medicine, and Wabanaki Public Health, have done outreach to over 1,427 unique individuals from communities that are historically marginalized including immigrants, people of color, low-income people, individuals with low literacy, and individuals experiencing homelessness. Among this group 978 (April 1, 2022- September 30, 2023) were connected to workforce services or programs from Hiring Events to Apprenticeship.

Work Authorization Support

With Maine Jobs Recovery Funding, the Bureau is funding a weekly program that launched in March 2023, to support people to apply for their work authorization documents. Seven hundred and ten individuals (710) were helped in applying for work authorization. Among them 499 were adults, and 389 are first - time applicants. Through this partnership, Bureau staff connected 39% to the workforce system, training opportunities, and jobs.

Progressive Employment

The Bureau is piloting an approach called Progressive Employment which is designed to bring together partners from Bureau of Rehabilitation Services, WIOA Title IB Program Services, Department of Health, and Human Services (DHHS) and other community partners to support the recovery and re-entry populations. Two pilot sites at the Machias and Bangor CareerCenters launched the pilot. More than 20 partners were trained in the model which is designed to streamline outreach services to businesses and connect job seekers to opportunities like mock interviews and work experience opportunities.

Expanded Outreach to Employers and Job Seekers

Additionally, through Maine Jobs Recovery funding four positions were created to bring CareerCenter services to employers beyond the walls of the CareerCenters. The team brings CareerCenter Services to job seekers through alternate sites, such as libraries, prisons, community events, community organizations, and more. During the program year, the added resources resulted in 996 employer contacts and connections to services. The Jobseeker group connected with 813 job seekers, connecting 81 of them to training opportunities, and 171 to employment. This team is diverse - in terms of race, 71% identify as white, 17% as black, 3% as two or more races, 1% as Asian, and 1% as American Indian/Alaskan Native. 13% of the folks served by this group have limited English proficiency and 8% have a history of recovery from substance use.

Finally, the Bureau reviewed preferred languages identified by customers, census data, language line use, and information from the Maine Department of Education to determine the top seven languages to ensure vital documents get translated into at a minimum the following languages most spoken: Spanish, Somali, French, Lingala, Arabic, Portuguese, and Haitian Creole.

WAIVERS

The State of Maine submitted a request to extend/continue the waiver of Section 129(a)(4)(A) and 20 CFR 681.410 which requires that state and local areas spend not less than 75 percent of youth funds to provide career and training services to out-of-school youth. Continuation of this waiver will allow the State of Maine and local areas the flexibility to direct more WIOA youth funds toward delivery of workforce services to low-income, high school aged youth with barriers to employment and education. The waiver will support the vision outlined in Maine's economic development plan and the goals of the Maine Children's Cabinet.

Extension of the waiver will support increases in the following:

- Number of high school graduates,
- High school graduates' successful entry into employment, registered apprenticeship, or postsecondary education,
- Services to youth at risk of dropping out of high school,
- The overall number of WIOA youth served per program year,
- Maine High Schools' awareness of WIOA services available to eligible high school students,
- Involvement of Maine employers, apprenticeship sponsors, schools, and workforce system partners in activities that ensure high school youth successfully transition to employment and/or advanced training,
- And a decrease in the number of disconnected youths through connecting youth with paid work experience, pre-apprenticeship, and extended learning opportunities, before they drop out or detach from the system.

The waiver has been particularly important in efforts to connect WIOA eligible high-school students to pre-apprenticeship programs that lead to registered apprenticeship. The Maine Apprenticeship Council, Maine high schools and WIOA service providers have partnered with the following to develop and implement pre-apprenticeships for high-school youth: Educate Maine, Associated Contractors of Maine, Hospitality Maine, Career and Technical Education Centers, the International Brotherhood of Electrical Workers, the Maine Aquaculture Association, Maine Adult Education programs and employers such as Reed and Reed Construction and ReVision Energy

Pre-apprenticeships in Maine are a new tool for encouraging students to remain in school until graduation that results in entry into employment through transition to registered apprenticeship programs or postsecondary education. Pre-apprenticeship programs not only launch high-school youth on a pathway to high-quality registered apprenticeship but are an innovative tool for supporting high-school completion and renewed interest in academics, as students learn how to apply academic concepts to their day-to-day work activities.

Increased outcomes resulting from the waiver are identified in the chart below which shows that the majority of in-school youth being served are at the high school level which aligns with the goals of the Maine Children's Cabinet. PY20 was an anomaly due to the pandemic, but overall enrolled youth are on track for credential attainment and measurable skill gains as well as increases in the number participating in a paid work experience while in school.

Program Year	School Level	Number Served	Attained Credential	Attained MSG	Entered Emp/Educ 2 nd Quarter	Entered Emp/Educ 4 th Quarter	Work Experience
2019	High School	59	47	61	16	13	45
	Postsecondary	17	5	16	6	7	11
	TOTAL	76	52	77	22	20	56
2020	High School	46	34	52	29	22	48
	Postsecondary	13	5	15	6	3	5
	TOTAL	59	39	67	35	25	53
2021	High School	69	41	73	20	30	63
	Postsecondary	12	4	17	7	8	7
	TOTAL	81	45	90	27	38	70
2022	High School	95	38	79	30	17	63
	Postsecondary	18	1	12	10	14	6
	TOTAL	113	39	91	40	31	69

Continuation of this waiver supports the principles outlined in the USDOL's recent Youth Employment Works Strategy, including the following:

- A "no wrong door" system that permits both in and out of school youth to access a seamless system of services that lead to high-quality careers.
- Increase in public and private commitments to youth and young adult career pathways such that businesses, employers, labor organizations, schools, workforce system partners invest in high-quality pathways for young people.
- Guaranteed paid work experiences so that ALL young people can access and participate in career aligned work experiences that are safe and age appropriate.

Continuation of this waiver will also result in additional innovative collaborations between WIOA Youth services, Maine high schools, Maine employers and Apprenticeship sponsors. Maine will be able to document the value of youth pre-apprenticeship programs and paid work experience activities for high school youth by tracking performance outcomes of in-school youth enrolled in these activities, including high school completion rates, transition to registered apprenticeship, employment, and/or advanced training. Maine expects to see an increase in the median earnings achieved by youth who enter employment as well as a reduction in the number of youths disconnected from work or education thereby expanding Maine's labor pool. Other expected outcomes for youth participants include an increase in the number of youths who attain a measurable skill gain and earn an industry-recognized credential.

Maine will oversee and monitor the implementation of continuation of the waiver, including quantifying expanded services to in-school youth and expanded expenditure of in-school youth funding through regular tracking of in-school enrollments and performance outcomes.

NATIONAL DISLOCATED WORKER GRANTS

QUEST Dislocated Worker Grant

The Quality Jobs, Equity, Strategy and Training (QUEST) two-year grant was awarded to the Maine Department of Labor (MDOL) in September 2022. This \$7,000,000 grant seeks to redress adverse effects on the labor market resulting from the pandemic. Service delivery is performed through collaboration between the Maine Department of Labor, the Local Workforce Boards, and the WIOA Title 1B service providers. Each local area collaborates closely with community-based organizations to serve the target populations identified in the grant application. The eligibility policy for the QUEST grant was created in collaboration with the above partners. A self-attestation document that clearly identifies participant eligibility was also created. The top three eligibility categories include dislocated worker, long-term unemployed, and significantly underemployed.

Local area service providers employ case managers and social workers who work directly with target populations to connect them to workforce system resources to enable them to reach their employment and training goals. Staff also work closely with community partners to conduct outreach and expand awareness of the grant. While enrolled, participants in the program are coached and supported to address any barriers to success they may face. The goal is to enroll 778 participants by the close of the grant period. Currently, 306 have been enrolled. The primary purpose is to assist the majority of participants in obtaining jobs that pay livable wages, offer benefits, and opportunities for upward mobility. Planned outcomes include 366 participants entering formal occupational classroom training and 67 entering employment through on-the-job training and apprenticeship.

QUEST Grant Success Stories:

Francis, a new Mainer, was a political prisoner who escaped his home country after being a witness to many dangerous and traumatic events. When he arrived in Maine, he had to overcome homelessness, unemployment, and language barriers. After many rejections from employers, he requested help with employment and training and because of past experience driving in his home country, attended training as a CDL truck driver. He successfully completed the training and secured a job as a bus driver with Portland Metro making \$28.00 per hour.

OPIOID Dislocated Worker Grant

This \$6,200,000 *Connecting to Opportunities* grant, is winding down and will close in December 2023. The grant served eligible individuals directly impacted by the opioid crisis or otherwise qualified and interested in training in substance use disorder/recovery occupations and related fields. Each local area, collaborating closely with community partners, has provided a full spectrum of employment, training, and support services to participants. Lessons learned from this grant, including the positive aspects of engaging peers from target populations to conduct outreach and provide case management services, are being employed routinely now throughout the system.

CAREER Dislocated Worker Grant

The resources of this grant are focused on implementation of Virtual American Job Center (VAJC) that will expand access to services for job seekers and employers most adversely affected by the pandemic. The platform will provide the digital improvements necessary to reach Maine's most vulnerable populations. The RFP resulted in selection of Portland Webworks to develop the platform, the contract is currently

being reviewed by Maine Office of Interactive Technology (OIT) procurement team to ensure it meets all requirements for security and accessibility.

Ongoing Project Deliverables

Next steps in VAJC development include design, testing and deployment of the platform followed by training on the solution for Maine service providers and partners. A promotional campaign will be launched, including recurring and incremental communications. A customer feedback mechanism will be employed for continuous improvement purposes. The solution will track user access by targeted population to measure increased usage of CareerCenter services.

BEST PRACTICES

Title IB Youth Program

Eastern Maine Development Corporation, the youth program service provider in the Northeastern Workforce Area, initiated a youth ambassador program that engages youth participants in conducting outreach to their peers to promote WIOA services to both in-school and out-of-school youth. The program offers the opportunity for youth participants who have completed the Young Mainer's Academy a formal cohort training that provides multiple youth elements to a group of participants as a cohort. Ambassadors are selected from completers who show leadership skills to assist with peer mentoring during future cohorts and who reach out to high schools and youth and teen centers to present information about WIOA youth services.

Aroostook County Action Program, another youth program service provider in the Northeastern area has established a working relationship with Loring Job Corps to enroll Job Corps participants who have almost completed their program to provide paid work experience with local employers as a direct pathway to employment.

Workforce Solutions, the youth program service provider in the Coastal Counties local area has embedded a Career Advisor in the local YouthBuild program in Portland. The staff person provides youth service elements to the co-enrolled participants.