

RFP 2020-02 PROPOSAL COVER SHEET

Name of Bidding Organization:		EASTERN MAINE DEVELOPMENT CORPORATION	
Mailing Address:		40 Harlow Street	
		Bangor, Maine 04401	
Contact Person Name and Title:		Lee Umphrey, President & CEO	
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Total Amount of Funds Requested:	\$583,921
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Proposal Summary: *Please summarize your program proposal in a brief paragraph*
 EMDC proposes to operate the WIOA Youth Services on behalf of the Central Western Maine Workforce Development Board for PY 2020. We are proposing a partnership model with Community Concepts, Inc. of Lewiston Maine. EMDC will subcontract with CCI to provide Youth services in Androscoggin, Oxford and Franklin counties. EMDC will provide direct Youth services in Somerset and Kennebec counties as well as provide management oversight of all program services, fiscal and contract management, participant eligibility, vendor and employer contracting, program performance management and reporting. Our plan is to serve a total of 180 youth participants - 40 in-school youth and 140 out-of-school youth with a combination of Youth program service elements. We plan to place 42 participants into employment or further education during PY 2020. The projected cost per youth participant for our proposal is \$3,244.

We plan to introduce several innovative program designs to CWMWDB including: EMDC's Young Mainers Workforce Academy, EMDC's Employer Response Team; EMDC's Human Centered Design process for customer service; and CCI's Whole Family Counseling model to help remediate participant barriers.

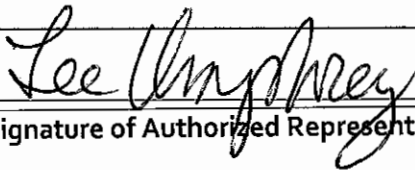
To the best of my knowledge and belief, all information in this proposal is true and correct, the document has been duly authorized by the governing body of the bidding organization.

Lee Umphrey

Name of Authorized Representative

President & CEO

Title of Authorized Representative



Signature of Authorized Representative

207-942-6389

Telephone Number

June 22, 2020

Date

STATEMENT OF COMPLIANCE FORM

As the authorized signatory official for: Eastern Maine Development Corporation
(Bidding Organization)

I hereby certify:

- That the above-named bidder is legally authorized to submit this proposal and funding request;
- That the above-named bidder agrees to execute all work related to this application in accordance with federal, state, and Central Western Maine Workforce Development Board (CWMWDB) policies and guidelines. The bidder shall notify the CWMWDB within 10 business days after issuance of any directives if it cannot comply;
- That the above-named bidder will ensure special efforts to prevent fraud and other program abuses, including but not limited to deceitful practices, intentional misconduct, willful misrepresentation and improper conduct which may or may not be fraudulent in nature;
- That the contents of the proposal are truthful and accurate, and the above-named bidder agrees to comply with the policies stated in this RFP;
- That this proposal represents an actual request subject only to mutually agreeable term negotiation outcomes and that the above-named bidder is in agreement that the CWMWDB reserves the right to accept or reject any proposal for funding;
- That the above-named bidder has not been debarred or suspended from receiving federal grants, contracts, or assistance; and
- That the above-named bidder waives any right to claims against the individual Board members and staff of The Central Western Maine Workforce Development Board.

Lee Umphrey

Name of Authorized Representative

President & CEO

Title of Authorized Representative



Signature of Authorized Representative

207-942-6389

Telephone Number

June 22, 2020

Date

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NARRATIVE COMPONENT

I. ORGANIZATIONAL BACKGROUND AND CAPACITY

A. Brief history of the organization(s)

Eastern Maine Development Corporation (EMDC), the lead organization in this proposal, and Community Concepts, Inc. (CCI), as a sub-contractor, are proposing a partnership to provide Workforce Innovation and Opportunity Act (WIOA) services for youth age 16-24 (Young Mainers) throughout the five-county region served by the Central Western Maine Workforce Development Board (CWMWDB).

EMDC is a 501(c)(3) non-profit, organization established in 1967, based in Bangor, Maine, delivering economic, community, business and workforce development services to municipalities, employers, and individuals throughout the Northeastern Maine region. In our multi-faceted roles as a workforce development provider and as the Economic Development District (EDD) for Eastern Maine, EMDC has been deeply involved in all aspects of our region's strategic development. Our overall service delivery model integrates workforce services with economic development, business lending and technical assistance, and community development and planning under one organizational umbrella. This integrated model is unique among Maine's economic and workforce service providers in Maine. EMDC's mission is supported by numerous resources including federal and state grants and contracts, county dues, foundation grants, and fee-for-service funds. The breadth of resources and program delivery represented by our portfolio complements WIOA Title 1B programs, particularly our active engagement with employers, and gives EMDC a deep capacity to deliver services in an integrated fashion.

Our partner in this proposal, Community Concepts, Inc. (CCI), headquartered in Lewiston Maine, was incorporated in 1965 by local community members seeking to reduce poverty in

Western and Central Maine. CCI is a Community Action Agency for Oxford and Androscoggin counties and a Maine 501(c)(3) organization that has helped thousands of low to middle income level residents receive the support they need. CCI supports residents in Androscoggin, Oxford and Franklin counties with a dynamic range of programs: children and family services, transportation, heating and utility assistance, affordable housing and home improvement services, home ownership support and financing for housing and businesses and workforce development services such as career counseling, skills assessment, and job preparedness skills to people of low to moderate income in the Lewiston-Auburn area. CCI also provides services and programs to support the well-being of children, teens and families. These include Head Start and childcare services, parenting support, school-based counseling for teens, child abuse and neglect prevention, a childcare home nutritious food program and family support programs. Additionally, CCI has services and programs to provide income eligible residents with energy assistance as well as safe and energy-efficient housing services.

The combination of history, experience, breadth of services, understanding of WIOA and other workforce resources and programs, and community-based programs that support workers, families and employers that our two organizations bring to this work will provide CWMWDB with a comprehensive and highly effective Service Provider and One Stop Operator capability.

B. Description of the organization's qualifications as related to the delivery of the required service components

EMDC's current workforce program services include roles as the WIOA Service Provider (since 2009) for the Northeastern Workforce Development Board serving Penobscot, Hancock, Piscataquis and Washington counties. We are also the statewide Grantee for the National Farmworker Jobs Program (NFJP), the contracted service provider for the youth focused Tech Hire

program in the 5-counties of the Northeastern workforce region and operator of the “Connecting with Opportunities” National Demonstration Grant serving individuals affected by the Opioid crisis. We serve approximately 500 work force program participants each year of which nearly 40% are between the ages of 16-24. Our workforce programs are based on a combination of practical experience and best practices including: comprehensive outreach and recruitment approaches that make maximal use of data analysis (LMI) and social media tools and applications to promote services; extensive service partnerships and co-investing arrangements to expand services and leverage resources (training and support services) for WIOA youth participants; knowledge and use of assessment and case management techniques and tools to provide effective career services and case management services; delivery of all required youth service elements either directly or through arrangement with partners and other program providers; use of Youth Peer Navigators (where possible) and approaches to client engagement that ensure that our services are customer-centered; and working directly with employers in a systematic way through our Employer Response Team approach to develop customized workforce services (OJT, Work Experience, pre-apprenticeships, apprenticeships and cohort trainings, etc.) that meet youth and employer needs.

EMDC’s and CCI’s workforce, community and business services gives our partnership a unique capability to better connect workforce programs (and young workers) to opportunities for employment and career advancement. For example, both EMDC and CCI deliver capital lending programs to small businesses providing them loans to grow their businesses and create new jobs. We routinely then connect those small businesses to workforce services to fill those new jobs. We have designed and delivered services for all segments of the workforce including economically disadvantaged populations, dislocated workers, seasonal and migrant farmworkers, individuals

with disabilities, public assistance recipients, individuals in recovery from substance use disorder, and individuals re-entering from incarceration. We both have extensive experience managing federal, state and local funding with a high degree of fiscal performance and accountability. We both have a history of innovation in program design (EMDC's Workforce Academy design and CCI Whole Family service delivery design) and both have been recognized at the local, state and national levels (EMDC most recently for its Employer Response Team) for the quality of our programs.

C. Examples showing specific history and expertise in serving this area or a similar area

EMDC and CCI both have intimate knowledge and experience serving rural economies and communities. EMDC's work in Penobscot, Piscataquis, Hancock, Washington and Waldo counties has given us an understanding of the workforce and economic development dynamics and needs of a large rural geographic region including the types of industry sectors and businesses in these areas and the challenges faced by workers. CCI has extensive and long standing experience serving communities, families and businesses in Androscoggin, Oxford and Franklin counties. The regions that EMDC and CWMWDB currently serve are geographically large rural areas with distinct economic and demographic subregions. The two regions are very similar in size, population demographics and density, and civilian labor force and participation rates. Both experience some of the same economic distress factors such as poverty, lagging educational attainment and disconnected youth cohorts. The composition of industries, occupations, skill requirements and wage levels are also similar with common trajectories of job demand and worker characteristics.

Both organization have similar experience operating workforce and related programs in this type of environment. That experience has required that we be adept at developing extensive partnerships and collaborations with other community organizations, education and training resources, businesses, local government agencies and other service delivery connections in order to be effective.

EMDC's ability to create effective partnerships has been demonstrated in our work developing and launching the newly funded National Demonstration Grant designed to assist individuals, including youth, affected by the opioid crisis, and our work in developing and implementing the Young Mainers Committee of the NWDB. In both examples we have built extensive collaborative service delivery networks to better serve Young Mainers and employers alike. For example, the initial launch presentation of the opioid grant in our region attracted over 70 participants from a diverse set of stakeholders. Our One Stop Partners collaborative of programs and services including the Young Mainers Committee members routinely brings together over 40 participants to our quarterly meetings, which have resulted in the development of strong partner referral arrangements, co-investment arrangements and co-enrollment strategies that have provided youth in our WIOA programs with extensive services beyond those of the WIOA youth program alone. We continue to leverage resources, programs and services – both our own and those of other organizations and funding sources – to more fully address barriers faced by young workers and employers in rural areas. Barriers include limited or no access to broadband internet, lack of transportation and lack of available and affordable childcare or healthcare options.

Both of our organizations are active in economic development initiatives and programs that are addressing some of these needs directly and in ways that that are inter-connected with the workforce development programs in our regions and statewide. For example EMDC is working

with funding from the Economic Development Administration (EDA) to address broadband expansion in the Katahdin region and with the Town of Lincoln to develop new capacity for training and development of workers in the forest products industry. Both of these initiatives will have direct impact on opportunities for young workers and small businesses in a region that has suffered in the past decade from the demise of the paper industry and the loss of jobs related to that decline. These are examples of ways that we would work together to connect youth workforce services and economic development services in the CWMWDB region.

D. STAFF EXPERIENCE AND WORKFORCE SYSTEM KNOWLEDGE

EMDC and CCI are both led by senior leadership teams with extensive experience and knowledge of workforce programs in Maine and nationally. EMDC's senior leadership (President & CEO, Vice President, Director of Workforce Services and Director of Finance) has over 90 years of combined related experience. Likewise, the senior team of CCI brings extensive experience and leadership to the operation of social, education and economic services that are directly related to broader workforce development needs in the CWMWDB region.

The direct service delivery teams of both organizations also have demonstrated competencies in program and partnership development, knowledge of service delivery practices and policies, and data and financial management and performance. Our organizations are both active partners in collaborations with other community and business organizations addressing major support needs for individuals and families, including: housing, emergency food and fuel services, financial and personal counseling services, healthcare, education, immigration and economic development. EMDC has been instrumental in forming the Maine MultiCultural Center (MMCC), a community-driven non-profit that is based at EMDC's Harlow Street office, to welcome a diverse immigrant population into the Bangor region as one strategy to meet our

increasing workforce needs. EMDC also has a long history of working with diverse populations, including individuals who come to Maine as migrant workers to harvest agricultural crops.

Attracting, retaining, supporting and integrating people of diverse cultures and backgrounds in our communities are core principles for both EMDC and CCI. Many of these workers require services that meet their unique challenges including language barriers, temporary housing and transportation needs, healthcare and other supports which our workforce programs are designed to provide.

E. Overview of the organization's staffing and management structure

Our proposed staffing and management structure for this project includes teaming a combination existing EDMC and CCI staff, and hiring of new staff, to provide the full range of WIOA services to youth. Our two teams will operate in a coordinated manner with EMDC responsible for all program management functions including fiscal and contract management roles, participant eligibility and data management, participant service transaction management (paying direct training and support services), performance management and reporting, subcontracting (OJT, WE) and vendor management. EMDC will also provide career services in Somerset and Kennebec Counties with CCI delivering career services in Androscoggin, Oxford and Franklin Counties. As reflected in the attached Budget Narrative and organizational chart, EMDC and CCI plan to hire new staff to deliver participant-centered services and outreach in in each of the 5-county region. We anticipate creating a network of service locations in the CWMWDB region that ensure access to services in all five counties with main locations in Lewiston serving Androscoggin county; the Augusta CareerCenter, serving Kennebec county; the Kennebec County Community College's Hinckley site, serving Somerset county; CCI office location in West Paris serving Oxford county; and a site to be determined in Franklin County. These service locations will be

staffed on a full-time basis and will offer a full range of services onsite or through referral to other partner services. EMDC's Director of Workforce Services, Susan Cerini, will oversee all WIOA program services and act as EMDC's primary point of contact for the CWMWDB. EMDC's Manager of IT and Data, Tom Fernands, will oversee the participant data and performance reporting functions. EMDC's Business Service Specialist, Keith Small, will manage the vendor services purchasing and contracting process. EMDC's Vice President of Economic and Workforce Development, Jon Farley, will provide staff support for the One Stop Operator role. Resumes for these staff are attached along with the Organizational Chart.

Based on our operational experience and the projected level of participant services detailed in the attached implementation plans, EMDC will hire four new Workforce Development Specialist for Somerset and Kennebec counties, and CCI will hire four and a half FTE Workforce Development Specialists, a Program Coordinator and a part time fiscal specialist to support its operations in Androscoggin, Oxford and Franklin Counties. These staff numbers are based on an assumption that we are the successful bidder for the Youth and Adult/Dislocated Worker Services contracts with staff allocating their time between the programs.

F. The organization's ongoing staff development plan

EMDC and CCI invest in the knowledge, skills and abilities of its staffs, with extensive and ongoing training and development. Each new staff hired for this project will be engaged in a comprehensive training and development plan over the first year of program operations. This training will entail a combination of WIOA 101 delivered by EMDC to quickly bring new staff to a level of basic competency and proficiency in program services delivery and operations. The training will be delivered primarily online with quarterly in-person training sessions with EMDC's full workforce services team. We will deliver other career development facilitation training

modules around topics including: Helping Skills, Labor Market Information and Resources, Career Assessment Tools and Practices, Diverse Populations and Impacts of Poverty, Understanding Ethical and legal Issues and Responsibilities, Youth Career Development Models and Theories, Employability Skills, Workshop and Group Dynamics and Delivery, Program Management and Implementation, Outreach and Recruitment, and Technology and Social Media in Workforce Development. The goals of our staff development program will be to develop technically prepared, high-performing workforce professionals and to create workplaces where staff members have visible passion for delivering high quality services. EMDC and CCI will collaborate on these staff development activities and will independently assure that we comply with all laws, regulations and licensing requirements in the practice of risk management and HR related trainings including safety training, sexual harassment training, and workplace affirmative action training. Annual assessments of staff will be conducted to authenticate that all staff are at levels of performance that meet organizational standards.

G. Grant recipient and accountant role

EMDC will be responsible for all financial transactions associated with direct WIOA client services, will provide all on-going fiscal reporting including submitting funding drawdowns, quarterly and annual reports and close-outs for all programs. We have a well-organized financial structure that supports these fiscal oversight and management functions and are currently performing these for the WIOA programs in the NWDB region as well as for other workforce services contracts. Our structure adheres to regulations related to financial management of federal funds as detailed in 2 CFR 200 (Uniform Administration Requirements, Cost Principles, and Audit Requirements for Federal Awards). EMDC assures that all contract and compliance requirements are fulfilled, grant and contract funds are expended appropriately, accurate records are maintained,

assets are properly safeguarded, internal controls are adequate, and costs are allocated to the correct program based upon a cost allocation plan in cases where costs are shared by programs. Annual independent audits are performed to prepare year-end financials, evaluate financial management processes, and complete the required single audit. EMDC employs three professionals within the accounting/finance department to execute all financial management operations. Because EMDC receives program funding through multiple federal funding agencies, cross-training and effective communication between program staff and accounting staff is mandatory to maintain successful operations including the submission of all reports and invoices per program requirements. Our systems and staff assures the provision of accurate, current and complete disclosure of the financial results of each federally sponsored project or program, with fiscal operations recorded on an accrual basis. We maintain records that document the source and application of all federal funds. Each program's records contain information on awards, authorizations, obligations, unobligated balances, assets, outlays, income and interest. In addition, each record provides sufficient detail to trace funds to adequately establish that such funds have not been used in violation of the restrictions and prohibitions of applicable statutes. Our system provides effective control over and accountability for all funds and assets and facilitates the comparison of outlays with budget amounts for each award. Where possible, unit cost data is maintained. Written cash management procedures minimizing the duration and amount of cash on hand and written procedures for determining reasonableness, allocability and allowability of costs in accordance with the provisions of the applicable cost principles and terms and conditions of the award have been scrutinized and approved by independent auditors and state and federal monitors.

II. PAST PERFORMANCE HISTORY

A. Evidence of the organization’s ability to meet program performance goals and objectives

The best evidence of EMDC’s ability to meet WIOA youth program performance goals and recruit both in-school and out-of-school youth participants and employers into workforce services is our recent track record in achieving those results. Since PY 2017 through the end of the 3rd quarter of PY 2019, EMDC has served 26% of all WIOA youth participants statewide. This service level has consistently been above the percent share of funds received by EMDC for these years, and has given us one of the best “cost ratio” track records of any service provider in the WIOA system statewide. We have also achieved one of the higher levels of program performance as compared to state level goals for PY 17, 18 and 19 (through the 3rd quarter). See below:

Performance Measure	PY 2017	PY 2018	PY 2019
Employment/Education Q2	104%	91%	89%
Employment/Education Q4	108%	92%	98%
Youth Credential Rate	56%	97%	88%

We are fully committed to meeting and/or exceeding required WIOA performance goals set by the Maine Department of Labor, the State Workforce Investment Board and CWMWDB and to meeting the service levels goals detailed in the attached Participation and Performance Charts.

B. Organization's most recent audit and monitoring reports

Qualitative, financial and process performance results are also included in PY 17 and PY 18 local board monitoring reports and audits attached to this proposal. Please note that state level feedback from PY 18 monitoring has not yet been made available to EMDC.

C. Examples of innovative cost saving measures

Our ability to quickly adapt and create innovative cost saving measures and services is captured in two recent efforts that we have undertaken, both with a technology focused approach. First, is our effort to convert all our WIOA participant data transactions from paper to digital formats and storage. By “going paperless” we have reduced staff time dedicated to documenting client services, copying documents, mailing documents and reviewing paper files. This has allowed us to spend more time with clients and less time on paperwork. The change has also enhanced our internal (and external) monitoring and data compliance management. Another recent innovation, spurred by the COVID-19 pandemic and our shift to a remote working operation this spring, is the adoption of new practices and technology solutions for outreach, program intake procedures, online learning, and service delivery to participants. This has led to cost savings in both time and related expenses for travel and supplies. We have perfected virtual services that allow us to complete the intake process for WIOA, deliver interactive WIOA Information Sessions, Job Readiness, Career Exploration, Planning and Assessment workshops. We just recently launched our new virtual Young Mainers Workforce Academy with 15 participants, and are set to launch other collaborative programs with Bangor Housing later this summer. These approaches are very transferable to other workforce regions and we would plan to adapt them to the CWMWDB region if selected to operate the program.

III. YOUTH SERVICE ELEMENTS

A. Integrated Service Delivery

By working together and with the network of One Stop Partners throughout the region, EMDC and CCI will be well-positioned to deliver high-quality, effective youth workforce services throughout the CWMWDB region. Our plan is to focus on the following objectives: 1) Increase the level of innovation and collaboration with employers, education partners and key community support resources for youth. We will do this through holistic program delivery designs such as EMDC's Workforce Academy and CCI's Whole Family service delivery model. 2) Increase service levels, improve job placement, further education results, increase earnings and raise skill attainments of youth participants. We will do this through enhanced outreach, more directed employer engagement and use of work-based learning strategies, and greater focus on occupational skills attainments by partnering with education and training providers to customize cohort training programs in demand occupations. 3) Increase services to the most-in-need individuals in the region's youth workforce including economically disadvantaged out-of-school youth, youth re-entering the workforce from recovery and incarceration, low-skilled individuals, and youth with other barriers to employment including disabilities, basic skills deficiencies and single parents. We will do this by leveraging other resources to invest in youth and by connecting these investments more directly with the broader business and economic development strategies in the region through greater uses of work-based learning.

B. In-community Outreach

EMDC has developed comprehensive outreach and recruitment strategies that have allowed us to effectively identify job seekers with barriers to employment including unemployed or under-employed individuals, low income individuals, individuals with disabilities, public

assistance recipients, basic skills deficient individuals and single parents and enroll them in WIOA services. Our approach is hands-on, and includes disseminating information about WIOA programs broadly and continuously with partners, referral sources in the community and directly to workers and employers through social media and events. We also inform members of the general public, elected officials, town offices, social services agencies, employers, recovery centers, and educational providers about the benefits services available through the WIOA system. EMDC's outreach materials, such as brochures, posters, news releases and social media posts, are designed to promote the benefits of participating in these programs including use of participant success stories to show how others have achieved their career goals through our programs. The language in these materials is concise, straightforward and easy to read by a range of education levels, so program eligibility and services can be readily understood. Clear and full contact information for EMDC offices is provided, as well as details about how to proceed with next steps. Additional avenues of outreach include postings on the EMDC website and social media, engagement with state and local news media, electronic newsletters and communications among professional email groups. In all of these materials, EMDC discloses the federal source of program funds, and includes required language in compliance with the Stevens Amendment. For individuals requiring language assistance, MJL has built-in support for more than 60 languages using Google Translator. Any individuals determined not eligible may be referred to appropriate partners within this network.

We also rely on our extensive relationships with partners to generate referrals through agencies or programs outside the American Job Center Network such as recovery centers, re-entry organizations, recovery residences and other partners who may provide direct referrals. Fundamental to the effectiveness of these connections has been our practice of going onsite to

these community programs to work directly with staff and their youth clients, rather than requiring them to come to us. This has expanded the locations where job seekers can obtain information and apply for WIOA services.

C. Customer Engagement

Our plan to ensure that youth customers of the One Stop system receive high quality and comprehensive services is based on three inter-related approaches. First is to establish tracking and reporting systems encompassing of all required services to evaluate whether they are accessible and being effectively delivered. One tool to accomplish this analysis is the Maine Job Link (MJL) program that will allow core partners to report on common customers. EMDC has been working with MDOL in a pilot project to implement a new module called the WORKS program that will provide easy sharing of participant data, tracking of referrals, reporting on programs, and measuring performance across multiple Care partner programs. Second, we will develop and implement an online “Services Dashboard” to be regularly updated with partner information including service delivery schedules and activities, performance measures, service levels, participant demographics and other related data. This tool will provide front-line staff with real-time and regular updates of these key service delivery results and will, over time, facilitate closer alignment and coordination of service delivery and better ensure service planning is done within the context of common goals, deeper understanding of the complete range of services and a common perspective on best practices. Third is to ensure that youth staff receives training and ongoing support to provide effective customer service. To enhance the customer experience with workforce services, EMDC is committed to implementing a Human Centered Design (HCD) process in providing services. This approach considers how services are developed from end-to-end; from how they are advertised to how they are delivered. For a service to be genuinely effective

and have its desired impact there must be a thorough understanding of the people being served. This goes above and beyond what they need to include what barriers they face, what motivates them and what is important to them. By developing services with input and ideas from participants, satisfaction with those services is much more likely. These principles and the HCD process will be used whenever developing new program services including outreach and recruitment, assessment, career exploration and job placement assistance.

D. Work-Based Learning

A second innovation is EMDC's new Workforce Academy initiative. Building upon the concept utilized in EMDC's ongoing Work Readiness cohort sessions, this approach engages employers in efforts to address the needs of Young Mainers. The initiative's goal is to align, augment and add value to existing education and training opportunities by directly involving businesses with work readiness skills and entrepreneurship. As EMDC has expanded its outreach to businesses to assist young job seekers with training strategies, like work experiences and OJTs, it is clear that employers are more and more supportive of these efforts. The Workforce Academy design is structured as a cohort training developed with feedback received from local employers and in conjunction with education providers. The eight-week curriculum is delivered to small groups of 12-15 youth blending employability (soft skills) training, guest speakers, career exploration, and industry certification trainings, along with paid or unpaid work-based learning activities. Youth spend time in the classroom gaining employability knowledge, such as the importance of workplace safety and the need to understand employer expectations. Classroom instruction also focuses on how to search for jobs, how to write a resume, how to interview and how to dress appropriately for work. The initiative offers a hands-on approach to career exploration and addresses many of the WIOA Youth Service elements with special emphasis on leadership

development, youth mentoring, basic skills, counseling, work experience and occupational learning. Personal development and responsibility are common themes of this approach. The Workforce Academy design provides flexibility to develop customized projects around a single industry sector or across a diverse set of employers. Training can be tailored to a specific group of young people, such as youth offenders or pregnant and parenting teens, or for out-of-school or in-school youth. This allows for the attaching of certificate/credentialed classroom training, youth mentoring, academic remediation, financial literacy, leadership activities and other elements into a customized package for each youth, while continuing to have the advantages of group dynamics and the efficiencies of online instruction. During the initial eight-week period, participants have an opportunity to explore careers in local industries that currently need employees through tours and networking opportunities. Upon completion of the academy, participants will choose their next path including: work experience, other short-term training, or direct job placement.

E. The 14 Youth Elements Diagram

All of the Fourteen (14) youth service elements required by WIOA will be made available to youth either directly through an EMDC/CCI delivered activity or through other partner programs. A diagram detailing these service relations is attached to this proposal.

F. Progress to Self-Sufficiency

We propose several proven strategies to help youth achieve greater success in reaching and sustaining their economic self-sufficiency goals. First, is the Whole Family/Two Gen approach. This is a comprehensive, evidenced based strategy being taken by CCI that holistically provides families with tools to develop skills toward the goals of financial wellness. Using a Whole Family approach to assisting individuals out of poverty including intensive coaching, post-secondary classes, classes for children and parents, and early education interventions is a replicable model

that can be supported with workforce program resources. CCI's service delivery design has been recently re-modeled along these lines and will serve as a design template for other youth services throughout the five-county region. This approach will better equip the workforce system to address not just immediate education and training needs of young workers but other underlying concerns. A second approach is the use of Youth Peer Navigators who work one-on-one with participants and their career advisors to help them overcome specific identified barriers. Youth Peer Navigators are individuals who themselves have a lived-experience very similar to the participants in our workforce programs, allowing them to relate and understand the challenges individuals face when pursuing career changes or entering the workforce for the first time or after a long absence. Attached is a diagram depicting how the Youth Peer Navigator would assist a client in overcoming barriers. EMDC and CCI propose working with CWMWDB and other One Stop Partners in the region to replicate aspects of both of these designs as a template for other workforce services throughout the five-county region. These approaches can be combined with more traditional workforce service strategies such as "learn and earn" approaches that combine education and part-time employment; job readiness classes and integrated occupational and basic skills programs; program follow-up services to ensure that participants have support in the early phases of re-employment or have access to emergency services to address job endangering circumstances.

G. Sector Strategies

EMDC and CCI have extensive relationships with employers and industry leaders, and have developed connections along with educational partners, economic development partners and other workforce programs to address industry needs. As depicted in the attached Employer Service Diagram, we have organized these efforts into a sector-based engagement process called the Employer Response Team. We have used this model to address the needs of employers and

regional job creation challenges in a number of sectors including healthcare, manufacturing, construction and boat building over the past several years. This approach is designed to engage businesses that are poised to grow and expand their workforces either through new hires or by training incumbent workers. The team structure and operational design of the Employer Response Team is proactive and brings together key resources including WIOA Title 1B services, the Maine Department of Labor, the Maine Community College System, local Adult Education programs, local economic development partners and others based on the identification of an employer or group of employers that are hiring for an expansion or for a new start-up business in the region. EMDC's Employer Response Team is designed to meet and review the emerging workforce needs and plan services including assistance with referrals for new hires, support with developing training for new and/or existing employees, and help with technical assistance needs related to growing and shaping its local workforce to be more adaptable to those emerging needs. The result of the team's discussion with employers could involve the delivery of a number of services: integrated basic and occupational skills development; incumbent worker or customized training with individual or groups of employers; work-based learning programs and On-the-Job Training and apprenticeship training options.

H. Remote Technology & Strategies

EMDC continues to pivot our service operations and strategies to incorporate remote learning opportunities and online service delivery wherever possible. While the COVID-19 pandemic has accelerated this process, we had begun to investigate a variety of free or low-cost online learning and communication platforms such as Metrics Learning, Google Suite, Google Digital Garage, IC³ digital literacy training, LinkedIn Learning and other programs to ensure we are able to offer participants the types of soft skills and basic occupational skills they need, when

they need it. While not appropriate in all situations because of the lack of broadband access in many areas, we are adapting our programs to better align with these technology resources and with those of Maine's education and training providers who are also moving many courses and programs online. We are developing protocols and procedures to adapt participation expectations and have modified our support services and training expense policies to allow for greater investment in computer hardware, software and internet costs on behalf of participants.

I. Projected Participation and Performance Goals

EMDC and CCI have proposed participant and performance goals that reflect reasonably attainable results including enrollments for both in-school and out-of-school youth, job placement targets and performance results at a realistic cost per participant that is in line with statewide performance levels and costs.