The Vision

- Maine people will have a high quality of life with rewarding work and prospering businesses.
- Employers will have skilled workers, and workers will have good jobs. Economic success will be backed up by a world-class workforce development system.

The Mission

The Maine Jobs Council leads, advises and manages the efforts to create a world-class workforce development system in Maine. The Council leads by focusing on the big picture, by setting a tone of collaboration, and by educating policy-makers and the public. The Council advises by making recommendations to the Governor and Legislature. As the Statewide Workforce Investment Board, the Council manages by overseeing the implementation of workforce development programs.

Guiding Principles

- Skilled workers are essential to economic growth.
- Everyone should be a lifelong learner.
- Maine employers, educators, and public policy-makers must support people as lifelong learners, citizens, workers, and family and community members.

The Workforce Development System

- Provides the means for personal and economic security and job satisfaction.
- Must be available to everyone of all ages, regardless of circumstances.
- Must adapt quickly to changing technologies and market demands.
- Must be easy to understand and navigate.
- Must be designed by and accountable to workers, employers, and taxpayers.
- Requires partnership among businesses, schools, organized labor, government and other providers.

Anne Beebe-Center – Chief Local Elected Official - Coastal Counties LWIB

Don Berry - Organized Labor - Local 567 Patricia Boucher - Executive Director -Aroostook Washington Counties LWIB

Steven Boulet - WahlcoMetroflex Mike Bourret - Executive Director - Coastal

Ester Clenott - County Commissioner -Cumberland County

Kathleen Coogan - Training and Development Corporation

Tom Davis - Chief Local Elected Official - Tri County LWIB

Philip Dionne – MJC Chair, PAD Construction Greg Dugal - Maine Innkeepers Association

Gary McGrane - County Commissioner, John Evans - Ironworkers Local 496 Franklin County

Laura Fortman - Commissioner, Maine Department of Labor

Norman Fournier - Chief Local Elected Official, Aroostook Washington LWIB

Counties LWIB

world-class workforce development system in Maine

Susan Percy - Creative Work Systems

John Richardson - Commissioner -Giguere, Susan - Care and Comfort Department of Economic and Community Development Kate Grambow - Kennebec Valley Community

A volunteer group of

citizens

rom business, labor.

education.

munity organization

and the public working

to create a

Mike Roland – MJC Vice Chair, Maine AFL-CIO Jeanne Shorey Paquette - Employment Times

Chris Hastedt - Maine Equal Justice Project Linda Smith - Projects Unlimited Bryant Hoffman - Executive Director, Central Sarah Standiford - Maine Women's Lobby / Maine Women's Policy Center

Susan Swanton - Maine Marine Trade

Thomas Targett - Ironworkers Local 496 Peter Thompson - Kennebec Valley Chamber of Commerce

Richelle Wallace - Norway Savings Bank Tuesdi Woodworth - Morris Yachts

Al Menard - Turner Adult Education

Susan Gendron - Commissioner, Maine

Joanne Harris - The Jackson Laboratory

George Hunter - Mid Coast Health Services

Craig Larrabee - Jobs for Maine's Graduates

John Leavitt - Carpenters Local 1996

Barry Martin - Skowhegan Savings Bank

Lisa Martin, Lisa – Manufacturers Associatio

Department of Education

Western Maine LWIB

Daniel Muth - National Able Network Denise Nemeth-Greenleaf - International Federation of Professional & Technical Engineers

unemployment insurance taxes.

Disability Program Navigator — DPN

In September, 2007, the Maine Department of Labor launched a new effort to increase accessibility to programs and services at Maine's CareerCenters for people with disabilities. The Disability Program Navigator initiative is a two-year grant-funded opportunity to build on the work of the Able ME grant and other state and partner projects. With funding from the United States Department of Labor and the Social Security Administration, the Disability Program Navigator initiative is staffed by a Lead Disability Program Navigator in the Bureau of Employment Services and four regional

During the upcoming year, DPNs will be working with partners like the Bureau of Rehabilitation Services, the Department of Health and Human Services, the CHOICES CEO project at the University of Southern Maine's Muskie School of Public Service, and the Maine Jobs Council's Commission on Disability and Employment in new and creative ways to increase employment opportunities for people with disabilities.

LifeLong Learning Accounts - LILA

development and lifelong learning. LILAs are designed to make education and training opportunities more accessible to working adults. LiLAs are individual investment accounts, matched by the employer, to finance lifelong learning. Funds are invested in a LiLA account (in the form of a NextGen R account) for the employee's higher education expenses. Outreach and informational sessions are provided by Maine CareerCenters. Free advising services to assist men and women in education and career planning are available through Maine Centers for Women, Work and Community.

LILA Program's vision is to scale across Maine and potentially replicate countrywide. The LiLA Partnership in Maine was inspired by CAEL, the Council for Adult and Experiential Learning, in Chicago. The Maine LiLA initiative is modeled after the successful LiLA demonstration projects in Chicago, Northeast Indiana and San Francisco.

NSAI — North Star Alliance Initiative

A Partnership to Transform the Workforce and Economy of Coastal Maine

Maine's North Star Alliance Initiative is an industry focused economic development initiative devised to drive business and create jobs in coastal Maine. The initiative includes business, R&D, education, and workforce development centered on Maine's boatbuilding, marine, and composite industries. The key ingredients to global competitiveness are Innovation and a Skilled Workforce; or as USDOL term it "Talent Driving Prosperity".

For further information, contact:

Maine Jobs Council

Augusta, ME 04333-0120

Tel: (207) 621-5087

www.maine.gov/labor/mjc



The Competitive Skills Scholarship Program was enacted to provide access to post-secondary education for people below 200% of the poverty level so they can work in occupations that are well paid and in high demand. The program will launch statewide through Maine's network of CareerCenters on March 31, 2008. The CSSP program has two goals: to help people of Maine obtain postsecondary education and training for a good paying job in a high wage, high demand occupation and help businesses who need to hire more skilled people in various occupations. It's a win-win program.

CSSP is a sustainable program, funded by employer contributions to a dedicated fund (approximately \$3,000,000 per year); employers costs are offset by a reduction in their

Disability Program Navigators (DPNs) — one in each of Maine's Workforce Investment Areas

Lifelong Learning Accounts help employees and employers work together to finance skill

Maine is the first state in the nation to launch a statewide LILA demonstration. The Maine

The challenge of the Workforce Pillar is to provide state-of-the-art skill upgrade to incumbent workers while at the same time conceiving and implementing sustainable strategies that will address the ever changing skill demands of our future workforce. NSAI partners have united to: create and employ new programs, develop and update curricula, and initiate innovative ways to deliver just-in-time training now and in the future.

120 State House Station





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Annual Report





Capital

Postage

Services

Supplies

Grand Total

Travel

A s the Chair and the Director of the Maine Jobs Council, we are pleased to provide you with this Annual Report related to the Council's work for 2007. The MJC continues to mature in its role as the State Workforce Investment Board, with much of the activity happening at the Committee level. The Policy Committee along with the Bureau of Employment Services, established two important policies in 2007; a performance Incentive policy that distributes Workforce Investment Act funds for exemplary performance, and an Administration Cost Limitation Policy that provides clarity regarding the costs of carrying out local Workforce Investment Act activity. Highlights from the Standing and Ad Hoc Committees this past year include; the Apprenticeship Committee

under the leadership of Director Gene Ellis has experienced tremendous growth in both programs and participants; the Women's Employment Issues Committee produced it's second Working Women in Maine Report on the status of employment for women; the Older Worker Committee recognized employers who have developed workplace policies for seasoned workers by awarding it's Silver Collar Award to nine Maine employers; the Youth Transitions Committee worked on a Resource Inventory that will be utilized by the education and training communities serving Maine's youth; the Commission on Disability & Employment helped with the implementation of the Governor's Executive Order to increase employment opportunities for people with disabilities; and the Business and Industry Committee continued to work on developing partnerships with the other committees to address the projected labor shortage.

Dear Governor Baldacci, Members of the 123rd Legislature and Citizens of Maine,

Also in 2007, the MJC established the Service Delivery Committee, which worked to produce recommendations concerning CareerCenter system reconfiguration, in light of reduced state and federal funding. A special thanks to the Local Workforce Investment Boards, Service Providers, and the Bureau of Employment Services who participated on the committee.

On behalf of the MJC we want to thank the dedicated Committee and Council members for their time, energy and commitment to developing a world-class workforce for Maine's citizens and employers. And last, but not least we want to thank Commissioner Laura Fortman for her continued support and leadership.

Philip Dionne

Director

Personnel Cost Director, MJC \$100,032 All Other Expense 4,798 Communications 116 **Equipment Expense** 2,784 Equipment Rent Other Expense Premises Expense Premises Rent 6,830

\$116,831

Budget

Maine Jobs Council

January-December 2007

Maine State House Authority Dept. of Health & Human Services Maine Jobs Council **MJC Policy Committee** Standing Committees

Commission on Disability and Employment

Youth Transitions Apprenticeship

Women's Employment Issues



Ad Hoc Committees Older Workers

Business & Industry

Service Delivery

Comittee Reports

Commission on Disability and **Employment**

The Commission was created by the Maine Legislature in 1997 to promote collaboration between the public and private sectors to increase awareness and to influence policy decisions related to employment of people with disabilities. The Commission is working toward a future in which people with disabilities are employed in jobs that meet their personal and economic needs.

Commission members envision a future in which Maine employers capitalize on the human resource potential of people with disabilities- a future in which the skills and energy of people with disabilities are maximized for the benefit of our State and for the livelihoods of people with disabilities.

Its members meet monthly, and coordinate all activities and action with the Jobs Council and its policy committee.

Members:

- 1. Mel Clarrage Chair 2. Jill Duson- Policy Liaison
- Jennfifer Kimble
- 4. Julia Bell
- 5. Larry Glantz
- 6. Alan Brigham 7. Butch Dawbin
- 8. Dennis Bouley
- 9. Gayla Dwyer



- 10. Zahira Duvall
- 11. Michael Ashmore
- 12. Norbert Nathanson
- 13. Richard Sterrs Staff – Karen Fraser

Priorities for committee for future:

- Creation of an employer outreach and education plan.
- Expanded and improved support for young people with disabilities who are transitioning from school to work.
- Improvement and expansion of Maine's vocational rehabilitation services for people with disabilities.
- Expansion of benefit counseling for people with disabilities who want to work, as well as for the currently employed who are interested in improving their economic status by assuming more responsibilities in employment.
- Enhancement of data collection activities to evaluate the success of efforts to guarantee equal employment opportunities for people with disabilities, including the capacity for relevant data to be shared and used by the state agencies responsible for achieving this goal.

The Women's Employment Issues Committe

The Women's Employment Issues Committee fosters action on current factors affecting women's participation in the workforce. The Committee highlights employment issues, develops recommendations to the Maine Jobs Council, and supports initiatives that remove barriers preventing women in Maine from attaining complete economic success and security.

The Committee proposes and promotes policies, programs, and legislation that provide full economic opportunity for all Maine women. Through 2010, the Committee will establish quantifiable benchmarks to measure, monitor, and annually evaluate Maine's progress in achieving that economic

When Maine women are economically secure, their families, their communities and the state 2007 are:: as a whole benefit.

Voting Members:

- Sharon Barker Chair Hannaford Brothers Company, Rockland Sarah Standiford - Policy Liaison
- Chris Hastedt
- . Kathy Coogan

- 5. Gilda Nardone
- 6. Lisa Pohlmann
- Christy Cross
- 8. Denise Nemeth-Greenleaf
- Valerie Carter 10. Darylen Cote
- 11. Lib Jamison
- 12. Karen Keim Staff – Peaches Bass

Priorities for the Future:

- The committee will draft and release its 2008 Working Women in Maine: Indicators for Progress report and recommendations later this year.
 - Continuing focus on Pay Equity, such as enforcing equal pay laws and promoting livable wages.
- Continuing to stress the importance of helping women obtain employment in nontraditional occupations, particularly in the STEM (Science, Technology, Engineering, Math) occupations, in the construction industry and in the North Star Alliance industry cluster.
- Assisting and working with the Maine Job Council committees on common policy issues, and lending support to efforts for greater coherence and cohesion among committees.
- Offer and strengthen programs that educate women and girls on how to negotiate fair and equal wages and on the opportunities available in good paying nontraditional occupations.

Older Worker Committee

Older Worker Committee of the Maine Job Council promotes the value of Maine's Older Workers through advocacy, education and policy development to meet the needs of workers and employers. A recent Census survey noted that the share of older workers in Maine's workforce is growing, with approximately 15 percent of the current Maine workforce over the age of 55.

The Older Worker Committee instituted the "Silver Collar Employer Award" to opportunity and security for all Maine women. recognize employers in Maine whose policies and practices match the needs of mature employees. Maine's Silver Collar Employers for

- Bangor Hydro Electric Company, Bangor
- Bonney Staffing Center, Portland
- Hardwood Products Company LP, Guilford
- Kittery Trading Post, Kittery

- - Carrabasset Valley

 - 3. James McGrath, Office of Elder Services, DHHS
 - 5. Byrant Hoffman, Area 3 LWIB Director
 - 7. Graham Newson, Area Agencies on Aging
 - 8. Sharon Price, SCSEP

11. Jeanne Shorey Paquette,

- 9. Robert Traill, Bonney Staffing Center
- EmploymentTimes 12.Cynthia Dowd,TRC, Lewiston CareerCenter
- 13. Brenda Gallant, Me LongTerm Care Program

Priorities for Future

- Design and implement a public Employ Older Workers Week".
- Develop pilot project to connect SCSEP 1. Lisa Martin — Chair/Policy Liaison participants who have experience in marine trades with students of all ages, to share information about boat building and related industries.
- Develop data sheet on older workers for use with business and civic leaders.
- Institute a trial collaboration with private employment service companies to enhance the hiring of older workers.
- Explore ways to continue computer training scholarships for Older Workers.
- Using the DOE/DOL WorkReady Credential model, focus a curriculum on needs of older workers.



- Paradis Shop 'n Save, Fort Kent
- Sugarloaf Mountain Corporation.
- TD Banknorth, Lewiston
- Union Trust Company, Ellsworth Members:
- 1. Phyllis Cohn, AARP Co Chair
- 2. John Christie, Rockland CareerCenter,
- 4. Dan Muth, National Able Network
- 6. Betty Grant, Lakepoint Real Estate
- 10.Merrill Huh tala, CWRI
- 14. Garrett Oswald, Maine Jobs Council Staff — Mary Fran Gamage

- awareness campaign promoting "National

- *Priorities for Future:*
- The BIAC committee is continuing to Address the needs of older workers who are basic literacy skills deficient.
- - The committee is designing ideas for collaboration that focuses on strategies with each sub-committee, Women, Older Worker, and Apprenticeship that is in sync with each sub-committee's goals for employment, higher wages, availability of collaboratively with industry leadership to

workers, etc.

Members:

Greg Dugal

3. Susan Swanton

Suzanne Goucher

Steve Boulet

Chervl Timberlake

Bob McGregor

. Kevin Murphy

The committee is beginning to align strategies and resources for regional Industry partnerships with Education, Economic Development and Workforce

Business & Industry

Association Committee

The BIAC committee focus is to represent

business and industry interests in the

Workforce and Economic Development

systems. The BIAC committee comprises

of industry associations that represent over

1,000 Maine employers and 100,000 Maine

workers. The committee has been working on

a number of initiatives and projects that are

aligned with the goals and objectives of the

9. Dick Grotton Staff — Merle Davis

meet with other MJC committees to work

on connecting the supply and demand

sides of the labor exchange formula to

address the projected labor shortages.

- Development to leverage the limited funds available for training.
- The development of multi-industry projects, such as: The Maine Aerospace Cluster Development Initiative involving manufacturing, composites and IT. Phase 1, the Feasibility study and Strategic Plan of the Aerospace Industry in Maine, is complete. Phase II will conduct industry benchmarking and convening of stakeholders in the areas of education/ Training, Policy, research and Technology Innovation & Technology, Commercial Cooperation (Business Services) and Cluster Expansion.

Maine Apprenticeship ommittee (MAC) Apprenticeship connects both job seekers and

Machinist), Building & Construction (ex.

Electrician), and Service (ex. firefighter).

based programs, new programs, or new

partnerships, MAP is a critical talent

development solution for Maine's 21st

Century economic future. Maine's high

technology all share a need for a highly

growth, high demand industry clusters in

healthcare, biotech, advanced manufacturing

composites and boatbuilding, and information

skilled, well educated work force. MAP works

define and develop competency models to

Members: (12) four seats unfilled

meet industry needs

provide workers with quantifiable skills that

Whether developing competency-

incumbent workers desiring to learn new skills with employers needing qualified workers. These employers, voluntarily becoming Sponsors, provide apprentices and preapprentices with instruction reflecting industry and individual employer needs. Apprentices receive paid, structured, On-the-Job Training (OJT) and post-secondary education that equips them with the skill sets needed to advance in their chosen occupation. This results in workers with industry-driven training and employers with a competitive

The Maine Apprenticeship Committee

- MAP continues to address the needs of (MAC), through the efforts of its Director Maine's industries by developing new of Apprenticeship Standards and the Local or re-designed program such as four and Regional Employer Assistance Personnel sequential Teacher Apprenticeships at the local CareerCenters, registered 112 developed with Mid-Maine Community new Apprenticeship Programs. The program Action for its' Head Start Teachers and served a total of 988 Maine citizens in all now used by several Head Start agencies. 16 counties. Occupations are clustered into Pre-Apprenticeship partnerships continue three basic categories: Manufacturing (ex.
 - to grow. Relationship building with Maine's Career & Technical Education (CTE) schools, Job Corps, "Youth Build" and Jobs for Maine Graduates (JMG), has resulted in increased opportunities for students to explore the world of work in occupations of interest to them

1. Don Berry- Chair

2. Phil Dionne

3. Alan Wyman

4. John Napolitano

6. Tuesdi Woodworth

Staff/Policy Liaison – Gene Ellis

Significant continuing involvement with

programs such as North Star Alliance

and Governor's Training Initiative.

Initiative, Disabilities Program Navigator

7. Kate Grambow

8. John Evans

Priorities for the Future:

5. Jeff Cammack

Many Pre-Apprentices complete their programs and graduate high school with Community College credit through the Dual Enrollment program. Future growth will be aided by the increased emphasis on Pre-Apprenticeship in the new 5-year Perkins Plan which provides federal money for vocational programs in our CTE schools and Community Colleges.

focused its efforts on identifying, evaluating and supporting Youth programs in Maine that need resources to sustain or expand their initiatives.

- MarvFran Gamage
- Jeanne Paquette
- Meridith Greig
- . Scott Phair
- 9. Maggie Vishneau Staff - Debbie Bechard

Priorities for the Future

- The Committee would like to be better able to link the education and business communities in order to more effectively
- Through the MJC recommend legislation to the Governor's Office to expand existing programs that help youth make
- Review current literature on a biannual basis and produce a profile of successful
- Review current youth data and issue a "Youth Status" bulletin for use by people
- Identify a 'Speaker's Forum" that presents relevant timely data on youth transition issues, needs and successful models at the state, regional and local
- (annually at a minimum)

Delivery Committe

The Service Delivery Committee assists the local workforce development areas.

of November, December and January to

Youth Transitions Committee develop a recommendation concerning the

CareerCenter reconfiguration necessitated The MJC Youth Transitions Committee has by state and federal funding reductions. The recommendations were presented to the Policy Committee and Department of Labor Commissioner Laura Fortman. Committee members include;

- . Craig Larrabee Chair Linda Smith - Policy Liaison
 - Elected Official Area IV 3. Gary McGrane - Chief Local Elected

Mike Roland – AFL/CIO, Committee

2. Anne Beebe-Center - Chief Local

Official III

Investment Board

Community Action

Community Action

Community Action

Community Action

Corporation

Services

services

Priorities for the Future:

Service Integration

System issues as they arise

Chair, Vice Chair Maine Jobs Council

4. Pat Boucher - Aroostook / Washington

5. Joanna Russell - Tri County Workforce

Maine Workforce Investment Board

7. Antionette Mancusi - Coastal Counties

6. Bryant Hoffman - Central Western

Workforce Investment Board

.0. Fenwick Fowler - Western Maine

14. Ned McCann - Bureau of Employment

15. Steve Duval - Bureau of Employment

16. Jill Duson – Bureau of Rehabilitation

17. Maine Jobs Council – Garret Oswald

Access to CareerCenter Services

Web based platform for delivery of

New initiatives and opportunities for the

8. Torrey Eaton - Aroostook County

9. Candy Carpenter - Mid coast

Counties Workforce Investment Board

- Lora Downing
- Nigel Norton

- serve youth.
- 11. James Trundy Western Maine successful transitions.
- 12. Carroll Donnell Training Development your service strategies and programs. 13. Cathy Coogan - Training Resource
- working with youth.
- Identify youth who represent successful transitions through a Governor's Award or through other high profile events

Maine Jobs Council Service

Maine Jobs Council in the performance of its duties and serves as a communication vehicle for workforce development system partners to provide information and recommendations to the Council. This committee advises the MJC Policy Committee regarding issues and opportunities related to the delivery of employment and training services in the four

The SDC met regularly in the months

Policy Committee

Plan are as follows:

development.

Workforce Investment Act Strategic Plan Modification The Maine Jobs Council (MJC) Policy

Committee members devoted much of their time during the year on developing the Workforce Investment Act (WIA) Strategic Plan Modification for Programs Years 2007-2009. The Committee focused on identifying strategies that promote collaboration of all workforce development entities and coordination of existing resources. The key areas that Policy Committee addressed in the

- A strong commitment to advance the Governor's Economic Vision and the focus on preparing Maine's workforce for employment and careers in high growth, high wage employment aligned for subsequent discussions amongst the with the key sectors of Maine's economy. MJC, Maine Department of Labor, County The priority for workforce investments Commissioners, Local Workforce Investment continues to support targeted industries

 Boards and service providers coming together with a high demand for skilled workers. to evaluate and plan the footprint and service Development of strategies that promote
- state, regional and local efforts to strengthen the connection between workforce development with economic development and education through the Act Strategic Planning development of effective policies that achieve coordination and leveraging of workforce investment resources. A key strategy has been to model the work of the North Star Alliance (Maine's WIRED initiative) so we can sustain and replicate the relationship between industry and public/private forces to promote innovation, talent and technology
- Highlight the importance of increasing investments in higher-education for youth process. The Policy Committee provided each and post-secondary credentials for all workers. The Plan promotes increased access to training, particularly for lowwage, low-skilled workers, in some very the highlights of the plan before voting to specific ways, including:
- Establishing policies that guide the CareerCenter programs toward brokering and significantly leveraging training related resources for workers. Local Workforce Boards are encouraged to establish policies for CareerCenter service providers to effectively package training plans that provide workers with increased access to income supports such as childcare, transportation, housing and healthcare.
- (LWIB) set minimum training



Workers and Youth.

The Policy Committee conducted a detailed analysis of the current workforce system that focused both on the performance and outcomes and on the infrastructure costs associated with operating Maine's CareerCenter system. This review enabled the Committee to identify the key issues that would impact the direction for the biennial planning process. Among the chief concerns was the lack of adequate funding affecting the provision of services and basic infrastructure. This work became the basis

Local Workforce Investment

The Policy Committee reviewed the Local Workforce Investment Area Plans submitted by the Aroostook and Washington County Workforce Investment Board, Tri-County Workforce Investment Board, Central / Western Workforce Investment Board and Coastal Counties Workforce, Inc. The Committee and staff carefully evaluated each local plan to ensure that goals, objectives, strategies, resources and policies were closely State of Maine. aligned with the MJC's strategic planning Local Area with an analysis of their respective plans and invited the Local Workforce Investment Board Directors to present recommend approval before the full MJC.

Incentive Grant Policy

The Executive Committee of the MJC allocated \$135,000 in incentive funds for 2007. The Policy Committee established the necessary policy guidance and award criteria for the Local Workforce Investment Board to receive WIA incentive funds. The Committee established that a portion of funds would be made available to each LWIB based on exemplary performance of 15 of the 17 WIA negotiated performance metrics. Additionally, • The Plan strongly encourages that each if the LWIB has met 100% of each of the of Maine's four Local Workforce Boards four WIA credential and diploma attainment rates and/or exceeded the placement rate

of 5% for women entering non-traditional employment they become eligible for a

those instance were no funds were awarded for each LWIB to qualify to receive funds for technical assistance. Any funds not allocated during the program year are automatically carried over to the next year's portion of incentive awards.

implemented a policy to clarify the administrative cost limitations that apply to local area WIA expenditures. The Committee wanted to issue clear guidance to the LWIBs to distinguish what are allowable expenditures from the administration and program cost categories. This policy help to further clarify the roles and responsibilities assigned the LWIB when the Board Director serves as the One Stop Operator for the CareerCenters within their region.

For the year ahead the Policy Committee will be focusing on the impact that the downsizing to decrease from 21 to 11 beginning July to the plan but a new set of strategies for





Administration Cost Limitations The Policy Committee drafted and

delivery options for the CareerCenter system.

of the CareerCenter footprint will have on the goals, objectives and strategies outlined in the current WIA Strategic Plan Modification. The number of existing CareerCenters is expected 2008. This change is going to have a direct impact on the service delivery strategies and anticipated performance outcomes outlined in the Plan which will require not only a revision delivering workforce services throughout the