

COASTAL COUNTIES WORKFORCE, INC.

*Your partner in business development
and economic prosperity...*

2013



ANNUAL REPORT



2013

CCWI STAFF & BOARD MEMBERS

Board of Directors

President, Commissioner Charles Crosby III, Sagadahoc County
Vice President, Commissioner Sallie Chandler, York County
Secretary/Treasurer, Commissioner Betty Johnson, Waldo County
Commissioner Rick Parent, Knox County
Commissioner Jim Cloutier, Cumberland County
Commissioner Mary Trescot, Lincoln County
Bob Schmidt, Chair, Coastal Counties Workforce Board
Lydia Sy, Vice Chair, Coastal Counties Workforce Board
Denise Griffin, Chair, Youth Council Committee
Esther Clenott, Ex-Officio

Coastal Counties Workforce Board

Jennifer Andrews, Fisher Engineering
Joshua Atkinson, MDOL Bureau of Unemployment Compensation
Mary Ellen Barnes, Lincoln County Regional Planning Commission
Joni Boissonneault, Portland Housing Authority
Craig Burgess, Marden's Surplus and Salvage
Julie Chase, Southern Maine Community College
Deborah Chipperfield, Pratt & Whitney
Catherine Cole, Lincoln County Healthcare
David Collins, DHHS Office of Aging and Disability Services
Patrick Conley, Bath Iron Works
Staci Coomer MBA CFRE, Penobscot Bay Regional Chamber
of Commerce
Charles Crosby III, WalMart
Samantha Fenderson, MDOL BRS Division for the Blind and
Visually Impaired
Brenda Gagne, Noble Adult & Community Education
Denise Griffin SPHR, The First, N.A.

Staff to Board

Mike Bourret, Executive Director
Antoinette Mancusi, Deputy Director
Jade Arn, Senior Program Manager
Donald Marino, Program Manager
Kristen Perkins, Administrative Assistant

Brian Hodges, Town of Camden
Justin Holmes, Combined Benefits United
Michelle Love SPHR CEBS, Camden National Bank
Jennifer McKenna, Local 716 Plumbers & Pipefitters
Jill Moody, Job Corps
Leon Ouimet, MDOL Bureau of Employment Services
Trisha Richardson, Unified Technologies
Peter Russell, Industrial Roofing Companies
Bob Schmidt, L.L. Bean, Inc.
Erika Stone, Pen Bay Healthcare
Lydia Sy, Manpower
Cynthia Talbot, Hussey Seating
Christopher Trider, IBEW, Local 1253
Steven Wallace, Southern Midcoast Maine Chamber
of Commerce
Neal Williamson, Hodgdon Yachts



LETTER FROM

Michael Bourret
Executive Director, CCWI

This past year, the Coastal Counties Workforce Board provided guidance in the development of a new Local Plan for our six-county region. The board set new goals and strategies to make certain that we were in sync with the economic development districts' plans and the continuing but ever-changing needs of regional employers. This year, the board's primary focus has been on creating strategic partnerships so that the full breadth of resources could be garnered when considering business needs in the region.

Sequestration's effects were felt by early summer of 2013. Before July 1, we learned that operations would be adversely affected by the sequestration that Congress had imposed on both domestic and defense spending. The effect was problematic for service delivery with a reduction of more than \$350,000 in the first quarter and a subsequent reduction of four staff at Goodwill Workforce Solutions. Nearly a complete halt of training opportunities throughout the summer months also ensued. Add to that a federal shutdown on October 1 and it is not hard to imagine that momentum for WIA enrollments had slowed considerably.

Fortunately, it was the Targeted Occupations of Strategic Pathways (TOPS) grant effort, now beginning its third year, which kept us relevant to employers. Our work with Goodwill Workforce Solutions and Southern Maine Community College continued to bring forth important results for businesses and training for workers in our region despite of the sequestration and a federal shutdown.

For several years now, those of us in workforce development have been eagerly awaiting the reauthorization of our establishing act—The Workforce Investment Act, known as WIA. During the summer months of 2013, we conscientiously reviewed the Workforce Investment Act of 2013 (S. 1356). Frankly, we have been very disappointed with its direction. There are different and even greater concerns with (HR 803) The Skills Act.

Although we understand that there is legitimate congressional interest in the job training system, reauthorization should always build on best practices and lessons learned rather than introducing

more administratively burdensome requirements upon the system. Unfortunately, more requirements seem to be the lion's share of the changes. However, it is local control and flexibility which allow Workforce Boards to create solutions that work and keep us relevant to the business community. It is our strongest hope that these principles do not get lost in any reauthorization as it could adversely impact our future successes.

There was great news in mid-October when we learned that we had won a \$1.3 million grant award entitled the "Make It in America Challenge" from the USDOL. This grant effort was part of a collaboration among the Midcoast Regional Redevelopment Authority, Maine Manufacturing Extension Partnership, and Coastal Counties Workforce, Inc.

Our grant award will be used to reduce H-1B visa dependency in targeted sectors. This will be accomplished by increasing access to H-1B career pathways for unemployed workers by offering internships combined with industry-recognized credential training to create a "co-op" experience at selected Maine manufacturing companies. In addition, industry-recognized credentials and customized skills training to Maine manufacturing companies' incumbent workers will also be provided.

2013 also brought staffing changes. The Make It in America Challenge Grant Award allowed us to hire a new Program Manager, Don Marino. And, as most of you know, we have a new Administrative Assistant, Kristen Perkins. We are very pleased to welcome them both to the CCWI family.

I would be remiss not to mention the retirement of CCWI's longtime Executive Assistant and friend, Chris Dube. She gave this organization thirteen years of stellar performance and is certainly missed. We all wish her the best in her retirement.

I want to thank all of our board members, staff, and colleagues for your support throughout the year as we continue to promote the development of a high-quality workforce in the region.

Sincerely,

Michael Bourret
Executive Director





This collaboration with Coastal Counties Workforce, Inc. has been very helpful to the Company. A lot of time and effort have been put into building our new 80,000 square foot, state-of-the-art facility but what is going to make this a successful manufacturing site is the time and effort we are able to put into hiring the right employees and training them for the positions they hold. The OJT contracts have helped make this possible and supported our transition to Brunswick Landing.

Lisa Lutterman
HR Director
Mölnlycke

COASTAL COUNTIES REGIONAL WORKFORCE PLANNING

Vision

To meet the changing workplace needs of business and job seekers by creating economic opportunities through developing workforce skills in demand. CCWI supports the regional economy by advancing a range of workforce training services that meet current business needs.

Mission

To accomplish our vision of creating economic opportunities, CCWI is committed to the effective use of available resources to improve workforce skills throughout the region. Existing resources are leveraged and enhanced through strategic partnerships with organizations of similar vision, thereby raising the economic capacity of our regional community, its businesses and citizenry.

Workforce Board Goals

1. Identify workforce skill needs by obtaining key data from businesses on both micro and macro levels.
2. Strengthen workforce participation by promoting viable training pathways that align with business skill needs.
3. In addition to meeting USDOL performance measures, the Board will further define WIA program success and create relevant measures.



NEW BOARD STRATEGIES

A. Better Access to High-Quality Data

Obtain useable economic data to identify current and future workforce trends and business needs, uncover gaps in training or education, and shape services and strategy around the actual needs of businesses in the region.

B. Recognize Diversity in Both Trainees & Training Methods

Increase the use of different training methods to better address self-sufficiency needs, employer-focused credentialed training, special populations, and the increasing need for flexibility in approach.

C. Form Strategic Partnerships

Implement working agreements with economic development districts, chambers of commerce, and other business partners to identify and respond to emerging needs/growth so that future workforce needs are more efficiently handled.

D. Use Resources Strategically

Realign training strategies, resulting in more orchestration of effort and maximization of benefits for both employers and participants while leveraging system partner resources to increase benefit/cost ratios of WIA programming.

E. Measure Relevant Outcomes

Implement two additional measures:

1. Increase the number of new businesses (in all industries) provided a service and
2. Isolate, increase (if necessary), and sustain customer satisfaction.



Coastal Counties Workforce, Inc. has been an invaluable resource as they offer many programs that benefit and help the sustainability and growth of Maine businesses. I refer as many businesses as I can to seek out their help. I look forward to working closely with CCWI in the coming years.

Tricia Richardson
VP of Marketing and Education
Unified Technologies



From left to right: Antoinette Mancusi, Deputy Director, CCWI; Mark Ouellette, Executive Director, Mobilize Maine; and Neal W. Allen, Executive Director, GPCOG

Mobilize Maine is all about leveraging our assets to build a stable and sustainable economy. Our strengthened partnership with the Coastal Counties Workforce, Inc. provides a vital link to Maine's greatest assets – the proud, hardworking people of Maine.

Neal W. Allen
Executive Director
Greater Portland Council of
Governments (GPCOG)

Working closely with Coastal Counties Workforce Inc. to help employers find the skilled workforce they are looking for has been a great collaboration for Mobilize Maine. By working together, we are streamlining resources, having larger impacts, and ultimately moving the region forward.

Mark Ouellette
Executive Director
Mobilize Maine

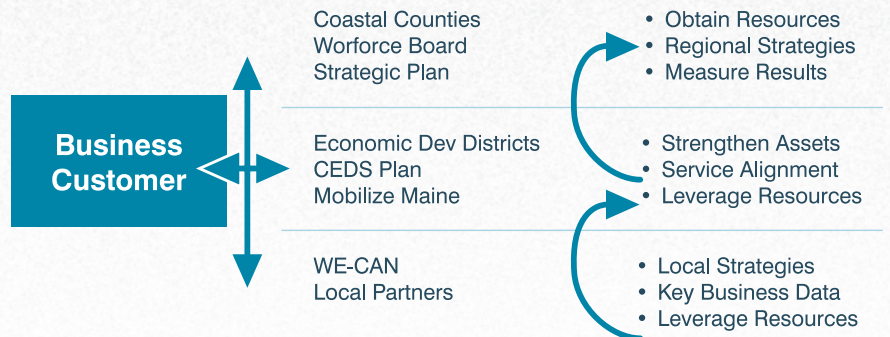
CCWI AND ECONOMIC DEVELOPMENT

In an effort to strengthen the link to Economic Development, CCWI has reached out to the three economic development districts within the region to create a comprehensive foundation for regional planning. In furtherance of strengthening our associations with Economic Development, we have undertaken involvement in the following:

Mobilize Maine, a grassroots economic development model, is under way in all three of these economic development districts. These initiatives focus on creating local leadership teams to address issues and opportunities identified by their communities. This bottom-up approach to economic development focuses on mapping and strengthening regional assets, including skills, businesses, activities, and special places.

The Workforce & Economic Cross-Agency Networks (WE-CAN) Partnerships were launched by CCWI as a communication and outreach vehicle to more fully support efforts on behalf of the business community through further collaboration with partners in the six-county region.

Pulling it Together





Putting people back to work is my number one goal, and ensuring that workers get the education and training they need to compete in the global economy must be a top priority. I applaud the Coastal Counties Workforce Board's commitment to the success of our state's employers and, most important, to offering all Mainers the opportunity to train for and secure new jobs.

United States Senator
Susan Collins

WORKFORCE INVESTMENT ACT SERVICES

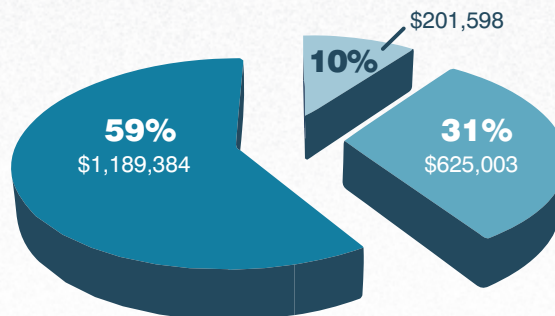
Since 2000, Coastal Counties Workforce, Inc. (CCWI) has administered the federal Workforce Investment Act (WIA), which Congress passed to consolidate, coordinate and improve employment, training, literacy and vocational rehabilitation programs in the U.S. CCWI is one of four local Workforce Investment Boards in the state, with its region consisting of the six coastal counties of Waldo, Knox, Lincoln, Sagadahoc, Cumberland, and York.

CCWI, working with its primary service provider Goodwill Workforce Solutions, supports the regional economy by

advancing a range of workforce training programs to meet the changing needs of local businesses and job seekers. The region's CareerCenters and Workforce Solutions Centers had more than 54,000 customer visits in Program Year 2012 – 13 (July 1 – June 30), and 1,075 individuals received WIA-funded employment and training services over that period of time. The average entered employment rate across the three WIA formula programs was 84%, and all WIA National Performance Measures were met or exceeded.

WIA FYE 2013 Expenditures

■ Admin ■ Training ■ Program



WORKFORCE INVESTMENT ACT SERVICES *(continued)*

WIA ADULT & DISLOCATED WORKER PROGRAMS

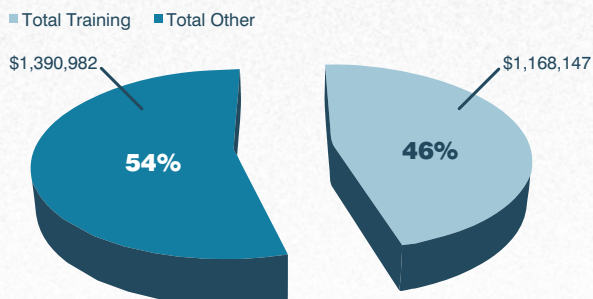
The Adult Program provides employment and training services to eligible individuals age 18 and older who require assistance and skills upgrading in order to secure meaningful employment, with priority given to those who are low income. The Dislocated Worker program provides these services to eligible individuals who have been terminated or laid off or have received a notice of termination or layoff from employment, who are eligible for or have exhausted unemployment insurance, or who are displaced homemakers.

Program Year 2012 – 13 was very busy for the Adult and Dislocated Worker programs. Enrollments exceeded expectations as the economy continued to rebound. Although unemployment in Maine continued to exceed pre-recession rates, customers realized their employment goals as a result of training and assistance through WIA.

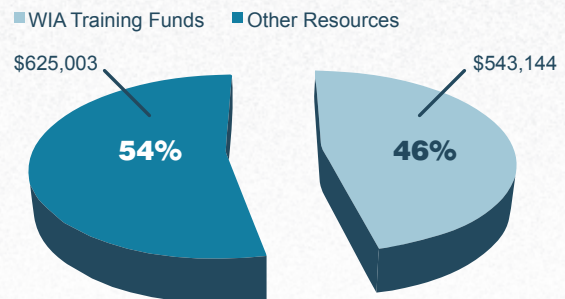
One such example involves a gentleman who had been released from prison after a lengthy sentence for felony drug charges. Prior to his incarceration he was a plumber, but his license had expired

during his time in prison. His attempts to secure employment in the year after his release were unsuccessful and, as a result, he found himself sleeping on friend’s couches and relying on public assistance to get by. Through the WIA Adult Program, this individual was able to attend the refresher courses that were required for him to reinstate his license as well as pay for his examination and licensing fees. Soon after completing training, he obtained full-time employment with a local plumbing company earning \$22.00 per hour.

TOTAL FYE 13 WIA & LEVERAGE \$2,559,129



FYE 13 WIA TRAINING VS LEVERAGE



WIA YOUTH SERVICES

Youth Services provides employment and training opportunities to youth between the ages of 14 and 21 who have barriers to employment, with a focus on youth who are out of school and disengaged. In PY 12 – 13, the program served 264 youth throughout the region; 211 were out of school and 53 were in school. Despite challenges that some of the youth face, they also experience great successes.

The following story of a young man referred to WIA by his high school Guidance Department illustrates this. He was graduating from high school with no future plans – he was very quiet and shy, had never had a job, and was only interested in computers. The young man met with a WIA Youth Employment Counselor to identify some goals and next

steps. He participated in a summer work experience with a local restaurant and was ultimately hired. His workplace skills and confidence were boosted through the paid work experience, so much so that a few months later he contacted WIA staff about enrolling in college.

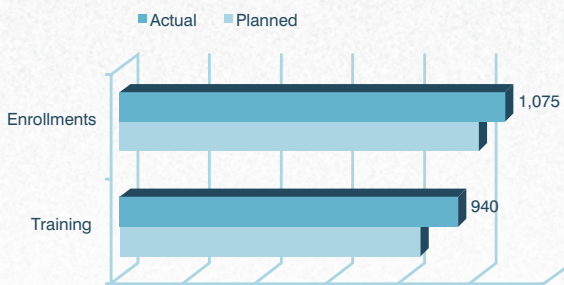
WIA Youth Services staff assisted him with the application and financial aid process and, although he was anxious about starting school, he did. He is now enrolled full-time at Eastern Maine Community College and achieved a 4.0 GPA. He even wrote his Employment Counselor the week school began to say “how awesome” college was. He plans to complete a 2-year program at EMCC and then transfer to the Engineering Program at the University of Maine.



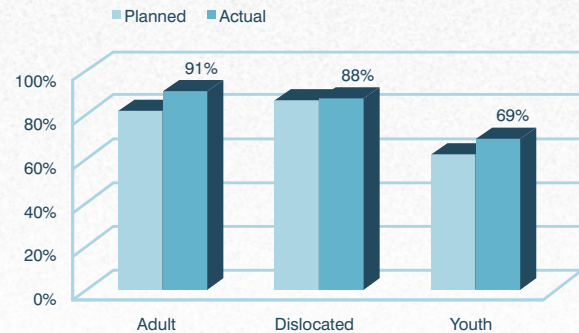
I love being a CNA, and I have the CCWI program to thank for that.

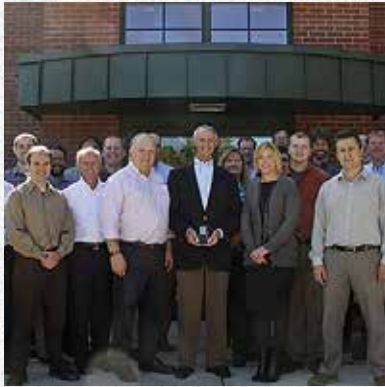
Courtney Berry
CCWI 2013 Participant
of the Year

WIA FYE 2013 Enrollments



WIA FYE 2013 Entered Employment Rates





The TOPS grant and WIA program have been instrumental in helping us get the talent we needed to take our engineering and technologies teams to the next level. Coastal Counties Workforce and Goodwill Workforce Solutions have contributed significantly to building the strong workforce we currently have, and the services these organizations offer are extremely beneficial for ensuring economic prosperity of our company, community and State of Maine.

Kent Peterson, CEO
Fluid Imaging Technologies, Inc.

MIDCOAST TECHNOLOGY OCCUPATIONS THROUGH PATHWAY STRATEGIES (TOPS)

In October 2011, CCWI was awarded a four-year, \$5 million H-1B Technical Skills Training grant by the US Department of Labor's Employment and Training Administration (DOLETA). This grant, funded by employer-paid H-1B visa fees, is designed to encourage Maine's Midcoast employers to hire resident individuals with science, technology, engineering, and math (STEM)-related skills and experience. The intention of these grants on the national level is to upgrade the skills of the labor pool in the United States in order to reduce the reliance on foreign workers in high-tech/high-skill occupations through the H-1B visa program.

Called the Midcoast Technology Occupations through Pathway Strategies (TOPS), the public-private partnership will provide a combination of On-the-Job (OJT) and classroom training to 300 participants. The project will assist employers with hiring and training workers along a career pathway for a broad range of mid and higher level

STEM-related occupations. Key partners on this initiative include Goodwill Industries of Northern New England, the Midcoast Regional Redevelopment Authority (MRRA), Southern Maine Community College, and the Maine Centers for Women, Work & Community.

As of December 31, 2013, TOPS had provided 147 participants with OJT in nearly 30 different companies including Biddeford Internet Corp/Good Works Internet (GWI), Integrated Marine Systems, Mölnlycke Healthcare, Unified Technologies, Dream Local Digital, GrafTech International/Fiber Materials, Inc. (FMI), Systems Engineering, Maine Standard, Final Draft CAD, LLC, Tilson Technology Management, Wentworth Technology, and Fluid Imaging Technologies. Over \$1.5 million dollars, including employer-paid OJT wages, were leveraged through TOPS as of that date.

For more information, visit:
www.goodwillnne.org/tops



Midcoast Technology Occupations through Pathways Strategies (TOPS) Performance Outcomes Thru 12/31/13

Measure	Outcome to Date	Grant Goal	% of Goal
Total number of participants beginning education/training activities	147	300	49%
Total number of participants completing education/training activities	121	270	45%
Total number of participants who complete education/training activities that receive a degree or other type of credential	15	60	25%
Total number of participants who complete education/training activities and who enter unsubsidized employment	107	270	40%



On-the-Job Training (OJT) provided by Coastal Counties Workforce, Inc. helped me perfect my skills in Computer Aided Design (CAD) and work to get several certifications proving I have this skillset. This makes me a huge asset to my company. Now, even after a few short months, everyone comes and asks me for help in this area of expertise.

Michael St. Pierre
Mechanical Engineer
Fiber Materials Inc.



Jade Arn, CCWI Senior Program Manager, alongside Thomas Saylor of Associates for Training and Development and Deborah Kogan of Social Policy Research Associates, presenting at the 2014 National Association of Workforce Boards (NAWB) Annual Forum.

AGING WORKER INITIATIVE (AWI)

In 2009, Coastal Counties Workforce Inc. was one of ten sites across the country awarded a three-year Aging Worker Initiative (AWI) demonstration grant by the United States Department of Labor's Employment and Training Administration (DOLETA). AWI was designed to improve workforce services to serve the older worker population and develop innovative models to share with all local workforce investment areas. This \$1 million statewide grant was a collaborative effort of Coastal Counties Workforce, Inc., Maine's four local Workforce Investment Boards, the University of Southern Maine's Muskie School of Public Service, the Maine Jobs Council/Older Worker Committee, adult education, and Maine community colleges.

In early 2013, CCWI and partners organized a day-long Mature Worker Symposium. This event brought more than 100 employers, experts, and jobseekers together to partake in presentations on Tapping Mature Talent,

Maine's Labor Market and the Multi-Generational Workplace; employer panel breakout sessions by industry; and workshops on Marketing Maturity, Training and Networking in the Digital Age, and Making Your Money Work for You. The feedback from attendees was overwhelmingly positive.

Although the AWI grant came to an end in March 2013, CCWI's Senior Program Manager Jade Arn was invited by DOLETA to present Maine's AWI experience, promising practices, and lessons learned in a workshop session at the National Association of Workforce Boards (NAWB) 2014 Annual Forum in Washington, DC. The workshop session, entitled "Serving Mature Jobseekers: New Ideas from USDOL's Aging Worker Initiative," was co-presented by Ms. Arn, Deborah Kogan of Social Policy Research Associates (an AWI Evaluation Contractor), and Thomas Saylor from Associates for Training and Development (an AWI grantee in Vermont).



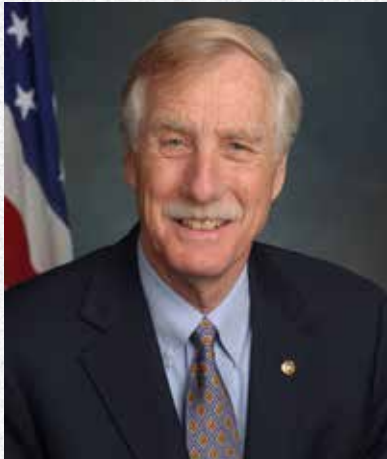
Key Grant Activities and Outcomes

- **Seasoned Worker Forums:** Forums designed to connect Maine’s mature workers with local employers.
 - **1,774 people attended forums across the state**
- **Employer Dialogues:** Provides education to Maine’s employers on how to best attract and retain the 55+ workforce.
 - **235 business representatives participated**
- **Training:** Occupational skills training in healthcare, green construction, energy, and information technology delivered by community colleges, adult education, and other qualified providers in subjects ranging from Administrative Medical Specialist to Weatherization Technician.
 - **253 individuals enrolled in occupational skills training**
- **WorkReady 55+:** Teaches mature workers basic computer skills and also guides them on what it takes to find a job and succeed in the 21st century workplace.
 - **156 participants got a competitive edge through WorkReady 55+**
- **Project You Workshops:** Designed specifically for this grant by the Council for Adult and Experiential Learning, emphasizes the value mature workers bring to the workforce and how to market this value to potential employers.
 - **206 people boosted their confidence and learned how to put their best foot forward**



The training resources made available by Coastal Counties Workforce, Inc. have been instrumental to Dream Local Digital in supporting our growth as a company through financially assisting our training needs and in strengthening our team with qualified Maine employees.

Shannon Kinney
Chief Client Success Officer
Dream Local Digital



Coastal Counties Workforce, Inc. plays an integral role in helping companies and academic institutions meet the demands of an ever-changing economy and labor market. I commend CCWI for their exemplary work on behalf of our great state.

United States Senator
Angus King

MIDCOAST REGIONAL INNOVATION INITIATIVE

In October 2013, Coastal Counties Workforce, Inc. (CCWI) and its partners were awarded \$2,050,000 in federal funding to support the establishment of an advanced manufacturing accelerator. CCWI has been awarded \$1.3 million by the U.S. Department of Labor's Employment and Training Administration, while the U.S. Economic Development Administration is funding \$750,000 of the project for the Midcoast Regional Redevelopment Authority to establish TechPlace, an Advanced Manufacturing, Science and Technology Business Accelerator on the campus of Brunswick Landing (the former NASB).

The funding was made possible through a collaborative "Make It in America Challenge" (MIIA), which includes a number of federal agencies coming together to accelerate job creation, worker training, foreign direct investment, and domestic business expansion. Targeted industries include aerospace/aviation, composites/advanced materials, renewable energy, and biotechnology

manufacturing. CCWI's funding will be used to reduce H-1B dependency in the targeted sectors by providing industry-recognized credentials and customized skills training to Maine manufacturing companies' incumbent workers and increasing access to career pathways for unemployed workers by offering internships combined with industry-recognized credential training to create a "co-op" experience at selected Maine manufacturing companies.

In addition to the Midcoast Regional Redevelopment Authority, Maine Manufacturing Extension Partnership (MEP) will receive \$375,000 in National Institute of Standards and Technology (NIST) funding to deliver training and technical services. Other key partners in this initiative include the Maine Department of Economic and Community Development, the Brunswick Development Corporation, Goodwill Industries of Northern New England, Southern Maine Community College, and the University of Maine.

MIIA PROJECTED OUTCOMES

	Unemployed Participants	Incumbent Workers
Total Participants Served	80	150
Participants Completing Training Activities	72	150
Participants Obtaining a Credential	72	150
Participants Entering Unsubsidized Employment	68	N/A
Participants Entering Training-Related Employment	64	N/A





2012 REVENUE & EXPENSE REPORT

CCWI Audited Financial Statement Year Ending 2013

REVENUES

Federal Funds	\$4,170,477
Other Funds	\$7,770
Total Revenues	\$4,178,247

EXPENSES

CCWI Expenses

Payroll	\$350,499
Communication	\$6,815
Conferences & Meetings	\$745
Office Expenses	\$90,447
Supplies	\$3,158
Miscellaneous	\$19,317
Professional Services	\$48,790
	\$519,771

Program & Training Expenses

Subcontractor	\$3,660,911
Total Expenses	\$4,180,682
Change in Net Assets	-\$2,435

According to an independent auditor's report, CCWI complied in all material respects with compliance requirements on each of the federal programs operated for the year reviewed (2013). (See www.coastalcounties.org for more information.)

