

COASTAL COUNTIES WORKFORCE, INC.

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

2016



ANNUAL REPORT



2016

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Coastal Counties Workforce Board

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Staff to Board

Michael Bourret, Executive Director
Antoinette Mancusi, Deputy Director
Donald Marino, Program Manager
Sarah O'Connell, Program Manager
Joy Gould, Project Manager
Valerie Odams, Executive Assistant

LETTER FROM

Michael Bourret
Executive Director, CCWI

As many of you know, the past year has had CCWI staff and our workforce partners quite busy with the new Workforce Innovation and Opportunity Act (WIOA) legislation. Although the law passed in August of 2014, the regulations were only finalized by the United States Department of Labor (USDOL) in August of 2016. I'm sure you can all imagine that sifting through 3,000 pages of regulations while receiving new guidance almost weekly from USDOL (and Maine Department of Labor) has added some complexity to our implementation efforts. Although we would rather spend more of our time engaging partners on effective workforce strategies, it is also important that we remain in compliance with federal and state mandates.

Our primary Workforce Board Goals for the Region can be reviewed on the next page. Throughout 2016 as part of our strategic planning efforts, much work was devoted to implementing five occupational sectors with accompanying career pathways and pipelines developed for partners and field staff. The five targeted sectors are Advanced Manufacturing, Healthcare, Information Technology, Transportation & Logistics, and Finance & Banking. There is still much to be done, but the groundwork has certainly been well laid.

CCWI also began a new and important engagement with our Adult Education partners and, although our working together is not new, both parties are excited to find new ways to dovetail efforts between workforce and education programs. A series of meetings have been planned with workforce partners and Adult Education Directors in our Region to explore how "integration" of both systems is to occur.

In July, we learned that our application to USDOL for the \$4 million TechHire grant was approved. Since the grant announcement, we have been busy writing policies and request for proposals, as well as putting contracts in place with partners in order to operationalize this statewide grant. TechHire is very exciting as

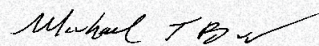
it allows us to try a new "bootcamp" training approach within the Maine workforce system, which we expect will have some important learning gains for other sector trainings we orchestrate. You can read more about this and other efforts in this report.

November 2016 saw the end of our highly successful Technology Occupations through Pathways Strategies (TOPS) grant effort. After 5 years, 449 individuals received mid- to high-level, STEM-related occupational training involving nearly 80 companies. Workforce Solutions management and staff were key to this grant's success and made important business contacts which ultimately resulted in employment for 365 Mainers. Southern Maine Community College staff were important players in providing key training, as well as grant leveraging via the Maine Quality Centers. Likewise, New Ventures Maine, Maine Department of Labor, and the Midcoast Maine Redevelopment Authority were also important contributors.

More recently, the new administration released its proposed budget for 2018. Budget cuts for USDOL are at \$2.7 billion or a 21% overall decrease. This is hard news to receive, especially when the need for workforce skills training remains so high. Our hope is that Congress has a better understanding of the impact the workforce system makes on the lives of the employed and unemployed alike.

As we move forward onto another busy year, I want to thank CCWI's and the Workforce Solutions staff (our service provider) in addition to our CareerCenter partners' staff for their passion and willingness to face the many challenges everyday on behalf of both employers and workers.

Sincerely,

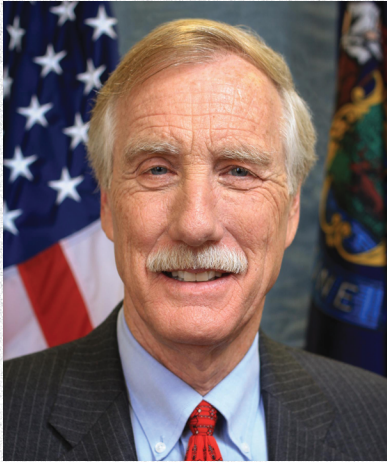


Michael T. Bourret
Executive Director



Coastal Counties Workforce, Inc. Staff (from L to R): Donald Marino, Program Manager; Sarah O'Connell, Program Manager; Antoinette Mancusi, Deputy Director; Joy Gould, Project Manager; Valerie Odams, Executive Assistant; Michael Bourret, Executive Director





By empowering Maine people with new skills, Coastal Counties Workforce, Inc. is putting them on a path to employment and strengthening Maine's economy. Services like these are incredibly valuable in today's ever-changing economy, which is why I continue to commend CCWI for their extraordinary work on behalf of our state.

Senator Angus S. King Jr.
United States Senator

COASTAL COUNTIES REGIONAL WORKFORCE PLANNING

Vision

To meet the changing workplace needs of businesses and job seekers by promoting 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 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. Employers are actively engaged with a regional workforce development system that understands and appropriately responds to their skilled workforce needs.
2. Job seekers and current workers easily access and participate in workforce services relevant and appropriate to their career goals and align with the skilled workforce needs of the local economy.
3. Regional workforce system partners align and integrate services and resources to create a "no wrong door" employment and training network easily accessed by workers and employers.



Representatives from Coastal Counties Workforce, Inc. (CCWI) and Coastal Counties Workforce Board (CCWB) attend the National Association of Workforce Boards (NAWB) Conference March 25-28, 2017 in Washington, DC (from left to right): Sally DelGreco, (CCWI Consultant), Michael Bourret (CCWI Executive Director); Michelle Love, SPHR, CEBS (CCWB Youth Standing Committee Chair); U.S. Senator Angus King Jr; Lydia Sy (CCWB Chair)



WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

WIOA took effect on July 1, 2015, superseding the Workforce Investment Act (WIA) of 1998, and amending the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. It is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

WIOA improves connections to employment and training opportunities that lead to economic prosperity for workers and their families. It strengthens existing workforce development and adult education programs in four ways that can benefit adults and youth with barriers to economic success:

- I. **Increases the focus on serving the most vulnerable workers** – low-income adults and youth who have limited skills, lack work experience, and face other barriers to economic success;
- II. **Expands education and training options** to help participants access good jobs and advance in their careers;
- III. **Helps disadvantaged and unemployed adults and youth earn while they learn** through support services and effective employment-based activities; and
- IV. **Aligns planning and accountability policies across core programs** to support more unified approaches to serving low-income, low-skilled individuals.

Since 2000, Coastal Counties Workforce, Inc. (CCWI) has administered these WIA and now WIOA employment and training dollars. CCWI is one of three Local Workforce Development Boards in the state, with its region consisting of the six coastal counties of Waldo, Knox, Lincoln, Sagadahoc, Cumberland, and York. CCWI's region is geographically large and diverse. Our Local Area is also the most populous, with approximately half of Maine's residents and business community located within our borders. CCWI, working with its primary service provider, 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.

In Program Year 2015-2016 (July 1, 2015 – June 30, 2016), the region's CareerCenters and Workforce Solutions Centers saw more than 46,728 customer visits. Individuals receiving WIOA-funded employment and training services over that period of time totaled 901. The average entered employment rate across the three WIOA formula programs was over 78%.



Coastal Counties Workforce, Inc. outdoes itself again! It is no secret that the local workforce community is focused on a job-driven agenda, committed to serving unemployed individuals and partnering with businesses to continue building its local workforce. CCWI's efforts to improve the local workforce development system support the Employment and Training Administration in realizing its vision by promoting pathways to economic liberty for individuals and families working to achieve the American Dream.

Holly O'Brien
Regional Administrator
U.S. Department of Labor/ETA



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.

Senator Susan Collins
United States Senator

WIOA ADULT & DISLOCATED WORKER PROGRAM

The Adult Program provides employment and training services to eligible individuals ages 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 services to eligible individuals who have been terminated or laid off or who have received a notice of termination or layoff from employment, who are eligible for or have exhausted unemployment insurance, or who are displaced homemakers. In Program Year 2015–2016, the two programs served 706 job seekers throughout the region.

During the Program Year 2015–2016, outreach strategies were amended to acknowledge the low unemployment rate in the region. Local businesses increasingly noted difficulty in finding skilled applicants and continued to seek services covered under WIOA. In the Greater Portland area, efforts have been made to engage the immigrant, youth, and other populations with significant barriers to employment, encouraging these individuals to enter the workforce. Utilizing various training techniques, these harder-to-serve populations are now engaging in employment activities that would not have been possible without the aid of the WIOA funding source.



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WIOA ADULT CASE STUDY:

Megan had worked as a Certified Nursing Assistant (CNA) and Certified Residential Medication Aid (CRMA) but struggled with addiction and was eventually incarcerated in the State of Maine Department of Corrections. While at the Southern Maine Reentry Center, Megan enrolled in WIOA as a low-income adult. Due to her conviction, she would not be able to return to the healthcare field upon her release.

Megan was placed with HyperLite Mountain Gear in Biddeford where she worked as a tent fabricator and assembler in an advanced materials manufacturing environment. Megan performed at a high level, was extremely dedicated and produced high quality work. At the conclusion of her work experience, Megan was offered full-time, permanent employment with HyperLite Mountain Gear. She is now working 40 hours per week, earning \$10.50 per hour with opportunity for continued growth. Megan's supervisor is developing a career-training path for her as a seamstress within the company. Once completed, this training will offer Megan additional opportunity for a wage increase and greater responsibility within her work unit.

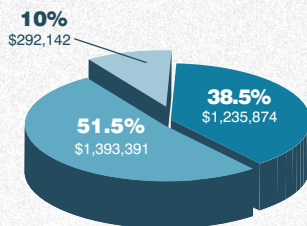


Our program has only become stronger and more sustainable with the partnership we share with Workforce Solutions. Students who come to us are trained and ready to work in professional, complex, manufacturing jobs with knowledge, confidence, skill, and grace. We are so grateful for this partnership.

Dory Waxman
American Roots
Employer of the Year

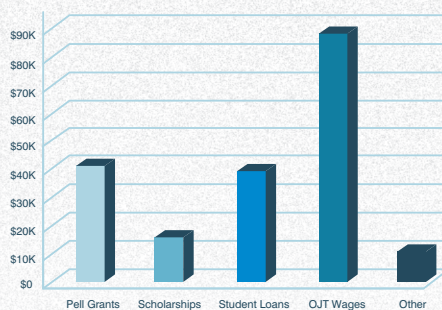
FYE 2016 WIOA & Leverage Service Provider Funds

■ Admin ■ Program ■ Training



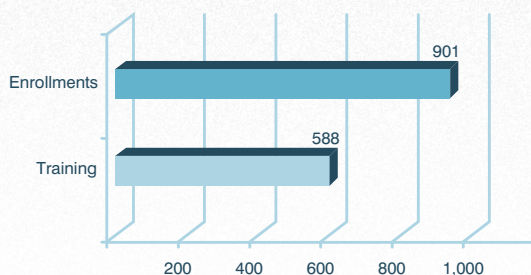
WIOA Leveraged Training (July 2015 - June 2016)

■ Pell Grants ■ Scholarships ■ Student Loans ■ OJT Employer Share ■ Other



WIOA FYE 2016 Enrollments

■ Enrollments ■ Training





“Driving school has been very helpful for me. With it I can be more independent and better sustain my way of life.”

“Working for Portland Adult Education helps prepare me for going to University.”

Ahmed Maadi
Workforce Innovation and
Opportunity Act (WIOA)
Youth Participant of the Year

WIOA YOUTH PROGRAM

Youth Services provides employment and training opportunities to young adults between the ages of 14 and 24 who have barriers to employment, with a focus on youth who are out of school and disengaged. In Program Year 2015–2016, the program served 195 youth throughout the region; 161 were out-of-school and 34 were in-school. Despite life and work challenges that some of the youth face, they also experience great successes through their program enrollment.

CASE STUDY: Amy was in the Day One Girls Residence in Buxton with two months left in her substance abuse treatment program. From the beginning, she was motivated to improving her employment prospects. A work experience was developed with Maine Street Florist and Gifts in Buxton where she worked until graduating from Day One. Her performance reviews at the flower shop were universally exemplary and she demonstrated all of the right qualities needed in a solid employee, including a friendly demeanor with customers.

Maine Street wished to hire her after the work experience but due to circumstances that forced her to move home to Acton, she found it difficult to continue given she did not have a driver’s license.

Amy soon got a job at Emily’s Woodfired Pizza Café, passed her driving license test and is now doing well. Within two weeks, she was promoted from part-time to full-time work and continues to engage with her employment councilor to provide gas cards to assist with the commute to work and discuss the possibilities of post-secondary education.

NATIONAL EMERGENCY GRANTS JOB DRIVEN (JD-NEG)

The intention of a National Emergency Grant is to expand capacity on the service provider level in order to address immediate and tragic economic events or massive job losses. During Program Year 2014, CCWI was awarded \$943,435 in funding through Maine’s Bureau of Employment Services via the U.S. Department of Labor for dislocated workers, with a focus on those who are long-term unemployed. This project runs between October 2014 and June 2017 and supports training and reemployment efforts for 108 participants.

SECTOR PARTNERSHIP (SP-NEG)

This 2-year, \$857,825 grant, awarded in July 2015, focuses on both bolstering capacity for dislocated worker services and provides funding for regional sector planning and strategies. This grant supports our demand-side, or industry focused, regional planning – increasing workforce and economic development opportunities and improving partnerships between industries, workforce investment boards, government entities, economic districts, and community colleges.



MIDCOAST TECHNOLOGY OCCUPATIONS THROUGH PATHWAY STRATEGIES (TOPS)

In October 2011, CCWI was awarded a five-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, was designed to encourage Maine’s midcoast employers to hire Maine residents with science, technology, engineering, and math (STEM)-related skills and experience. Called the Midcoast Technology Occupations through Pathway Strategies (TOPS), the public/private partnership provided a combination of on-the-job (OJT) and classroom training to a target of 370 participants.

As of the close of the grant (November 30, 2016), TOPS had provided 449 participants with OJT in 77 different companies including Bath Iron Works, Mölnlycke Healthcare, Apex Engineering, and Ocean Renewables. Almost \$2.5 million dollars, including employer-paid OJT wages, were leveraged through TOPS.



Workforce development is essential to growing the Maine economy, and Coastal Counties Workforce, Inc. plays an important role in getting workers the skills they need. The labor needs of Maine businesses are constantly changing, and CCWI helps workers develop the skills to meet those labor needs.

Congresswoman Chellie Pingree
1st District of Maine

MIDCOAST TECHNOLOGY OCCUPATIONS THROUGH PATHWAYS STRATEGIES (TOPS) PERFORMANCE OUTCOMES THROUGH 12/31/16

Measure	Outcome to Date	Grant Goal	% to Goal
Total number of participants beginning education/training activities	449	370	121%
Total number of participants completing education/training activities	413	270	153%
Total number of participants who complete education/training activities that receive a degree or other type of credential	72	60	120%
Total number of participants who complete education/training activities and who enter unsubsidized employment	365	270	135%
Total number of participants who complete education/training activities and who are placed into unsubsidized employment who retain an employed status in the first and second quarters following initial placement	256	243	105%



Coastal Counties Workforce, Inc. included athenahealth, Inc. throughout the TechHire bootcamp proposal and selection process. They have ensured that the training through this program will result in qualified, hireable applicants. Operating in a small mid-coast Maine community, our talent pool is geographically constrained; the availability of this bootcamp-style tech training will go a long way to ensuring our continued growth in the area.

Carrie Murphy, Recruiter
athenahealth, Inc.

TECHHIRE GRANT

In July 2016, CCWI was awarded \$4,000,000 through the U.S. Department of Labor's Employment and Training Administration to highlight Maine's Information Technology (IT) industry and create a pipeline of skilled workers. TechHire Maine will recruit, assess, train, and place individuals in well-paying, middle- and high-skilled occupations. Demand for well-qualified computing and IT professionals is prevalent in a range of IT-supported sectors across Maine. TechHire provides an opportunity to replicate and expand competency-based curriculum and accelerated education and training delivery models statewide.

Education and training activities will be customized based on an in-depth assessment of participants' employment goals, skills, work experience, and IT competency and aligned with the USDOL's Information Technology Competency Model to ensure that they match the skills needed by employers. All TechHire participants will obtain an industry-recognized credential as a result of training activities, such as certificates of completion, micro-credentials, or badges.



A Few Particulars...

Case Management: "Navigators," as they are called under the TechHire grant, will meet one-on-one with participants at least monthly during the term of the participant's plan and more frequently in the beginning and as additional needs arise. Navigators will monitor the implementation of each participant's service strategy and provide continued support, including follow-up services after the individual is placed in employment. "Ambassadors," or TechHire's employer liaisons, will manage employer relations and recruitment into the TechHire initiative. The Ambassadors will work with the program Navigators to connect well-qualified participants with employment opportunities at Maine's TechHire employer partners in computing and IT career paths. Job placement services will occur in partnership between the Ambassadors and the Navigators. Moreover, Ambassadors will identify skills and competencies needed across several organizations and develop targeted consortium training.



TECHHIRE GRANT (Continued)

Accelerated Training Modality: The “boot camp” contract was awarded through an RFP process to the University of New England (UNE) in January 2017. The training is a hybrid of curated online instruction (created and supported by leading universities), project-based learning (developed with Maine employer partners), and in-person mentoring support. The learners will be able to demonstrate competency through a portfolio and attainment of an employer valued micro-credential. Depending on the level of prior experience or knowledge, learners may enroll in an initial, 8-week session of Digital Sciences “Essentials,” followed by a selection of two of the following “Fundamentals” programs:

- Development and Programming Fundamentals
- Interaction and Interface Fundamentals
- Analysis and Data Fundamentals
- Fundamentals of Project Management

Workforce development partners include: Educate Maine; State Office of Adult Education; Central Western Maine Workforce Development Board; Northeastern Workforce Development Board; University of New England; Workforce Solutions.

Employer partners include: athenahealth, Inc.; Axiom Technologies; Tyler Technologies; MaineHealth; The Jackson Laboratory; IDEXX Laboratories; Maine Office of Information Technology; Collaborative Consulting; WEX; Kepware; and University of Maine System, Office of Information Technology.

For more information on the UNE course, visit: www.une.edu/academy



Coastal Counties Workforce and TechHire have demonstrated a vested interest in creating IT opportunities for the people of Maine by helping to initiate the UNE Digital Science Academy. They have been a great partner in helping to create and shape this program which will better equip students to be successful as they reenter the Maine workforce, benefitting not only themselves but the companies in Maine.

Christopher Thompson
IT Director, Global Commercial
Technology | IDEXX Laboratories





An appropriately skilled workforce is fundamental to the long term economic prosperity of any region, especially in today's fast changing globalized economy. Through its strategic partnerships, the work of the CCWI team is an incredible asset that promotes economic development and opportunity for the region's people and all Mainers. Our Center continues to support CCWI's mission and encourages industry, workforce, and economic development organizations to engage with CCWI's programs.

Ryan Wallace
Maine Center for Business and
Economic Research
University of Southern Maine

CAREER PATHWAYS / SECTOR PARTNERSHIPS

CCWI is taking an employer-focused approach to addressing the skilled worker shortage in our region, as well as creating career pathways and opportunities for growth for our job seekers. As a result, CCWI is focusing on five key industry sectors which are critical to the growth of our regional economy:

- Advanced Manufacturing
- Banking and Financial Services
- Healthcare
- Information Technology
- Transportation and Logistics

Our work consists of identifying these five sectors as economic engines that create high-demand, high-opportunity jobs. CCWI is collaborating with employers and industry leaders, as well as higher education, adult education, and training programs to identify the skills, education, training, and credentials needed for success within these sectors. Additionally, CCWI with our employer and education partners are identifying new ways to create and develop a pipeline of new talent. In our approach, we deployed the following strategy:

Identify the workforce problems to be solved:

- Recruiting and/or retaining key employees
- Pinpoint the stagnation of wages or industry growth
- Find the skill barriers (lack of industry-specific skills needed)
- Identify the skills needed to move into higher positions
- Determine what resources are available to give front-line staff training
- Locate and fill the gaps and barriers to employment

Conduct regional asset survey of training partners and community-based organizations:

- Who can deliver the training needed? How can we leverage resources of Adult Ed, Maine Quality Centers, Community College, Higher Ed, Trade Groups, Unions, Industry Associations and Employer Vetted Trainings?
- Is there a need to develop new programs? Expand current programs?
- What delivery model will best meet the employer's needs?
- What delivery model will best meet the needs of our job seeker customers? What supports might they need?
- What training resources are available?

By consistently employing the above processes and mapping career pathways, CCWI is better positioned to address common workforce needs. In addition, we strengthen the capacity of our training and education partners to design customized training programs and award industry recognized credentialing to meet those needs.



PRE-RELEASE EMPLOYMENT PROJECT (PREP)

In June of 2015, CCWI was selected by the U.S. Department of Labor (USDOL) as one of 20 communities in 14 states to receive much-needed funding for the Pre-Release Employment Project (PREP) grant. More than 9 million people are released from the nation's more than 3,000 county and local jails every year, the U.S. Department of Justice reports. Many of these individuals have few job skills and face difficult barriers to stable employment. Without a strong support system or a steady job, many once-incarcerated people are likely to commit new crimes and return to jail; a cycle of recidivism that recurs across the country.

CCWI received this two-year, \$499,941 grant for the purpose of creating an American Job Center in the Cumberland County Jail. PREP staff are housed in the jail and in the Community Corrections Center for the purpose of providing workforce development and re-entry services to prisoners within 180 days of their scheduled release dates. Comprehensive services are provided to inmates before release and ongoing support is provided when their incarceration ends. Staff members are diligently working with participants to develop work-readiness skills and competencies in order to prepare them to obtain employment prior to or immediately upon release.

Although the PREP grant was originally set to serve 100 transitioning offenders over a 24-month period, CCWI requested and received a modification that increased the total served to 125 over the course of two and a half years (30 months). The new ending date for PREP is now December 31, 2017.

We are very pleased with the progress and the many positive outcomes that have been made thus far (all metrics are being met). We are particularly proud of the efficiency and collaborative efforts of all the partners in getting the program off to a quick start.

"I couldn't do it on my own. I needed a lot of help and this program became part of that help. You guys helped me with a lot of things - resume, check-ins, job opportunities. There were a lot of things I had to question and I was able to run things by you. I mean, it was up to me to do the work, but you were there for me, met me on the outside, and stayed in touch with me for all this time. That made all the difference."



Damian Gilbert
Pre-Release Employment Project (PREP) Participant of the Year



Coastal Counties Workforce, Inc., along with all of our partners have helped the Cumberland County Sheriff's Office to be successful in its mission. They managed to put together partnerships and utilized many resources that may not have otherwise come to bear. The partnerships that have been formed can now provide a solid foundation to guide an offender through incarceration and obtain the necessary skills to be successful upon release. One of the hardest hurdles an ex-offender faces is job placement and housing. I can only hope to work with CCWI in the future and thank them for giving us this opportunity. They are a great organization!

Lieutenant William M. Brady
Cumberland County Sheriff's Office
Community Corrections Center



Working with the CCWI Board of Directors and the Workforce Board is an excellent example of how strategic planning can and should be done.

It has been a wonderful experience working with this amazing group of dedicated individuals. I hope they continue their accomplishments for many years to come.

Sallie Chandler
York County Commissioner

MAKE IT IN AMERICA (MIIA) GRANT

The Make It in America Grant (MIIA), a United States Department of Labor funded program of the Employment and Training Administration (DOLETA), is a tri-agency grant which was developed collaboratively with Maine Manufacturing Extension Partnership (MEP), Midcoast Regional Redevelopment Authority (MRRA), and Coastal Counties Workforce, Inc. (CCWI). CCWI was awarded \$1,300,000 in September of 2013 to oversee this 3-year grant and to assure Washington that the objectives of the grant would be met.

Known as a DOLETA H-1B Jobs Accelerator, MIIA serves to reduce the reliance on foreign workers through the skill development and training offered to Maine participants. The approach was to enroll 190 employer-selected workers into the Targeted Incumbent Credential Program, and 100 unemployed or underemployed Maine residents into the Integrated Unemployed Worker Training. This included identifying those with related education or employment experience in one of the four targeted industry sectors:

- Aviation/Aerospace
- Biotechnology
- Renewable Energy
- Advanced Materials and Composites

Coastal Counties Workforce, Inc., in conjunction with Maine Manufacturing Extension Partnership, service provider Workforce Solutions, and partner Midcoast Regional Redevelopment Authority, have proudly met and surpassed all of the grant's goals.

MIDCOAST REGIONAL INNOVATION INITIATIVE TARGETED INCUMBENT & INTEGRATED UNEMPLOYED WORKER TRAINING PERFORMANCE OUTCOMES 10/1/2013 - 12/31/2016

Measure	Outcome to Date	Grant Goal	% to Goal
Total number of participants beginning education/training activities	102 209	100 190	102% 110%
Total number of participants completing education/training activities	73 209	100 190	73% 110%
Total number of participants who complete education/training activities that receive a degree or other type of credential	63 209	90 190	70% 110%
Total number of participants who complete education/training activities and who enter unsubsidized employment	55	85	65%

INTEGRATED UNEMPLOYED NUMBERS
TARGETED INCUMBENT NUMBERS





2015 REVENUE & EXPENSE REPORT

CCWI Audited Financial Statement Year Ending June 30, 2016

REVENUES

Federal Funds	\$5,786,719
Other Funds	\$9,184
Total Revenues	\$5,795,903

EXPENSES

CCWI Expenses	
Payroll	\$449,394
Communication	\$8,873
Conferences & Meetings	\$17,525
Office Expenses	\$35,129
Supplies	\$17,686
Miscellaneous	\$19,385
Professional Services	\$52,045
	\$600,037
Program & Training Expenses	
Subcontractor	\$5,198,366
Total Expenses	\$5,798,403
Change in Net Assets	(\$2,500)

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 (2015). (See www.coastalcounties.org for more information.)

