

COASTAL COUNTIES WORKFORCE, INC.

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



2018



ANNUAL REPORT

2018

CCWI STAFF & BOARD MEMBERS

Board of Directors

President, Commissioner Charles Crosby III, Sagadahoc County
Vice President, Commissioner Steve Gorden, Cumberland County
Secretary/Treasurer, Commissioner Betty Johnson, Waldo County
Commissioner Rick Parent, Knox County
Commissioner Richard Clark, York County
Commissioner Mary Trescot, Lincoln County
Lydia Sy, Chair, Coastal Counties Workforce Board
Denise Griffin, SPHR, SCP, Vice Chair, Coastal Counties Workforce Board
Bob Schmidt, Past Chair, Coastal Counties Workforce Board

Coastal Counties Workforce Board

Jennifer Andrews, Fisher Engineering
Christopher Arbour, Region 1 Adult Community Corrections
Mary Ellen Barnes, Lincoln County Regional Planning Commission
Joni Boissonneault, Portland Housing Authority
Paulette Bonneau, Biddeford Adult Education
Jim Butler, Mathews Brothers
Julie Chase, Southern Maine Community College
Lynn Clark, Mölnlycke Health Care
Bridget Conley, Hampton Inn by Hilton
Charles Crosby III, Sagadahoc County Commissioner
Samantha Fenderson, MDOL Bureau of Rehabilitation Services,
Division for the Blind and Visually Impaired
Denise Griffin SPHR SCP, The First, N.A.
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Cory King, Southern Midcoast Maine Chamber
Laura Lindblom, Wayfair, LLC

Kim Moore, Greater Portland Workforce Initiative
Carrie Murphy, athenahealth
Tom Nickerson, UMA - Brunswick Center
Nick Paquet, IBEW Local 1253
Jennifer Rice, Sephora / LVMH
Peter Russell, WEX, Inc.
Bob Schmidt, L.L. Bean
Kelley L. Scott, Tyler Technologies
Dawn Self-Cooper, CareerCenter District Manager
Anthony Sirois, UA Local 716, Plumbers & Pipefitters
Heather Stott, Goodwill Industries of Northern New England
Lydia Sy, Manpower

Staff to Board

Antoinette Mancusi, Executive Director
Jillian Sample, Director of Operations
Valerie Odams, Executive Assistant

LETTER FROM

Antoinette Mancusi

Executive Director, CCWI

It is difficult to believe that a year has passed since we last published our annual report (PY16-PY17)¹. It is even harder for me to believe that a year has passed since I have taken on the role of executive director. Our staff, now consisting of three full-time employees, has been on a persistent and assiduous beat, moving forward with the Workforce Innovation and Opportunity Act's (WIOA) numerous local workforce board requirements.

As most of you are aware, on a state level, the last eight years under the LePage administration provided for less than optimal relationships which impeded our ability to move forward with much of our WIOA work. As a result, there is much work to be done in order to comply with WIOA mandates. If I were to characterize what lies ahead – I would depict the next few years as a time of “reconstruction” for both program services and a system that was seriously damaged by the last state administration. With a new administration in Augusta we are confident that the partnerships necessary for needed restoration efforts are now in place.

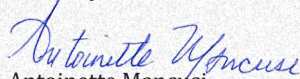
For those of you with any CCWI history, you will note this annual report is less pages! This reflects our having closed out of five grants during the last two program years coupled with the lack of other federal discretionary funding opportunities (i.e., grants). Since the Trump administration took office, there have not been any grants for which we could apply. We are, however, exploring smaller grant opportunities. Our current applications include: the Partnership to Advance Youth Apprenticeship (PAYA) application and an application for Refugee Support Services Program from the US Office of Refugee Resettlement (ORR) program. Although significantly smaller, these small grants would be welcomed opportunities, especially considering substantial cuts in our WIOA funding (our funding has decreased by 40% since 2016).

The year 2018 started on a high note when, in January, we finalized a long-awaited court settlement for attorney fees. We were finally able to pay our attorneys what was owed to them for the successful 2017 litigation against Governor Paul LePage for his unlawful withholding of \$8 million of federal WIOA funds. In way of full disclosure on our end, attorney costs totaled \$156,000.

Moving forward, top on our “to-do” list is the re-issuance of our local area partner Memorandum of Understanding, including an infrastructure cost agreement, both of which are mandated by WIOA. Due to the previous state administration's refusal to work with the local workforce boards, both of these items are outstanding. Additionally, these last few months we have been working on revising our Local Plan. We started in early 2019 with important Labor Market Information and Industry Analysis. We are grateful for all work and study provided by Ryan Wallace, Director of the Maine Center for Business and Economic Research, allowing us to build a plan that is consistent with both labor and industry trends.

As far as CCWI's board composition, we are happy to report that as of the date of this writing, we are at 27 strong in way of total local workforce board size and that 12 new members have recently joined the Coastal Counties Workforce Board. We are grateful for the continued support of our local workforce board members and CCWI's Board of Directors. Without their support CCWI would not be able to fulfill its mission.

Sincerely,



Antoinette Mancusi
Executive Director

2018 Coastal Counties Workforce Board of Directors



Front Row:

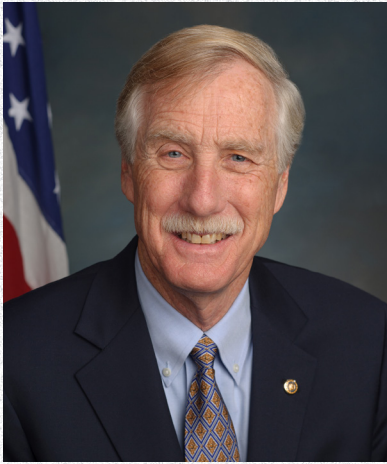
Commissioner Mary Trescot, Lincoln County
Lydia Sy, CCWB Chair
Antoinette Mancusi, CCWI Executive Director
Commissioner Sallie Chandler, York County, CCWI Vice President
Commissioner Betty Johnson, Waldo County, CCWI Secretary/Treasurer

Rear Row:

Bob Schmidt, Former CCWB Chair
Commissioner Charles Crosby III, Sagadahoc County, CCWI President
Commissioner Steve Gorden, Cumberland County
Denise Griffin, CCWB Vice Chair
(missing: Commissioner Rick Parent, Knox County)



¹ Although this report is being issued in June of 2019, it reports on metrics and activities for the last full program year. As a result, the information provided reflects Program Year July 1, 2017 to June 30, 2018. In September of this year, we will have performance metrics and reports for the PY18-PY19 reporting period.



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.

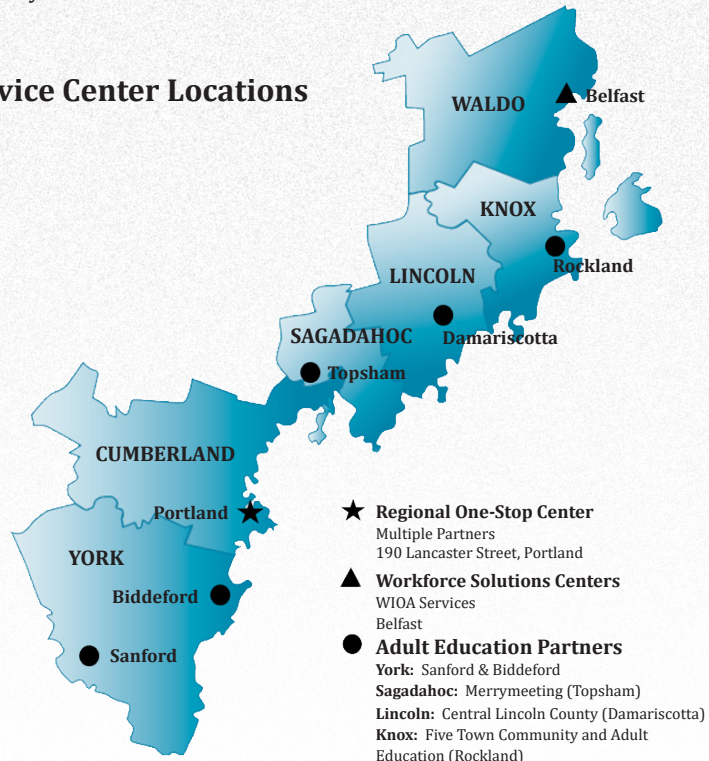
Mission

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.

Service Center Locations



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 2017-2018 (July 1, 2017 – June 30, 2018), the region's CareerCenters and Workforce Solutions Centers saw 38,231 customer visits (this was a decrease of approximately 6,000 visits). Individuals receiving WIOA-funded employment and training services over that period of time totaled 562 which was a significant decrease from PY 2016-2017 where we saw 934 customers. The reasons attributed to this decline include: reduced federal WIOA funding, the closing of several grants, and the Governor's withholding of our funding. As a result of the Governor's withholding of our program funds, we started scaling back enrollments in Fall of 2017 and we entirely stopped enrolling new participants by January of 2018. During this period, the only participants being served were dislocated workers since we still had National Emergency Grant (NEG) funding under our Sector Partnership NEG. This period represents a "dark age" for our system. We can only hope that the damage seen during this period is never repeated.

¹ Between 7/1/16 and 6/30/18 (2 program years), CCWI closed out five grants: Disability Employment Initiative (DEI), Job-Driven NEG, Technology Occupations through Pathway Strategies (TOPS), Sector Partnership-NEG, and the Pre-Release Employment Project (PREP).



Workforce Solutions' long standing partnership with Coastal Counties Workforce, Inc. (CCWI) has provided thousands of Mainers with the support and training needed to bring stability to their lives through employment. We all know the important role that work plays for individuals, their families, and businesses in our region. We commend CCWI for their commitment and dedication, supporting individuals during their process to find - and keep - a good job. We are truly thankful for our collaboration and long-time relationship with CCWI.

Richard J. Cantz
President and Chief Executive Officer
Goodwill Northern New England



Building a strong workforce is one of our top priorities in the State Legislature. To do that, we need Mainers to have access to trainings and professional development opportunities. CCWI is creating those opportunities, helping Mainers get the jobs they want and fortifying the state's workforce.

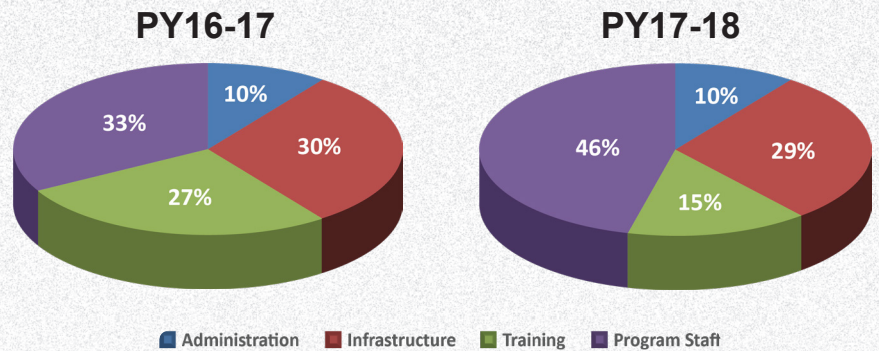
Representative Ryan Fecteau
Assistant House Majority Leader

A CHALLENGING YEAR...

To say that Program Year 2017-2018 was a challenging year is an understatement. The former state administration's actions against our local workforce board system wreaked havoc with our programming, culminating with the total "withholding" of our PY17-18 funds. Strict austerity measures (i.e., limitations on training funds), were put in place in order to keep program doors open for as long as possible. Training funds were shifted to retain staff. Referrals and enrollments slowed down significantly as a result of the lack of training dollars, and reductions of our WIOA service provider staff (i.e., Workforce Solutions), started to occur in Fall of 2017.

By January of 2018, funds for the WIOA Adult program were effectively exhausted, and the program closed. Large reductions in staff occurred for Workforce Solutions, throughout the first months of 2018. For both the Adult and Youth programs, clients on caseloads faced significant challenges to services with reduced training dollars and very limited program resources available. With staff reductions, office closures, and ultimately early customer exits from our programs, our metrics suffered.

WIOA & Leverage Service Provider Funds



However, due to remaining Sector Partnership National Emergency (SP-NEG) grant funding and despite the large January 2018 reduction in WIOA staffing, a small team of remaining Workforce Solutions staff continued to serve participants in our Dislocated Worker/Sector Partnership National Emergency programs.

In January of 2018, US District Court Judge Woodcock granted CCWI's motion for preliminary injunction ordering Governor LePage to release CCWI's federal funding. As a result, Program Year 17 awards/contracts were finally issued to local areas, albeit seven months into the program year. Significant rebuilding of our service delivery system ensued. The work of rebuilding WIOA programming began in haste and continues to this day as emptied out caseloads needed rebuilding, staff hiring and training needed to occur, key pipelines to referral partners, peer workforce agencies, and employer partners all needed reestablishing. If all this was not enough, a significant reduction in WIOA funding for PY17-18 and the imminent end of the SP-NEG grant meant that the service delivery needed to look very different.

Key elements of the new service delivery model that were adopted when funding resumed include:

- Career Advisors throughout the region serving the dual-client - both job seekers and employers, eliminating the Business Service Representative position
- A pilot Life Navigator position, which provides more intensive & holistic support for targeted cases with significant barriers to employment
- Two program hubs (Portland and Belfast) with access points throughout region via partner-provided and appropriate community space.



WIOA ADULT CASE STUDY:

Elaine Maloney was referred to Workforce Solutions in August 2018 by Lake Region/Fryeburg Adult Education. She had just completed her HiSet and viewed it as the first step toward achieving her goal of working no more “dead end jobs.” Elaine, as a single mother with two young boys, wanted to gain more stability through employment and pursue training opportunities that could make that stability a reality.

Elaine’s work with her Career Advisor began with exploring different training opportunities and career pathways by utilizing Labor Market Information (LMI), local job openings, and the O*NET job descriptions. Elaine self-identified that she was interested in the healthcare field, and after working through information with her Career Advisor, decided to pursue a Certified Clinical Medical Assistant course.

With the help of her Career Advisor, Elaine enrolled in a course at Gray/New Gloucester Adult Education. During her training, Elaine accessed support services to help with child care and transportation. In order to sustain lasting supports, Elaine worked with WFS’s Life Navigator to apply for DHHS’s child-care subsidy.

Elaine completed her training and passed the licensing exam with flying colors. She is now working on her clinical externship at Minot Avenue Family Medicine. According to her direct trainer, she is going above and beyond and performing in her role with confidence.

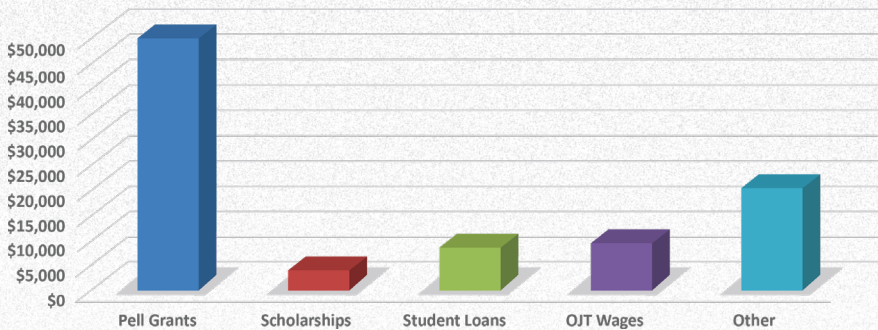


My initial goals were to find a training that suited my interests; complete my training and earn a credential; help with worksite and externship placement; and ultimately find full-time employment. I have achieved my goals and surprised myself! My once-foggy future has now become bright and clear with a skillset that has me on the path for success. Another wonderful surprise was just how helpful and friendly the Workforce Solutions staff are. I expected a more sterile environment, and the smiling faces and extremely helpful staff made me feel so comfortable and welcome.

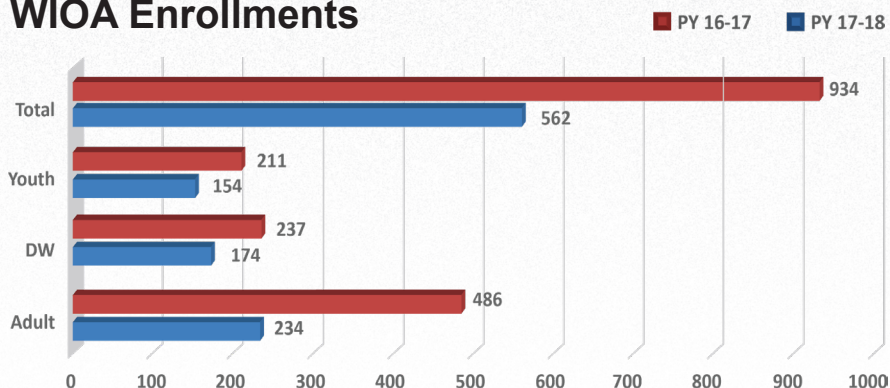
Elaine Maloney
Workforce Innovation and
Opportunity Act (WIOA)
Adult Participant of the Year

WIOA Leveraged Training (July 2017 - June 2018)

* As a result of the work performed by WIOA staff, \$91,490 in leveraged funding was obtained to augment our program resources.



WIOA Enrollments





Desperation and fate is how I learned about Workforce Solutions. I had been calling different numbers, hoping that I could get some help paying for the class I wanted to take. My first goals were to find a job, get my son into daycare full-time, and fix my car. I have definitely exceeded my expectations for any goals after that. A year ago I never would have thought I would be on my own, financially stable, or be where I am and I have the program to thank for that.

Evelyn Rios
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. Chief among these barriers are factors such as poverty, homelessness, basic skills deficiency, lack of high school diploma or equivalency, pregnancy and/or parenting, involvement in the juvenile justice system, and speaking English as a second language. The Youth Services team works with youth to address these barriers and facilitate a path to employment. In program year 2017-2018, the program served 154 youth throughout the region.

WIOA YOUTH CASE STUDY:

Evelyn Rios enrolled in Workforce Solutions' WIOA Youth program in August 2018. She came into the program interested in beginning Dental Assistant training and was looking for support with training costs. At the time of her enrollment, Evelyn was living with extended family, caring for her son, and working at Applebee's, where they were only giving her an occasional shift. She could not make ends meet to provide for her child or earn enough to live independently. She was ready to move into a career pathway that offered jobs with advancement opportunities and sustainable wages. Workforce Solutions funded her Dental Assisting training, and while she was still in training set her up on a paid Work Experience at a local dentist's office. The Work Experience allowed her to apply what she was learning while earning money to support her family. Evelyn excelled in the Work Experience, and recently transitioned into an On-the-Job Training at the same employer. She also recently passed her X-Ray Radiology exam, which makes her extremely marketable.

During her time with Workforce Solutions, Evelyn has accessed supportive services to help with transportation barriers -- receiving gas cards and funding for a car repair. She's also worked with the Workforce Solutions Life Navigator to navigate some housing instability. Due in part to the support of the Life Navigator, and of course her earnings from her Work Experience and OJT, Evelyn has recently moved into her own apartment where she lives independently with her son.

NATIONAL EMERGENCY GRANT SECTOR PARTNERSHIP (SP-NEG)

This \$857,825 grant, awarded in July 2015, focused on both bolstering capacity for dislocated worker services and provided funding for regional sector planning and strategies. This grant supported our demand-side, or industry-focused regional planning efforts -- increasing workforce & economic development opportunities and improving partnerships between industries, workforce investment boards, government entities, economic districts, and community colleges. The grant was closed in June 2018. This funding resulted in: 120 total participants enrolled (120% to goal) and 64 receiving supportive services (177.8% to goal).



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, a four-year grant, recruits, assesses, trains, and places individuals in well-paying, middle- and high-skilled occupations in Maine's IT industry. 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 are customized based on a comprehensive assessment of participants' vocational goals, skills, work experience, and IT competency. Services available to participants may include: career counseling, paid internships, work experiences, on-the-job training, short-term occupational training, and intensive IT bootcamp. Employment and training activities are based on and align with the USDOL's Information Technology Competency Model to ensure that they match the skills needed by employers. The goal is for all TechHire participants to obtain an industry-recognized credential as a result of training activities. As of 3/31/19, the TechHire grant has served 252 individuals. Of the 252 individuals served, 162 have entered training and 40 individuals have entered employment.¹

Digital Literacy: CCWI observed that the training completion rate for many of the youth and young adults served by the TechHire grant was lower than expected. CCWI found that many of the youth served by the TechHire grant lacked basic digital literacy skills, despite having a high aptitude for jobs in IT. As a result, CCWI and the State Office of Adult Education decided to incorporate a digital literacy assessment into the intake process for all TechHire participants. All TechHire participants who do not possess basic digital literacy skills, now have the opportunity to enroll in the IC3 Digital Literacy training offered through Adult Education. The IC3 Digital Literacy training provides participants the opportunity to learn the foundational skills required to pursue future training or employment while also earning a recognized credential.

Accelerated Training Bootcamp: CCWI in partnership with The University of Maine at Augusta (UMA) developed five, 18-credit certificates (called "laser" certificates) in focused IT areas for eligible TechHire participants. Upon successful completion of the 18-credit certificate program, participants receive a certificate documenting the student's accomplishment and understanding of the pertinent IT skills within their chosen concentration. The certificate program consists of six courses, including an internship course. The UMA accelerated training program has five concentrations: data science, database design, programming, security, and web design & development. The credits participants earn are transferable toward a bachelor's or an associate degree. The UMA Accelerated Training is offered at no cost to TechHire enrollees, as the program is fully funded by a U.S. Department of Labor Employment and Training Administration grant.

Grant Partners: Coastal Counties Workforce, Inc., Educate Maine, Eastern Maine Development Corporation, State Office of Adult Education, and Workforce Solutions.

¹ CCWI is currently working with partners to increase the number of job placements. We are finding greater barriers to employment in the IT industry for individuals served by the grant, including lack of basic digital literacy skills and lack of post-secondary education. CCWI and its grant partners will continue to educate employers about the value of short-term occupational training and work with employers to establish career pathways into the IT field for individuals without post-secondary degrees.



Programs, such as those offered through CCWI that are designed to build high-demand skills and provide the participants with marketable tools that they can use immediately, are essential in growing a specialized workforce for Maine's new economy.

As part of CCWI's TechHire initiative, UMA has been able to offer an academic program with a required internship that provides a mini-credential in a specialized area of IT, designed to jumpstart a career in the tech field and provide educational advancement opportunities.

UMA's Computer Information Systems program enthusiastically supports CCWI's efforts through the TechHire program to provide participants with valuable computer skills to meet the growing demand for technically-trained computer professionals in the State of Maine.

Joseph Szakas, PhD
VP of Academic Affairs/Provost
Professor of Computer Information Systems
University of Maine at Augusta



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

BRIDGE TO CNA PROGRAM

The Bridge to Certified Nursing Assistant (CNA)/Healthcare Professions program continues to see success in this year's cohorts with 93% (28 of the 30) students becoming eligible to transition to a clinical healthcare career after participation. Of these students: 10 have become CNAs, 10 are currently in CNA certification training, and 7 will be supported in entering Summer/Fall certification classes. The involvement of WIOA staff (including a designated Bridge Case Manager) and WIOA programming leads to the development of well-defined, individualized pathways for eligible students, producing success in the Bridge and well beyond.

This level of achievement could not have been accomplished without the involvement of the Bridge's Employer Advisors. Representatives from 5 Healthcare sector employers (The Barron Center, The Cedars, VNA/Northern Light Health, New England Rehabilitation Hospital, and First Atlantic Healthcare) are actively engaged in preparing students for clinical healthcare careers. Advisors recommend, review, edit, and approve the Bridge curriculum; talk to candidates during the program's multiple Information Sessions; offer in-depth tours and talks at their facilities; conduct mock interviews and resumé reviews during the class, share specific feedback with each; and intentionally schedule the start of CNA certification courses in step with Bridge recruitment and graduation dates.



Rebecca, (above right) is a WIOA client from the Summer 2018 Cohort and is currently working at First Atlantic Healthcare

"I think the Bridge program plays a fundamental role in creating work readiness. The healthcare industry is benefiting from creative solutions that augment its workforce. The overwhelming response is that the Bridge students that became our employees are all fantastic. They are compassionate people with a great work ethic. Their love of assisting those in need comes through in their positive attitudes every day."

~ Debra Calhoun, BSN, RN, and Nurse Educator at First Atlantic HealthCare

When the experience, programming, and influence of the Greater Portland Workforce Initiative's stakeholders (including both Coastal Counties Workforce, Inc. and Workforce Solutions) is combined with the expertise of sector employers - the results are exceptional!



First Atlantic Healthcare CNA Certification Graduation, 2019





2017 REVENUE & EXPENSE REPORT

CCWI Audited Financial Statement Year Ending June 30, 2018

REVENUES

Federal Funds	\$3,037,599
Other Funds	\$27,883
Total Revenues	\$3,065,482

EXPENSES

CCWI Expenses	
Payroll	\$375,022
Communication	\$5,885
Conferences & Meetings	\$4,652
Office Expenses	\$30,980
Supplies	\$4,361
Miscellaneous	\$29,710
Professional Services	\$48,934
	\$499,544
Program & Training Expenses	
Subcontractor	\$2,564,544
Total Expenses	\$3,064,088
Change in Net Assets	\$1,394

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 (2017). (See www.coastalcounties.org for more information.)

