

# COASTAL COUNTIES WORKFORCE, INC.

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



# 2021



ANNUAL REPORT



# 2021

## 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  
Denise Griffin, SPHR, SCP, Chair, Coastal Counties Workforce Board  
Bob Schmidt, Interim Vice Chair, Coastal Counties Workforce Board  
Carrie Murphy, Youth Standing Committee Chair, Coastal Counties Workforce Board  
Lydia Sy, Past Chair, Coastal Counties Workforce Board

### Coastal Counties Workforce Board

Christopher Arbour, Region 1 Adult Community Corrections  
Mary Ellen Barnes, Lincoln County Regional Planning Commission  
Kate Bellmore, Camden National Bank  
Joni Boissonneault, Portland Housing Authority  
Sara Brinker, WCP, The MEMIC Group  
J. Scott Christman, General Dynamics / Bath Iron Works  
Justin Cotta Holmes, Baystate Financial  
Charles Crosby III, Sagadahoc County Commissioner  
Jonathan DaSilva, CVS Health  
Marianne Doyle, M.Ed., Scarborough Public Schools  
Samantha Fenderson, MDOL Division of Vocational Rehabilitation  
Denise Griffin SPHR SCP, Griffin Law Offices  
Cory King, Southern Midcoast Maine Chamber  
Robert Klaiber, MDOL / Greater Portland CareerCenter  
Jennifer Kopp, MaineHealth

Laura Lindblom, Wayfair, LLC  
Benjamin Millick, People's United Bank  
Laura Moskwa, The Bradley Inn  
Carrie Murphy, athenahealth  
Tom Nickerson, UMA - Brunswick Center  
Nick Paquet, IBEW Local 1253  
Diana Roberge, Hannaford Supermarkets  
Peter Russell, IDEXX  
Bob Schmidt, L.L. Bean  
Anthony Sirois, UA Local 716, Plumbers & Pipefitters  
Jennifer Steeves, CCB, Inc.  
Heather Stott, Goodwill of Northern New England  
Lydia Sy, Manpower  
Jim Whitten, Southern Maine Community College  
Kwame A. Yeboah, United Way of Greater Portland

### Staff to Board

Antoinette Mancusi, Executive Director  
Jillian Sample, Director of Programs  
Adrian Cohen, Senior Program Manager  
Mark Guzzetta, Business Services Liaison  
Valerie Odams, Executive Assistant



# LETTER FROM

## Antoinette Mancusi

Executive Director, CCWI



Looking back at program year 2021 (PY21), I am happy to report that Coastal Counties Workforce, Inc. (CCWI) had another great year! Given an environment that still requires navigation (or circumnavigation) skills due to the global pandemic, we are proud of our accomplishments. As you peruse our information, you will note that our region had a strong year enrolling jobseekers into services. Our grants, including the COVID DWG, Opioid DWG, Rural Healthcare, and WIOA Adult and Dislocated Worker are on track or meeting contract deliverables for clients served.

There were two predominant themes or foci for our work in PY21: Workforce Innovation and Opportunity Act (WIOA) compliance (i.e., federal WIOA requirements) and customer outreach. Regarding WIOA compliance, we finalized our Local Infrastructure Cost Agreement with required system partners; engaged with the Catherine E. Cutler Institute at the University of Southern Maine to hire and deploy a new One-Stop Operator for our region. In addition, we undertook a large procurement project – a RFP project for our area’s WIOA Youth Service Provider. At the time of this writing, I am happy to report that CCWI is in complete programmatic and administrative compliance with WIOA – no small feat.

A new focus also developed this year – customer outreach. Given low program enrollment rates throughout Maine and our nation (especially in the Youth Program), during a time of worker shortages, it was critical to direct attention to expanding and accelerating efforts to bring in new jobseeker customers. Whether it is because of the current pandemic/post-pandemic environment, “bandwidth” overload, changes in the job market, or simply being overwhelmed and impeded by “barriers” to employment, many people have remained disengaged from the workforce.

Our service provider, Workforce Solutions (operated by Goodwill of Northern New England), has focused its attention on fortifying an outreach strategy that included the hiring of a Program Outreach Coordinator, the development of referral tracking system which allows for the analysis of source information, email campaigns, and importantly working with the Maine Dept. of Labor (MDOL) to obtain system-level user information that could serve to reach out to new customers.

CCWI began working with the State Workforce Board (SWB) (through the SWB Workforce System Coordination Committee) to create and deploy a system-level approach, including a branding campaign to market our workforce development system. CCWI is concurrently working on a local outreach campaign that includes finalizing the selection of a “Creative Partner – Community Outreach” consultant/vendor through an RFQ process. Our goal is to work with the selected vendor to create new, innovative ways and strategies to connect with this population in hopes of getting them in to connect with our services.

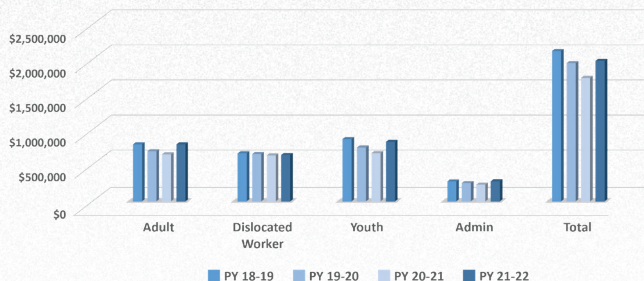
CCWI also dedicated much time and staff resources to bring in more funding. Although our federal WIOA allocations did not increase by very much, I am happy to report that the CCWI team brought in additional funding (\$5.4 million) to our region, most of which was competitively obtained: Rural Health Care Grant - \$2.5 million; Employment Recovery NEG – \$2.3 million; Career NEG - \$380,308; WIOA Youth – (negotiated additional funding from MDOL) - \$286,000. Moreover, at the time of this writing, we await the results of five additional competitive grant applications we recently submitted.

I am extremely proud of the accomplishments highlighted throughout this report. Thank you to our partners, board members, and staff for overcoming the challenges of 2021 and collectively working together to obtain such significant results on behalf of jobseekers and businesses in our community.

In gratitude,

Antoinette Mancusi  
Executive Director

### CCWI WIOA Allocations PY17 - PY21



**Program Year 2021**  
**(July 1, 2021 – June 30, 2022)**

**6,270** Individuals served with basic career services and resource navigation

**488** Individuals received WIOA-funded, individualized employment and training services

**74.8%** Entered employment





*The impact of the COVID-19 disaster has heightened an awareness of the challenges employers and workers across Maine face in trying to access available workforce resources. Coastal Counties Workforce, Inc., is on the forefront of working to deliver workforce development programs and trainings in a more agile and user-focused way, recognizing that there is no one approach that will work for all Mainers. The State Workforce Board is proud to work closely with our friends at CCWI to ensure employers and workers alike know what services are available to them and how to access them.*

Christopher Quint, Director  
State Workforce Board  
Maine Department of Labor



# COASTAL COUNTIES REGIONAL WORKFORCE PLANNING

## Vision

To meet the changing workplace needs of businesses and jobseekers by promoting economic opportunities through developing workforce skills in demand. The Coastal Counties Workforce Board (CCWB) supports the regional economy by advancing a range of workforce training services that meet current business needs.

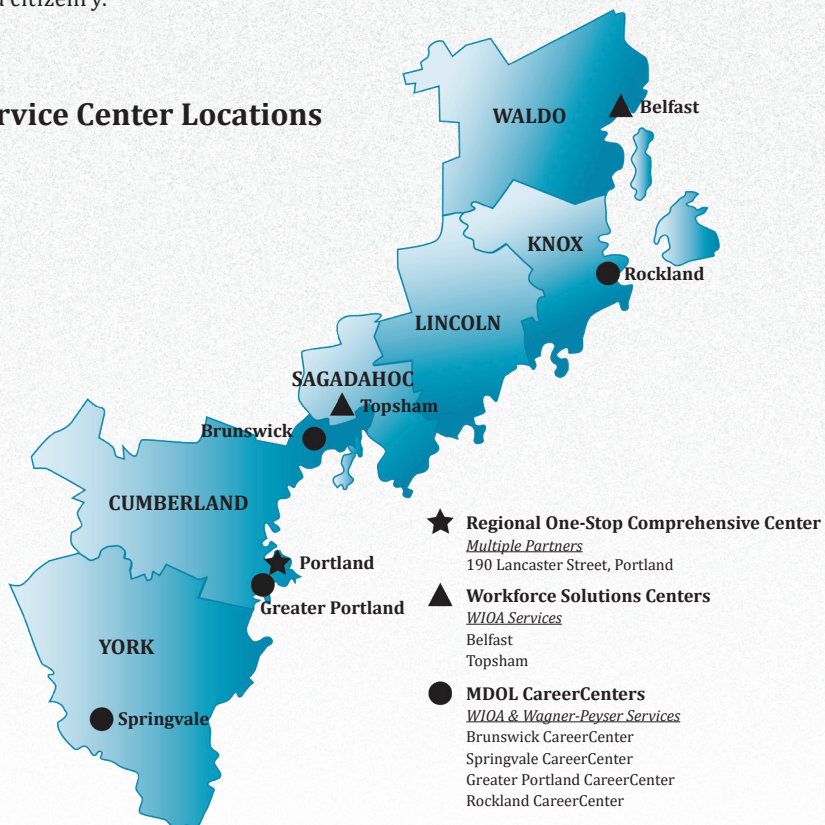
## Mission

To accomplish our vision of creating economic opportunities, the Coastal Counties Workforce Board 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. 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.
2. Employers are actively engaged with a regional workforce development system that understands and appropriately responds to their skilled workforce needs.
3. Jobseekers 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.

## 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 jobseekers 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 2002, 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 the regional WIOA Title I-B 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 jobseekers.

## OUTSTANDING SERVICE AWARDEE STORY:

Waldo County Commissioner Betty Johnson has been on the Board of Directors for CCWI since 2010 and has been the Secretary/Treasurer since 2012. In honor of her 12 years of dedicated service to the Coastal Counties Workforce Board (CCWB), both as a member of our Board of Directors and as our Secretary / Treasurer, we sincerely thank Betty / Commissioner Johnson for her hard work and commitment to the work of the CCWB. We also honor her 30 years as a nurse and 3 consecutive terms in public service in Lincolnville as a Selectperson, Budget Committee Chair, Assessment Review Board and Appeals Board Chair, and Personnel and Policy Committee Vice Chair, as well as serving on many committees as Waldo County Commissioner. Thank you, Betty!



*Workforce Solutions'  
Employee of the Year*

Kate Smith  
Career Advisor



*Outstanding Service Awardee*

Commissioner Betty Johnson  
Waldo County Commissioner

CCWI Board of Directors  
2010 - present  
Secretary/Treasurer  
2012 - present





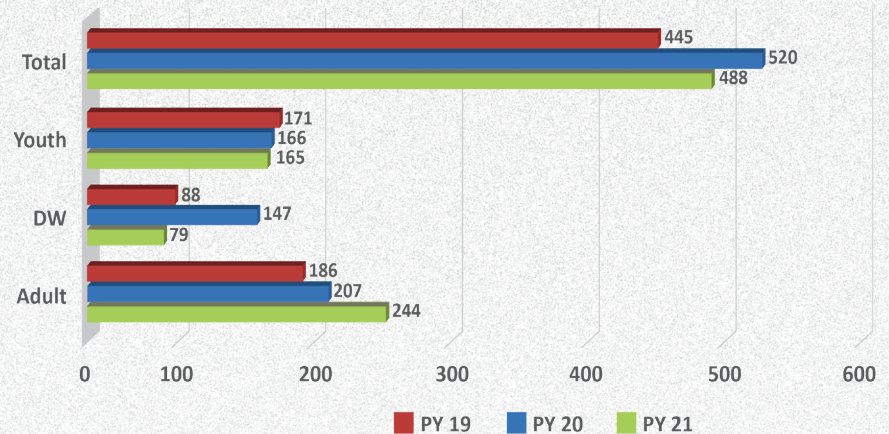
*The program administered through Coastal Counties Workforce Board helped me achieve goals that otherwise would have been out of reach for my family and myself. I knew I would be receiving the benefit of financial assistance but never anticipated the endless amount of support and friendship I have gained in the process!*

Morgan Zimmerman  
Adult Participant of the Year

## WIOA ADULTS & DISLOCATED WORKERS

The Adult Program provides employment and training services to eligible individuals ages 18 and older 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 2021, the two programs served 323 job seekers throughout the region.

### WIOA Title IB Enrollments (PY19, PY20, & PY21)



### ADULT PARTICIPANT OF THE YEAR CASE STUDY:

Ms. Zimmerman came into the Maine Rural Healthcare Program on 4/28/21 as unemployed and interested in taking a Medical Assistant (MA) course. The course was a perfect fit for her being in the evening allowing for her fiancé to watch their children while she did the class. The class was set to start in June of that year. As we got closer to the training, the Career Advisor (CA) reached out to her to check in and make sure her needs were met before the training started. Morgan stated there were some issues that were raised with one of her kids and she would no longer be able to do this training. She decided to get a job and just do that for the time being. The CA let her know that was okay and she would still check in for the next few months before she exited the program to make sure nothing had changed.

A few weeks before the client was set to exit, the CA reached out to Morgan to do a final check-in. The CA learned her situation had changed and she now wanted to take the next MA course that was coming up. The CA reached out to the training provider and we were able to still get her in that training. Morgan was doing well with the training, however she faced some challenges with missing classes due to Covid-19 and was worried she was not going to be able to finish the course. The CA and the training provider worked with the client to reassure her that she would not be held back because of Covid-related absences.

Ms. Zimmerman finished her CCMA course, passed her state exam on the first try, and now is employed full-time with Maine Health as a Medical Assistant. She is now making \$20.00 an hour and is loving her new job!





# WIOA YOUTH PROGRAM

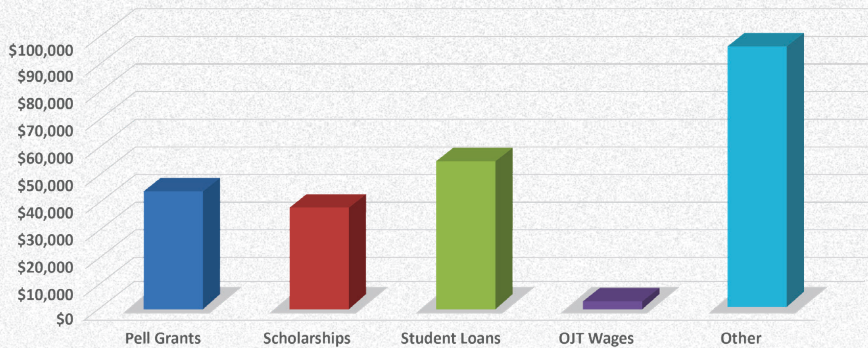
The WIOA Youth Program provides employment and training opportunities to young adults between the ages of 14 and 24 who have barriers to employment, with a focus on youth who are out of school and disengaged. Chief among these barriers are factors such as poverty, homelessness, basic skills deficiency, lack of high school diploma or equivalency, pregnancy and/or parenting, involvement in the juvenile justice system, and speaking English as a second language. In program year 2021, the program served 165 youth throughout the region.

To create workforce readiness programming accessible to youth despite the restrictions caused by the ongoing pandemic, Workforce Solutions developed a virtual cohort-style work experience for youth program participants. In PY21, the work readiness cohort became an integral offering of the youth program. The virtual program combines work readiness training with hands on project work, all developed in line with best practices in youth development. The curriculum includes interactive workshops that prepares young people for job acquisition and career exploration, including mock interviews with business community members and a career panel made up of professionals in careers of interest to the youth participants.

In PY21, the cohort model was customized for a project in partnership with Merrymeeting Food Council and farms in the Bath/Brunswick area. Through this partnership, youth underwent the work readiness cohort curriculum concurrent with a farm skills training program. Workforce Solutions also launched a summer youth cohort, where youth attended the virtual curriculum in tandem with community-based work experience placements.

## WIOA Leveraged Training (July 2021 - June 2022)

\* As a result of the work performed by WIOA staff, \$245,592.14 in leveraged funding was obtained to augment our program resources.



*Before working with Workforce Solutions [programs administered through CCWI], I wasn't sure if I was going to be able to get the schooling I needed and I didn't know if I would pass my test. Now I see that everything I went through was so worth it because I landed my dream job on the first shot! Here I am 8 months later learning stuff I never thought I'd learn and it feels great!*

Camden Viger  
WIOA Youth Participant of the Year

## YOUTH PARTICIPANT OF THE YEAR CASE STUDY:

Camden came to Workforce Solutions interested in pursuing a nontraditional occupation as a truck driver. At her time of enrollment, she had recently earned her high school diploma through Adult Education while she was parenting three young children. To help her gain financial stability, she worked with a Life Navigator to access TANF benefits. This allowed her youth Career Advisor to partner with FedCap to pay for her CDL Class A training through Northeast Technical Institute. To enable her to attend training, she received support services that covered the costs of childcare. Camden successfully passed her license exam in August of 2021. Her Career Advisor helped with her job search, creating a Work Experience with Windham Public Works to help get Camden's foot in the door after she hadn't been considered for employment there. Windham Public Works offered for Camden to move into an unsubsidized role with them before her work experience ended and is currently employed full-time as a CDL driver.





*“Studies have shown that the key to lowering recidivism is proper release planning while inmates still reside in jail or prison. This includes coordinating wrap around services such as contacts for mental health and substance use providers, housing, and stable employment, all of which can be a challenge.*”

*Coastal Counties Workforce, Inc. has been a great partner in providing access for inmates to steady employment once released. With numerous employers looking for applicants and the jails full of individuals who can join the workforce, Coastal Counties Workforce, Inc. is that conduit to setting up inmates for success once released.”*

Sheriff Kevin J. Joyce  
Cumberland County Sheriff’s Office



# NATIONAL EMERGENCY GRANTS

## CONNECTING WITH OPPORTUNITIES INITIATIVE (OPIOID DWG)

In October 2017, the U.S. Department of Health and Human Services declared the opioid crisis a national public health emergency. As a result, *National Health Emergency Dislocated Worker Grants* were made available. In March 2020, Coastal Counties Workforce, Inc. was awarded \$2,687,896 – with \$875,941 released initially – to serve a total of 360 participants over a two-year grant period.

**Focus and Approach:** This grant is focused on assisting individuals who have been impacted, directly or indirectly, by the opioid crisis, access employment and training services that lead to stability. Workforce Solutions has deployed 5 teams of Career Advisors/Life Navigators throughout the Coastal Counties region to outreach, enroll, and serve participants.

**Implementation Strategy and Challenges:** The implementation of the Opioid Dislocated Worker Grant has required program staff to be flexible and resourceful, as services rolled out amongst Covid restrictions. Program staff have worked diligently to establish relationships with community-based partners and enroll and serve individuals eligible for this grant funding, all virtually. Participants are often coming out of incarceration or are in sober housing and have real and urgent needs. Individuals in the program are accessing employment and training services, including occupational skills training and work experiences, as well as support services to alleviate barriers to employment.

## COVID DISLOCATED WORKER GRANT

In June 2020, Coastal Counties Workforce, Inc. was awarded \$900,000 in funding through the Maine Department of Labor via the U.S. Department of Labor to provide disaster relief employment to address the impact of coronavirus in our region. Workforce Solutions hired ten disaster relief workers in the fall of 2020 to assist eligible individuals affected by the pandemic, by directly connecting them to necessary humanitarian services, including housing assistance, foodbanks, SNAP, TANF, and re-employment assistance programs. On June 30, 2022, CCWI successfully closed the Covid grant, serving 206 individuals - well over the program’s goal of 160!

**Program Model:** To effectively educate individuals on the benefits and resources available to them, Workforce Solutions created ‘Resource Navigation’ workshops to reach more individuals through the grant. Workforce Solutions offered workshops that were open to the public, as well as a multi-part workshop for enrolled clients. Following participation in the workshop, clients worked closely and one-on-one with a Disaster Relief Worker to connect to benefits and receive further guidance on accessing resources and humanitarian services. Alternatively, some enrolled individuals worked immediately with a Disaster Relief Worker on urgent or emerging needs.

<u>Measure</u>	<u>Outcome</u>
Total Clients Served	206
Disaster Relief Workers Hired	11
Referrals made to activities, programs, and services	642
Referral for clothing assistance	43
Referral for financial guidance	69
Referral for housing assistance	166
Referral for food assistance	31
Referral for SNAP, MaineCare, or TANF	40



## EMPLOYMENT RECOVERY GRANT - NATIONAL DISLOCATED WORKER COMMUNITY IMPACT GRANT

In February of 2022, CCWI was awarded a \$2.3 million Dislocated Worker Community Impact Grant from U.S. Department of Labor. These grants provide assistance to areas where a number of small employer closures or dislocations increase the total number of unemployed individuals. In 2021, over 500 workers were laid off in the Coastal Counties region, which prompted CCWI to apply for this funding to serve these individuals.

The Employment Recovery promotes rapid reemployment support for clients who have been recently laid off and are ready to reconnect to the workforce; for individuals who need more intensive employment and training services, the grant promotes the use of work-based training, particularly on-the-job training modalities.

The Employment Recovery grant will serve a total of 315 Dislocated Workers over a two-year period. CCWI and Workforce Solutions are working on outreach to dislocated workers to ensure that these services are accessible and utilized by the affected populations.

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## MAINE RURAL HEALTHCARE PARTNERSHIP

In January 2021, Coastal Counties Workforce, Inc. was awarded \$2,500,000 through the U.S. Department of Labor's Employment and Training Administration to address the healthcare worker shortage in Maine by training workers on career pathways in Nursing and Pharmacy. The grant will serve 480 individuals over the course of the four-year grant period.

As of June 30th, 2022, the Maine Rural Healthcare Partnership has served 127 individuals, including 6 incumbent workers. 118 of those have enrolled into healthcare training for frontline health careers. The program has enrolled 60 individuals into Medical Assistant training and 44 into Nursing Assistant training. Other occupations trained for are Phlebotomist, Registered Nurse, Pharmacy Technician, Community Health Worker, Licensed Practical Nurse, and Mental Health Social Worker.

### Services available through the grant include:

**One-on-one guidance:** Healthcare Career Advisors assist individuals in finding training programs that meet their interests, aptitudes, career goals, schedule, and location preferences.

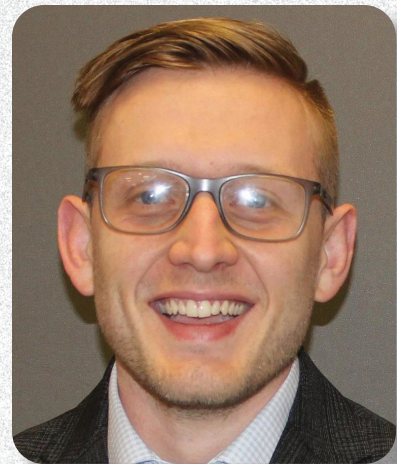
**Training in healthcare careers:** The grant pays for occupational training for participants, including the cost of required materials, uniforms, books, and tools.

**Support services:** Program participant's service plans address barriers to training and employment, including supplying technology such as laptop computers or internet access.

**Support with virtual or hybrid training models:** Program participants will receive support from staff in utilizing remote learning platforms, as needed.

**Connection with employment:** Healthcare Career Advisors will assist participants with the process of applying for and acquiring employment, including job searching, resume writing, and interviewing.

**Grant partners:** Coastal Counties Workforce, Inc., Workforce Solutions, CVS, MaineHealth, Northern Light Health, Maine Department of Labor, Maine State Office of Adult Education, and the Maine Community College System.



*“Coastal Counties Workforce, Inc. has worked with Northern Light Health to improve the communities in which we live, work, and care for. Through a supportive, communicative process, CCWI and NLH have been able to grow candidates internally into further certified professionals, advancing their professional careers. Understanding the positive impact for our employees is one of the many reasons working alongside CCWI has been a welcome addition to our workforce development projects.”*

Christopher J. Ouellette  
Talent Acquisition Specialist  
Northern Light Health





*In a rapidly changing economy, the need for multi-disciplinary partnerships is paramount in bringing prospective employees to the attention of employers. CCWI's collaborative approach has been instrumental in forging relationships across a range of sectors that will establish important employment opportunities for job-seeking Mainers and allow Maine businesses to thrive in a volatile economy. The Catherine Cutler Institute is honored to work with CCWI in carrying out this important work.*

Kris Sahonchik, Director  
Catherine Cutler Institute for  
Health and Social Policy  
University of Southern Maine



## ONE-STOP OPERATOR

The Coastal Counties Workforce Board has contracted with the Catherine E. Cutler Institute at the University of Southern Maine to serve as the Board's One-Stop Operator (OSO). The role of the OSO is to facilitate and lead the WIOA required partners through the design and implementation of integrated service delivery. The OSO works cooperatively with the WIOA required partners, and regularly convenes meetings of the required WIOA partners, including the following WIOA Core partners:

- Title I - Youth, Adult, and Dislocated Worker Program;
- Title II - AEFLA Program (i.e., adult education);
- Title III - Wagner-Peyser Act Employment Service Program; and
- Title IV - Vocational Rehabilitation Program.

In addition to convening meetings of the WIOA partners, the OSO is responsible for the following system's work:

- Serving as a liaison between CCWI and WIOA required partners;
- Drafting WIOA-required Area MOUs; Deploying a process for executing all MOUs;
- Facilitating negotiations and establishing the One-Stop Comprehensive Center's Infrastructure Cost Agreement (IFA);
- Being knowledgeable of the mission and performance standards of all partners, and identifying cross-training needs;
- Defining and providing a means to meet common operational needs, such as training, technical assistance, and additional resources;
- Facilitating sharing of data and information; and
- Ensuring effective referral processes are in place.

Achievements of the OSO this program year include facilitating One-Stop Partner quarterly meetings, resuming the Coastal Operators Group (COG), creating and finalizing an infrastructure cost agreement (IFA), and revising and updating the WIOA formal memorandum of understanding (MOU) with system partners.

The OSO is also collaborating with the State of Maine's Department of Labor and the other workforce boards on a CAREER I Dislocated Worker Grant.

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## CAREER DISLOCATED WORKER GRANT

In December 2021, Coastal Counties Workforce, Inc. was awarded \$380,308 from the Maine Department of Labor (MDOL) via the U.S. Department of Labor to operate the Comprehensive and Accessible Reemployment Through Equitable Employment Recovery (CAREER) National Dislocated Worker Grant (DWG). The goal of the CAREER DWG is to reemploy dislocated workers most affected by the economic and employment fallout from the COVID-19 pandemic, and is focused on research, development, and deployment of a multi-faceted virtual American Job Center (AJC) that will expand access to workforce development services for jobseekers and employers. The project will create and expand a virtual AJC to provide access to career and training services statewide, as well as implement a public awareness campaign to launch the new virtual American Job Center.

Coastal Counties Workforce, Inc. staff are developing the features and designing the rollout of the virtual AJC collaboratively with representatives from MDOL and the two other workforce boards in the State of Maine: Central Western Maine Workforce Development Board and Northeastern Workforce Development Board. Special emphasis in the creation of the virtual AJC will be on ensuring that the platform is accessible to historically marginalized populations, is user friendly, and seamlessly integrates with the state's workforce system.





# 2021 REVENUE & EXPENSE REPORT

CCWI Audited Financial Statement Year Ending June 30, 2021

## REVENUES

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Federal Funds	\$4,214,830
Other Funds	\$173
Total Revenues	\$4,215,003

## EXPENSES

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CCWI Expenses	
Payroll	\$347,768
Communication	\$10,896
Conferences & Meetings	\$1,496
Office Expenses	\$44,181
Supplies	\$15,416
Professional Services	\$71,385
	\$491,142
Program & Training Expenses	
Subcontractor	\$3,689,982
Total Expenses	\$4,181,124
Change in Net Assets	\$33,879

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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 (2021). (See [www.coastalcounties.org](http://www.coastalcounties.org) for more information.)



