APPENDIX A – RFP 2020-02 PROPOSAL COVER SHEET

Name of Bidding Organization: Western Maine Community Action (WMCA)
Mailing Address: 20A Church Street, East Wilton, ME 04234

Contact Person Name and Title: Jim Trundy, Interim Executive Director
Telephone: 207-743-7763 E-mail: jtrundy@wmca.org

Total Amount of Funds Requested: $623,000

Proposal Summary:

The attached proposal outlines WMCA's proposal for providing Title 1B WIOA Youth Program services in the five-county region of Androscoggin, Franklin, Kennebec, Oxford, and Somerset counties. Over decades of providing these services, WMCA has established solid community partnerships that have consistently resulted in high quality, cost effective service provision. WMCA proposes the continuation of proven strategies to provide the 14 Elements to eligible youth, while continuously adapting to changing circumstances. WMCA proposes a highly individualized model that best meets the needs of two sets of customers – youth seeking employment and training services and businesses seeking workers. The proposal describes an integrated service delivery model that will help to bring about the Central Western Maine Workforce Development Board's vision for a diverse and satisfied workforce meeting the needs of employers in the five-county region.

To the best of my knowledge and belief, all information in this proposal is true and correct, the document has been duly authorized by the governing body of the bidding organization.

Norman Croteau
Name of Authorized Representative

WMCA Board Chair
Title of Authorized Representative

Signature of Authorized Representative

207-576-8550 Telephone Number
June 17, 2020 Date
APPENDIX H – STATEMENT OF COMPLIANCE FORM

As the authorized signatory official for: Western Maine Community Action Inc.

I hereby certify:

- That the above-named bidder is legally authorized to submit this proposal and funding request;

- That the above-named bidder agrees to execute all work related to this application in accordance with federal, state, and Central Western Maine Workforce Development Board (CWMWDB) policies and guidelines. The bidder shall notify the CWMWDB within 10 business days after issuance of any directives if it cannot comply;

- That the above-named bidder will ensure special efforts to prevent fraud and other program abuses, including but not limited to deceitful practices, intentional misconduct, willful misrepresentation and improper conduct which may or may not be fraudulent in nature;

- That the contents of the proposal are truthful and accurate, and the above-named bidder agrees to comply with the policies stated in this RFP;

- That this proposal represents an actual request subject only to mutually agreeable term negotiation outcomes and that the above-named bidder is in agreement that the CWMWDB reserves the right to accept or reject any proposal for funding;

- That the above-named bidder has not been debarred or suspended from receiving federal grants, contracts, or assistance; and

- That the above-named bidder waives any right to claims against the individual Board members and staff of The Central Western Maine Workforce Development Board.

Norman Croteau
Name of Authorized Representative

WMCA Board Chair
Title of Authorized Representative

Signature of Authorized Representative

Telephone Number 207-576-8550  Date June 17, 2020
Western Maine Community Action
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ORGANIZATIONAL BACKGROUND AND CAPACITY

Western Maine Community Action (WMCA) is a private, non-profit organization established in 1965. WMCA serves low- and moderate-income individuals and families throughout the state, with the majority located in Androscoggin, Franklin and Oxford Counties. The organization provides a wide array of programs designed to help people achieve economic self-sufficiency. WMCA has fifty-five employees working in eleven different sites providing services in four program areas: food, fuel and other emergency assistance; employment; housing; and nutrition. The WMCA senior leadership team consists of an executive director, a finance and administration director and five program managers (see attached organizational chart). With headquarters in East Wilton, WMCA has an annual budget of $7.2 million.

WMCA’s employment services division provides a wide range of employment assistance programs funded through the Workforce Innovation and Opportunity Act system, employment services provided by the Maine Department of Labor, Bureau of Employment Services, and specialized employment services provided by the Bureau of Vocational Rehabilitation. The program serves adults, dislocated workers and youth.

WMCA has operated job training programs in the tri-county area since 1981 and managed training contracts in the five-county area since 2018. Senior leadership of employment services at WMCA has a combined 80 years of experience in providing these services.

In the forty years since its inception, the program has continuously adapted – with much success – to changes in the employment landscape. The program has shown itself to be nimble in responding to evolving community needs.

WMCA’s long history of doing this work means the organization has a deep understanding of the employment and training needs of youth and adult workers and many strong, long-standing
partnerships with the business/employer community. In preparation for this proposal, WMCA received letters of support from twenty-two community and business partners which we would be happy to share upon request.

WMCA employment services staff began working with New Mainers as early as 2000 when families started relocating to Lewiston. Although the heaviest concentration has been in Androscoggin and Kennebec counties, the entire five-county region has experienced immigration from countries such as Somalia, Angola, Congo, Djibouti, Vietnam and Mexico. WMCA employment services staff receive regular instruction regarding cultural awareness, immigration law and the use of language lines for interpreter services. Staff have participated on local committees, attended cultural events and worked in partnership with agencies such as Tree Street Youth, The Root Cellar and Lots to Gardens to provide immigrant youth with workshops, work experiences, and supportive services. New WMCA employment services staff are screened to ensure they have the experience and skills needed to work with customers from all backgrounds.

Newly hired employment services staff work alongside seasoned case managers for a month and then are assigned a mentor for ongoing guidance. Any updates to WIOA, changes in local policies or modifications to the Maine JobLink are reviewed at the time of implementation. Staff meetings often include guest speakers from the local community to help WMCA employees stay up to date regarding community resources and case management techniques. WMCA employment services staff also participate in the annual LEAP Learning Exchange meetings hosted by the Muskie School of Public Service to learn about new and emerging youth resources and to network with other providers. Staff receive yearly reviews on safety, ergonomics, harassment and video display terminal (VDT) usage and specialized training in topics such as working with offenders, substance users, customers with disabilities, people who experience
generational poverty and cultural awareness. Staff also receive information technology training in areas such as virtual workshops and enrollments, as well as proper use of Facebook, LinkedIn and texting. Three staff are licensed social workers and attend training to keep their certifications current. The program site coordinator and program manager are part of the WIOA IB statewide work group and attend meetings to keep abreast of changes as well as learn and share techniques with other service providers.

WMCA has successfully managed federal grant requirements since its inception in 1965. The organization’s fund accounting financial system is designed specifically to process, track and report grants and contracts following OMB Uniform Guidance and Generally Accepted Accounting Principles. Revenues and expenses can be tracked by contract, grantor, CFDA number, location and grantor requirements for expense groupings. As an example: a client expense general ledger code can be further defined and tracked as tuition, wages, support services or travel and at the same time, grouped under work experience, older, younger, career services, training or a combination of each.

Beginning with the end in mind, each new grant is reviewed by the director of finance and administration to determine the creation of the chart of accounts that best meets the reporting needs of both WMCA and the grantor.

WMCA’s director of finance and administration has been with WMCA since 1988 and manages a team of five people. All finance staff members have education and experience in accounting. They receive regular training on OMB Uniform Guidance and A-133, and on WMCA’s financial software.
WMCA’s Accounting and Finance Policy Manual is designed to secure all assets of WMCA, meet the needs of grantors and fulfill the requirements of OMB Uniform Guidance. This includes a series of internal controls and approval levels as well as adherence to contract requirements that includes but is not limited to reporting deadlines.

WMCA’s finances are audited annually by an independent audit firm knowledgeable in OMB and A-133 and experienced in auditing federal and state grants and contracts. The annual audit includes a report on WMCA systems and a comparative analysis of the organization’s financial health. WMCA conducts a bidding process for external auditors every five years.

**PAST PERFORMANCE HISTORY**

The employment services program at WMCA has consistently met, and in most cases, exceeded performance goals and objectives. Monitoring reports from the past two years state, “*One very important consistent performance result is a high success rate with long term client results. Another remarkable result is that the team collaboration at the Lewiston Career Center manifests the idea of a comprehensive workforce system.*” The CWMWDB website lists WMCA as an “expert local service provider of the Central Western Maine Workforce Development Board.” These comments speak to WMCA’s ability to achieve performance goals and to do so by working in a highly collaborative manner. For more information regarding performance, please see attached audit and monitoring reports and the WMCA Youth Performance Data chart which lists our actual performance outcomes over the past 4 years.

Through the years, WMCA and its employment services staff have been recognized for exceptional work by community partners. Last year, WMCA received a Community Partner Award from FedCap in recognition of an exceptional working relationship on behalf of mutual
customers and an Education & Training Partner Award presented by Breaking the Cycle, FedCap Maine. In March of 2019, Lisa Hartnett, Employment & Training Specialist with WMCA received the Community Service Award from Maine School Administrative District 52 Adult and Community Education in recognition of her many contributions and faithful support.

Conscious of the need to make the best use of funding allocations, WMCA continually seeks ways to reduce program expenses. As a cost-saving measure, WMCA often uses Zoom and conference calling, where and when appropriate, for staff trainings, customer visits and partner meetings. During the COVID pandemic, WMCA staff quickly adapted to providing virtual enrollments and online workshops for customers who were sheltering in place. Whenever possible, our organization combines funding with support from community partners to provide the most cost-effective plans for customers. WMCA also collaborates with other WIOA IB services providers to provide instruction for online workshops that are available across the state.

On employer-driven projects, WMCA seeks donations of time, talent and resources from local partners. Examples of this include: John T. Gorman Foundation covering the cost of cultural awareness training for employers, donations from businesses of materials like leather and canvas for a stitching class and guest instructors provided at no cost. WMCA’s strong link with area media outlets always results in no-cost advertising for WMCA projects.

**YOUTH SERVICE ELEMENTS**

**Integrated Service Delivery**

WMCA proposes to continue working closely with the other WIOA core partners - the Bureau of Employment Services (BES), Adult Education and Bureau of Rehabilitation Services (BRS) as the organization has been doing since the beginning of the one stop system in 2000. At each
Career Center in the five-county area, we will continue to hold joint staff meetings with BES as well as share in the provision of Basic Career Services in the information centers. All WMCA sector-driven projects are designed to integrate partners through all phases – from marketing to placement – sharing resources and assisting with service delivery. Project design teams, made up of contributing partners, will meet regularly to review customers’ needs and progress and make decisions jointly. This approach truly creates a “no wrong door” access for customers. WMCA will continue to work closely with other area agencies for individuals who are not part of these sector-driven projects.

The WMCA process for new youth customers employs a model shown to be the most successful for the greatest number of young people. At the time of registration, an employment and training specialist from the WMCA team will meet with customers and review their career goals, discussing any additional supports needed for them to complete training. Based on the interview and assessment results, specialists work with customers to devise a career plan. Working closely with community partners, WMCA will either provide the Fourteen Elements directly or connect customers to a resource that can assist (See diagram).

Whenever possible, WMCA will combine funding with partners to provide the most comprehensive plan possible for each participant. Examples of this include WMCA paying for tuition/books while a partner covers support costs such as travel, childcare, immunizations or housing. Partners WMCA plans to continue working with include but are not limited to: WIOA Core Partners, New Beginnings, Maine Inside Out, Goodwill Take 2, Franklin Youth Dropout Committee and Maine Prisoner Re-entry Network.
In-Community Outreach

For outreach to and recruitment of in-school youth, WMCA proposes to continue a strategy that has consistently worked well – referrals from teachers, guidance counselors, Bureau of Rehab Services youth transition case managers, Jobs for Maine Graduates (JMG), Franklin Alternative School, Tree Street Youth, Lots to Gardens and other partner agencies. WMCA’s employment services program remains open to new partnerships while maintaining existing relationships that have achieved solid results.

Because WMCA has relationships with most alternative and traditional high schools in the five-county region, we propose to continue a method of engagement with in-school youth that is quite direct and structured. When a referral comes in, WMCA staff do an initial site visit to meet the youth; this visit may include the school/agency staff depending on the young person’s preference. Should the WMCA staff person determine that WIOA services could assist the youth, they will schedule times for providing eligibility determination, assessment and plan development. A tour of the Career Center will also be offered, since few in-school youth will have previously visited the center. These visits help youth understand the resources available to them throughout the various stages of career development. They learn that career development is a process and not a one-time event.

Outreach and recruitment of out-of-school youth requires an array of different strategies. Because WMCA staff have well-established relationships with so many youth service providers, direct referrals is a solid strategy for reaching the out-of-school youth population. WMCA proposes to continue collaborating with current community partners such as Community Youth Services Inc, Work with ME! at the Auburn Police Department, Maine Inside Out, Edward Little
High School PM (an after-school program), Good Will Hinckley, Healthy Community Coalition Resource Collaborative, Foster Career and Technical Education Center, New Beginnings, The Center for Entrepreneurial Studies, Job Corps, 21st Century Youth and Adult Education in every county.

WMCA proposes to continue working with Bureau of Employment Services partners to host monthly Hiring Events, which often bring in young adults. WMCA will also assist with specialized Hiring Events for the Boys and Girls Club, which are scheduled to occur twice a year. Such events are part of a state-wide initiative to showcase career fields to teenagers preparing to enter the workforce. WMCA plans to collaborate on the creation of micro-seminars for out-of-school youth on topics like resume building and interview skills.

Another effective strategy WMCA will continue is reaching out to students completing their high school education without a post-secondary education or employment plan. WMCA proposes to continue the practice of contacting guidance counselors to arrange information sessions with these students. While the program is open to all high school seniors, the focus is on those students who have no plans beyond graduation. During these sessions, WMCA staff provide youth with information about WIOA and Career Center services – mainly training and support – along with an overview of employer-driven projects. These sessions have a good track record of helping us reach youth before they are out of school when reaching becomes more challenging.

WMCA also proposes to continue doing outreach to and recruitment of out-of-school youth through the many community connections we have built up over the years. Employment services staff receive referrals of out-of-school youth from a wide range of sources, including but not limited to prisoner re-entry programs at Long Creek Youth Development Center and the Bolduc Correctional Facility, partner agencies such as Goodwill Take 2, Bureau of Employment
Services, Community Concepts, Inc., Central Maine and Kennebec Valley Community Colleges, Region 9 School of Applied Technology and Franklin County Resource Collaborative.

Employer-driven projects are another avenue for engaging out-of-school youth. WMCA proposes the continuation of such projects because the marketing they entail is excellent at reaching this population. We would continue to promote these projects to young people using social media, flyers and eblasts through Maine JobLink – as well as through community partners. Our use of the WMCA Facebook page and website to promote employer-driven projects has resulted in good out-of-school youth engagement. Press releases to media partners generally result in good print and online coverage for these projects. While out-of-school youth may not be reading their local newspapers, their parents usually are and they become a good conduit of information. Anecdotally, we know that both parents and grandparents have contacted us and referred youth to our program after seeing articles in either the local paper or on Facebook.

Customer Engagement

Since WMCA covers such a large and mainly rural area, most young people do not visit Career Centers. Therefore, WMCA proposes to continue using a structure in which most front-end triage happens in places that young people can access – schools, libraries and town offices – or using text messaging, email and/or Zoom as the result of a referral from a partnering agency. Because many youth are tentative about making commitments, WMCA works to first establish rapport in order to gain a solid understanding of their needs and ambitions. Once WMCA staff determine that WIOA services would benefit a young person, eligibility determination, assessment and plan development are scheduled in-person or through a Virtual CareerCenter utilizing Zoom meetings, conference calling, distance enrollments and online workshops.
Throughout the process, senior employment services staff mentor newer staff members and act as case reviewers to ensure excellent customer support and good documentation practices. WMCA has employment services staff throughout the five-county region and is co-located with the Bureau of Employment Services in the Lewiston, Augusta, and Hinckley Career Centers and has regular hours at the Wilton Career Center. All offices are universally designed to serve customers with disabilities, language barriers and varying education levels. WMCA staff are trained on handicap accessible equipment, language lines, working with interpreters, workshop delivery techniques and customer service strategies. Staff are well-versed on all the WIOA basic and individual career services as well as training services. In addition, they have a working knowledge of tools and resources to help out-of-school youth be successful. These tools and resources include but are not limited to – Competitive Skills Scholarship Program, Trade Adjustment Assistance program, apprenticeships, vocational rehabilitation services and adult education services. WMCA also uses the Maine JobLink (MJL) case management system operated by the Maine Department of Labor. All staff are trained on both consumer MJL registrations and MJL case management and all WIOA adult and dislocated worker supportive service and training payments are documented in both the MJL and the WMCA accounting systems. Training is provided by the program site coordinator and by the Bureau of Employment Services whenever there is a change in WIOA regulations or policies or an upgrade to the MJL system.

**Work-Based Learning**

WMCA proposes an individualized, personal approach to engaging out-of-school youth in work-based learning. From eligibility to placement, each young person in the program has a consistent case manager; this creates a mentoring relationship and builds trust.
For youth who are in the exploration phase and have not yet decided on a career path, WMCA employment and training specialists engage them in conversation to explore things like prior work history, education, hobbies, career goals and family situation. This helps staff to discover the youth’s aspirations. Based on the result of these conversations, WMCA staff do some or all of the following: have the youth complete interest surveys like the Career Interest Profile or CareerZone; refer the youth to Bureau of Employment Services for the World of Work Inventory (WOWI); gather career information from partner agencies such as vocational rehabilitation or adult education; arrange for job shadowing with local businesses; invite the youth to informational sessions on employer projects; have the youth review a number of YouTube videos on different careers; introduce the youth to someone already working in the field; and provide short work experience opportunities so they can experience a job first hand. Once a young person has identified a career pathway they wish to explore, a WMCA staffer introduces them to ONET and local labor market information to identify the steps they can take to move forward.

WMCA has always provided on-the-job-training and paid work experience as well as promoted apprenticeships and this proposal seeks to continue those very effective strategies. WMCA staff develop and monitor work experience, internships, job shadowing and on-the-job-training opportunities for youth and connect youth to pre-apprenticeship opportunities. All of these work experiences are paid and include both an academic and occupational component. In some cases, the academic component is done at the worksite. A good example of this is a youth who was placed with a commercial drywall and demolition company and had to learn measurements for angle cuts, formulas for mixing paste, and basic blueprint reading as the academic component of the work experience. In other cases, academics are done prior to the work experience. An
example of this is the Century 21 Youth program in conjunction with adult education programs at Skowhegan and Lawrence high schools. In that program, young people work on academic skills through the school before being placed at a work experience site. In these instances, work experience is suitable for youth needing career exploration or for those who have completed training but lack work history and need a gateway to employment.

Employer-driven projects are an important part of the WMCA proposal for working with out-of-school youth. With these projects, work experience starts after WorkReady and runs in conjunction with occupational skills training. This gives students the opportunity to take skills they have learned in the classroom and apply them on an actual job site. This works well for youth who struggle with employment and education because it offers them access to a classroom instructor, who often serves as a mentor, while exposing them to real work. WMCA has done these types of projects in all five counties, giving out-of-school youth work experience in healthcare, manufacturing, information technology, construction, culinary and transportation. Because these projects have been so successful, WMCA proposes their continuation and expansion. Collaboration with adult education services and the community college system help to promote the delivery of this model throughout the region.

On-the-job-training is suitable for youth who are ready for employment and seeking to learn skills directly on a worksite. WMCA proposes using our employer contacts to refer youth to open positions and develop contracts outlining the training to be delivered. This is a hire-first program in which the employer is reimbursed up to 50% of wages for a specified number of hours. WMCA will also encourage all employers to consider apprenticeship as the basis for continual learning and we work closely with vocational rehabilitation on their apprenticeship initiative.
The 14-Elements Diagram

Years of experience providing employment services has taught WMCA that no single approach works for everyone. This is especially true with youth. WMCA currently provides and proposes the continuation of providing all fourteen elements for youth, either directly or in partnership with community agencies such as New Beginnings, Goodwill Take 2, Maine Prisoner Re-Entry Network and Maine Inside Out. After eligibility screening and objective assessment, an individual service plan is written outlining which service elements best meet the youth’s circumstances and goals. WIOA employment services specialists provide ongoing case management throughout enrollment and follow-up. See attached diagram for details.

Progress to Self-Sufficiency

WMCA’s work with all employment services customers, including youth, focuses on gaining self-sufficiency through upward mobility. The intent is always career progression and not simply job placement. The proposed process begins by using tools such as ONET to help customers conceptualize career mobility. Following that, youth have the chance to hear employers describe their company’s advancement opportunities and meet current workers who tell their career stories and share their work histories. These face-to-face encounters leave a strong impression on young people who may have no idea of what it means to build a career. WMCA’s program plan includes having employers refer “underemployed” workers to us so we can help devise plans for upskilling, utilizing on-the-job training, apprenticeship or Quality Center funding. As customers begin training, we utilize supportive services and community resources to assist with basic needs so they can complete their program requirements. If needed, supportive services are continued during OJT to help trainees stabilize their finances.
WMCA embeds self-sufficiency strategies into our construction and precision machining projects. The design teams, consisting of employers and community partners, combine their resources and connections to assist participants with needs like housing, transportation, tools and driver’s licenses. Increasingly WMCA combines classroom instruction with work experience to provide income as well as real-life practice. Apprenticeship is discussed as a tool for continual learning with both participants and businesses. We are also communicating with the state regarding an updated incumbent worker training policy.

**Sector Strategies**

WMCA’s proposal includes two regional employment assistant persons (REAP) who focus mainly on business connections. In addition, other WMCA staff connect with businesses through job fairs, Chamber of Commerce events, local chapters of Rotary Club International, Department of Economic and Community Development (DECD) and by referral and word of mouth. The goal in working with area employers is to learn the nature of their business and culture, immediate and future plans, current strategies for expanding their workforce and training needs. WMCA builds relationships with area employers so that we are the first organization they contact when a workforce need arises. Current WMCA employer partnerships include four of the top twenty-five businesses in the region – Togus VA Medical Center, Northern Lights Health, St. Mary’s Health System and Maine General.

WMCA has developed and proposes to continue using an employer-based training model that has worked well for youth across many sectors, in both rural and urban communities. This model brings employers, educators, service providers and community partners together to customize training based on the needs of local businesses. WMCA proposes using this model for
construction, healthcare, information technology, manufacturing and education. All partners participate in marketing/recruitment, orientation, assessment, selection, training and placement. This model promotes employer input on the type and level of skill training needed. It includes a WorkReady component designed specifically for the industry and hands-on work experience early in the schedule so students can immediately start applying what they learn. Employers visit the classroom and give presentations which help students learn about the industry and the particular business. Upon completion of classroom training, students are either hired directly or enrolled in a short on-the-job training experience to continue their training. All of these projects include youth customers.

WMCA is one of the first organizations in the state to target funding for a precision machining academy utilizing a digital badge system in partnership with the community college’s workforce and professional development office, adult education, BES and employers from Oxford, Androscoggin and Cumberland counties. Digital badges are an electronic representation of a student’s knowledge, skills and abilities that are easily verifiable. The first semester of the precision machining degree program is broken down into small bites – each represented by a digital badge. Job seekers who lack skills but also need to enter employment quickly, will be able to earn these badges and start work. Those who choose to do so can continue their education while employed.

WMCA assists businesses with employment-related marketing and promotion through press releases, business profiles and testimonials. We also assist in the development of job descriptions using the nation’s primary source of occupational information - ONET; arrange for cultural awareness workshops to coach front line supervisors helping New Mainers adapt to their
workforce; develop performance improvement plans for workers on probation; assist with
developing their MJL accounts; and connect them with resources such as tax credits and federal
bonding.

Through WMCA’s on-the-job-training and work experience services, employers can lower their
new hire costs. These programs also encourage businesses to be more open to hiring at-risk
populations such as youth. In addition, WMCA offers customized training designed to meet the
specific requirements of an employer or a group of employers. It is conducted with a
commitment by the employer to hire the individual(s) upon successful completion and pay a
significant portion of the cost of training through in-kind or direct cash payments.

**Remote Technology and Strategies**

As a WIOA service provider, WMCA does not provide any direct training for credential or
degree programs. Instead, our employment services program assists participants with selecting
training and leverage funding for tuition, fees and books.

During the COVID pandemic, many occupational skills training programs switched to online
formats. WMCA now has customers enrolled in many virtual training courses, including Ed
Tech III Academy, Construction, Class A and B Commercial Drivers License, Medical
Assisting, Nursing and Bookkeeping Certification. Adult education is now providing
WorkReady certification instruction online, which WMCA supports. In addition, WMCA’s
business service staff do work experience and OJT contracts through email; time sheets and OJT
invoices are processed electronically.

WMCA has always arranged for meetings and enrollment services to be provided in the
communities where customers live, no matter how remote that may be. Staff are equipped with
laptops, portable printers and cell phones so they can meet customers anywhere in the five-county region. When meeting in-person is not an option, staff complete WIOA enrollments virtually using email, telephone and Zoom conferences. All WMA employment services employees, especially youth-serving staff, are well-versed in text messaging and social media to communicate with participants.

Customers can register for MJL and job search from home and email or call if they have problems. In addition, they can access several online assessment tools such as the Career Interest Profile, California Career Zone and Work Importance Profile which they can complete at home and bring or email at time of enrollment. WMCA provides online workshops directly or in conjunction with the other WIOA IB service providers. These include Informational Sessions, Job Preparation and Retention, Resume Writing and Interviewing. We participate in online Rapid Response sessions facilitated by Bureau of Employment Services.

WMCA sends out press releases to promote all employer-based projects. Additionally, information is posted on Facebook, LinkedIn and the WMCA and Central Western Maine Workforce Development Board (CWMWDB) websites, sent out via eblasts on the Career Center case management system (MJL) and circulated through flyers in community settings. Many training projects have online registration.

**Projected Participation and Performance Goals**

WMCA will measure the following program outcomes for our proposed youth services:

- Education/training activity or unsubsidized employment in the second and fourth quarters
- Median earnings of those in unsubsidized employment in the second quarter after exit
• Attainment of a recognized post-secondary credential or secondary school diploma or its equivalent during participation or within one year from exit

• Documented achievement of a measurable skill gain for those in education or training that leads to a recognized post-secondary credential or employment.

While WMCA does enroll a small percent of in-school youth, most proposed enrollments are for out-of-school youth. Throughout the five-county region, the number of out-of-school youth lacking a high school diploma is growing and many young people have a limited or no connection to the labor force. While some have had the benefit of strong family support, others have been self-taught leaving large gaps in their life-skills education. WMCA employment services staff can provide case management, supportive services and follow up with these young people. Strategies include one-on-one interviews, observation, self-inventory assessments, workshops, team meetings with partners and formal testing.

With years of experience and adaptability to change, WMCA is well equipped to continue providing results-driven, cost-effective WIOA services to youth in the five-county Central Western Maine area.
## 14 Elements for Youth

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<th>14 Youth Elements</th>
<th>Partner with Adult Ed &amp; Community College</th>
<th>Collaborate with Community Partners</th>
<th>Coordinate with Employers</th>
<th>Direct Provision by WIOA Youth Staff</th>
<th>Optional Online Programs</th>
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<td>In-person and/or virtually</td>
<td>In-person and/or virtually</td>
<td>In-person and/or virtually</td>
</tr>
<tr>
<td>Transition to post-secondary</td>
<td>In-person and/or virtually</td>
<td></td>
<td></td>
<td></td>
<td>In-person and/or virtually</td>
</tr>
<tr>
<td>Labor Market Information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Labor Market Information</td>
</tr>
<tr>
<td>Entrepreneurial Skills Training</td>
<td>In-person and/or virtually</td>
<td></td>
<td></td>
<td></td>
<td>Entrepreneurial Skills Training</td>
</tr>
<tr>
<td>Comprehensive Guidance &amp; Counseling</td>
<td>In-person and/or virtually</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Literacy</td>
<td>In-person and/or virtually</td>
<td></td>
<td></td>
<td></td>
<td>Financial Literacy</td>
</tr>
<tr>
<td>Follow-up Services</td>
<td>In-person and/or virtually</td>
<td></td>
<td></td>
<td></td>
<td>Contact may be online</td>
</tr>
</tbody>
</table>
EMPLOYER SERVICES

Business Outreach - ongoing

Communication – Personal, email, telephone, text, IM, Networking, on-call support, Zoom, etc.
Community Networking – Rotary, Chamber, etc.
Training Partner Referrals – Adult Education/Private Sector
Community Partner Referrals – BES/CEI/Franklin Development Corp.
Social Media – WMCA Website, Facebook, LinkedIn
Job Fairs – CareerCenters, Community Partners, Adult Education, Community Partners, Chamber
Brochures & Testimonials – Training & Business Partners, WMCA & BES
Direct Contacts & Cold Calls – WMCA staff

Business Assessment

Assess & Discuss Business Needs
Assess Appropriateness for Training Programs
Introduce WIOA Program and/or refer to other Organization

Training Project
- Training planning meeting
- Marketing
- WMCA Screen Assess clients
- Outreach
- Orientation
- Screen/Assess clients
- Panel interview
- Enroll/Case management
- Completion/Graduation
- Employer/Client match
- OJT
- Apprenticeship

Individualized Services
- Employer meeting
- MJLA/Business application
- WMCA Screen/Access client
- Employer interview/Client
- Screen/Assess clients
- Enroll/Case management
- Work Experience
- OJT

Referrals to BES, DECD, etc. for Services
- Job Fairs
- Employee recruitment
- Non-WIOA training
- Federal Bonding
- Community Partners
- Maine JobLink assistance
- Tax incentives

Training projects & single employee training – Goal oriented toward permanent jobs

Industry Sector Placements
- Healthcare
- Manufacturing
- IT
- Transportation
- Construction
- Business
- Hospitality
- Engineering
- Trades – Welding/HVAC

Ongoing follow-up with Customers while maintaining Business Partnerships for continued successful outcomes
# Eliminating Youth Barriers

<table>
<thead>
<tr>
<th>Gathering Info</th>
<th>Seeking Skills</th>
<th>Identify Barriers</th>
<th>Assistance Required</th>
<th>Training Options</th>
<th>Post Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• In-depth interview in person, Zoom or phone conference</td>
<td>• Discuss career interest/labor market info</td>
<td>• Basic skills/ESL</td>
<td>• Case Management &amp; Navigation/ISS Development</td>
<td>• Ad Ed offerings</td>
<td>• Training complete</td>
</tr>
<tr>
<td>• Goals discussion</td>
<td>• Explore skills/first job experience</td>
<td>• Financial</td>
<td>• Community resources/referrals</td>
<td>• Post-secondary</td>
<td>• Credentialing</td>
</tr>
<tr>
<td>• Identify barriers</td>
<td>• Transportation</td>
<td>• Legal/Criminal</td>
<td>• Job search strategies/virtual or on-site job fairs</td>
<td>• WE/OJT</td>
<td>• Apprenticeship</td>
</tr>
<tr>
<td>• Availability for training and/or employment</td>
<td>• Food insecurity</td>
<td>• Housing</td>
<td>• Train specific site (Serv Safe/CPR)</td>
<td>• Pre-Apprenticeship</td>
<td>• Direct Hire</td>
</tr>
<tr>
<td>• Input navigation partners</td>
<td>• Medical/dental</td>
<td>• Prior/If any WE</td>
<td></td>
<td>• Occupational</td>
<td></td>
</tr>
<tr>
<td>• Review eligibility</td>
<td>• Technology</td>
<td></td>
<td></td>
<td>• Trades</td>
<td></td>
</tr>
<tr>
<td>• Funding options</td>
<td>• Safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Assistance Required

- Case Management & Navigation/ISS Development
- Community resources/referrals

## Training Options

- Ad Ed offerings
- Post-secondary
- WE/OJT
- Train specific site (Serv Safe/CPR)

## Post Training

- Training complete
- Credentialing
- Job search strategies/virtual or on-site job fairs

---

**Employment & Training Specialists (Case Managers) & REAP (Business Services) assist customers at each of these junctures**

**Community Partners refer candidates and collaborate as navigators**
GENERAL BUDGET NOTES: The proposed WIOA youth budget is predicated on 75% of funds being expended on eligible out-of-school youth and 25% on in-school youth to provide work-based learning. A minimum of 25% of local area WIOA youth funds will be spent on work experiences that include academic and occupational education, such as summer jobs, pre-apprenticeship programs, on-the-job training, job shadowing and internships. WIOA Youth Program examples of what would count towards the 25% priority spending on work experiences include: youth wages including FICA tax and staff expenses for the following activities - developing and providing work readiness training for youth customers, working with employers to develop work experiences for youth, and on-site monitoring and job coaching at the youth customers’ work sites.

OPERATING COSTS

PERSONNEL:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary + Wages</td>
<td>$220,000</td>
</tr>
<tr>
<td>Fringe + Benefits</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

Personnel expenses support seven full-time equivalent staff providing service delivery in the five-county area. Staff members include employment and training specialists in each county, regional employer assistance point (REAP) staff based at the One-Stop location but providing outreach and project development for the entire region and CareerCenter associates who provide support by processing invoices and monitoring paper and electronic records. Personnel costs would be substantially higher if it were not for the strategic leveraging of resources through our collaboration with community partners. As indicated on the 14 Element Chart, community partners help to provide these required activities. In addition, WMCA works collaboratively with MDOL Bureau of Employment Services to provide up-front Career Services through our Information Centers. Further evidence of leveraging funds is the Administrative Assistant who
works in the front desk area at the Lewiston CareerCenter and is funded 1/3 by WMCA, 1/3 by Bureau of Employment Services and 1/3 by MDOL Bureau of Rehabilitative Services.

Fringe and benefits expenses include health and dental insurance, retirement account match, life insurance, workers’ compensation and other standard employee benefits.

**STAFF TRAVEL: $1,998**

Because the five-county area is geographically expansive, staff travel is often necessary to meet with customers in the communities where they live. Work-related travel is reimbursed at 44-cents per mile. A small portion ($300) of the total is set aside for out-of-state travel should staff need to attend regional training events to keep their skills current.

**EQUIPMENT**

**Lease/Fees: $10,000**

Equipment expenses include the lease of computers for five full-time equivalent staff and photocopiers for six employment services locations. Maintenance fees are included in the lease agreements. The budget includes allowance for adaptive equipment should any staff require accommodations. WMCA does not propose any new equipment purchases in the next two years.

**MATERIALS/SUPPLIES $1,442**

Expense for the purchase of office supplies, copier paper and other materials typically used to conduct business.

**PREMISES**

**Rent: $25,000**

The expense line for rent includes private spaces for meeting with customers and classroom-style space for meetings and other group activities. These spaces are located at the CareerCenters in Lewiston, Augusta and Hinckley, as well as in WMCA locations in Rumford, East Wilton and
South Paris. The expense line also includes shared Information Center costs at the three Career Center locations. WMCA divides the cost of the Information Center with MDOL Bureau of Employment Services. That cost is shared among the contracts that have customers who are using the center. We keep premises expenses to a minimum by leveraging the resources of our community partners who provide meetings space for recruitment and case management activities.

**Utilities: $400**

For expenses not included in the lease agreements such as electricity and excess heating costs which varies with the price of heating fuel.

**Maintenance/Other: $790**

Costs not included in Lease payment additional cleaning, trash removal/shredder service.

**COMMUNICATIONS**

**Telephones: $4,000**

For office telephones and cell phone reimbursement for work-related use.

**Postage: $237**

Costs for mailing items that cannot be delivered by other means.

**Internet + Wireless Services: $4,000**

Connectivity costs for six locations in order to use the Maine JobLink system, communicate with customers and partners via email, Zoom and other online methods and to stay up to date with best practices in the field.

**OPERATIONAL SERVICES**

**Insurance: $450**

Coverage for customers who may be injured while participating in training activities
OTHER

Staff Training: $3,500

Expenses for staff to attend training and staff development workshops or seminars in order to keep their skills and knowledge current.

INDIRECT.SHARED COSTS: $49,020

Calculated at the Department of Health and Human Services approved rate of 15% on non-direct clients’ expenditures.

DIRECT PARTICIPANT SERVICE COSTS

DIRECT TRAINING

Occupational: $28,000

Expenses include tuition and related costs for enrollment in post-secondary education. The selection of training institutions and courses includes priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations determined by the Central Western Maine Workforce Development Board. The training provided must also be vetted by MDOL and be listed on the Eligible Training Provider List.

OJT Training: $23,000

For payments to employers who agree to hire WMCA employment services customers and provide training while on-the-job. Employers are typically reimbursed up to 50% of the wage for training costs.

Literacy in with/Occupational Training: $7,000

This amount will cover those work experiences that include academic and occupational education opportunities.
Entrepreneurial Training: $1000
Specialized workshops or classes for individuals who want to start their own business.

Job Ready with Occupational Training: $12,000
A component of academic and occupational education in conjunction with summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing and on-the-job training opportunities.

Work Based Training + Related Instruction: $1000
A component of academic and occupational education, which would be delivered in conjunction with a work-based situation not covered in other line items.

Work Experience: $100,000
A work-based program where customers are placed on worksites and wages are covered by the service provider with the goal of providing socialization to work. For youth in work experience an educational component is required.

Support Services: $64,183
For support that customers may need covered to participate in training programs. Support services may include transportation, childcare, housing and other needs-related services.

CAREER SERVICES

Soft Skills + Remedial Education Projects: $6,000
A component of social, academic and occupational education, in conjunction with other training projects.

Special Projects: $6,000
This category includes costs for career exploration expenses and assessment tools such as World of Work Inventory.
<table>
<thead>
<tr>
<th>I. OPERATING COSTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Personnel</td>
<td>275,000</td>
</tr>
<tr>
<td>a. Salary &amp; Wages (Provide Staff Resumes)</td>
<td>220,000</td>
</tr>
<tr>
<td>b. Fringe &amp; Benefits</td>
<td>55,000</td>
</tr>
<tr>
<td>c. Other</td>
<td>-</td>
</tr>
<tr>
<td>B. Staff Travel</td>
<td>1,998</td>
</tr>
<tr>
<td>a. In State</td>
<td>1,698</td>
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<tr>
<td>b. Out of State</td>
<td>300</td>
</tr>
<tr>
<td>c. Other</td>
<td>-</td>
</tr>
<tr>
<td>C. Equipment</td>
<td>10,000</td>
</tr>
<tr>
<td>a. Purchase</td>
<td>-</td>
</tr>
<tr>
<td>b. Lease/Fees</td>
<td>10,000</td>
</tr>
<tr>
<td>c. Maintenance</td>
<td>-</td>
</tr>
<tr>
<td>d. Other</td>
<td>-</td>
</tr>
<tr>
<td>D. Materials /Supplies</td>
<td>1,422</td>
</tr>
<tr>
<td>a. Purchases</td>
<td>1,422</td>
</tr>
<tr>
<td>b. Other</td>
<td>-</td>
</tr>
<tr>
<td>E. Premises</td>
<td>26,190</td>
</tr>
<tr>
<td>a. Rent (Provide Lease Copies)</td>
<td>25,000</td>
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<tr>
<td>b. Utilities</td>
<td>400</td>
</tr>
<tr>
<td>c. Maint/Other</td>
<td>790</td>
</tr>
<tr>
<td>F. Communications</td>
<td>8,237</td>
</tr>
<tr>
<td>a. Telephone</td>
<td>4,000</td>
</tr>
<tr>
<td>b. Postage</td>
<td>237</td>
</tr>
<tr>
<td>c. Outreach/Public Information/Marketing</td>
<td>-</td>
</tr>
<tr>
<td>d. Internet &amp; Wireless Services</td>
<td>4,000</td>
</tr>
<tr>
<td>e. Other</td>
<td>-</td>
</tr>
<tr>
<td>G. Operational Services</td>
<td>450</td>
</tr>
<tr>
<td>a. Fiscal Audit</td>
<td>-</td>
</tr>
<tr>
<td>b. Fiscal Monitoring</td>
<td>-</td>
</tr>
<tr>
<td>c. Legal/Web/</td>
<td>-</td>
</tr>
<tr>
<td>d. Insurance</td>
<td>450</td>
</tr>
<tr>
<td>e. Other</td>
<td>-</td>
</tr>
<tr>
<td>H. Subcontract</td>
<td>-</td>
</tr>
<tr>
<td>a. Fiscal Management</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>------------------</td>
</tr>
<tr>
<td><strong>I. Other</strong></td>
<td></td>
</tr>
<tr>
<td>a. Conference</td>
<td></td>
</tr>
<tr>
<td>b. Dues/Subscriptions</td>
<td></td>
</tr>
<tr>
<td>c. Staff Training</td>
<td>3,500</td>
</tr>
<tr>
<td>d. Other</td>
<td></td>
</tr>
<tr>
<td><strong>J. Indirect/Shared Costs</strong></td>
<td>49,020</td>
</tr>
<tr>
<td>a. IDC Amount (per federal agreement)</td>
<td>15%</td>
</tr>
<tr>
<td>b. IDC % is 15%</td>
<td>$ 49,020.00</td>
</tr>
<tr>
<td><strong>I. TOTALS A to J</strong></td>
<td></td>
</tr>
<tr>
<td>I. TOTALS</td>
<td>375,817</td>
</tr>
<tr>
<td><strong>II. DIRECT PARTICIPANT SERVICE COSTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>A. Direct Training</strong></td>
<td>235,183</td>
</tr>
<tr>
<td>a. Occupational: Tuition, Bks, Fees</td>
<td>28,000</td>
</tr>
<tr>
<td>b. OJT Training</td>
<td>23,000</td>
</tr>
<tr>
<td>c. Customized Training</td>
<td></td>
</tr>
<tr>
<td>d. Literacy in with / Occ. Training</td>
<td>7,000</td>
</tr>
<tr>
<td>e. Entrepreneurial Training</td>
<td></td>
</tr>
<tr>
<td>f. Job Ready with Occ. Trng</td>
<td>12,000</td>
</tr>
<tr>
<td>g. Transitional Jobs</td>
<td></td>
</tr>
<tr>
<td>h. Work Based Training + Related Instruction</td>
<td>1,000</td>
</tr>
<tr>
<td>i. Work Experience</td>
<td>100,000</td>
</tr>
<tr>
<td>j. Support Services</td>
<td>64,183</td>
</tr>
<tr>
<td><strong>B. Career Services</strong></td>
<td>12,000</td>
</tr>
<tr>
<td>a. Seminars, short training, &amp; fairs</td>
<td></td>
</tr>
<tr>
<td>b. Soft skills &amp; remedial education projects</td>
<td>6,000</td>
</tr>
<tr>
<td>c. Special projects</td>
<td>6,000</td>
</tr>
<tr>
<td>d. Other</td>
<td></td>
</tr>
<tr>
<td><strong>2. TOTAL A.+B.</strong></td>
<td></td>
</tr>
<tr>
<td>II. TOTAL</td>
<td>247,183</td>
</tr>
<tr>
<td><strong>GRAND TOTAL (PROGRAM OPS + PARTICIPANT DIRECT EXPENSES)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>I. TOTAL+ II. TOTAL</strong></td>
<td>623,000</td>
</tr>
</tbody>
</table>
Under the WIOA youth program, measurable skill gains (MSGs) are documented for educational or occupational services only. When WMCA enrolls in- or out-of-school youth into these services, we discuss their goals and map out a strategy for achievement. Through mentoring and support, we work closely with them and the educational facility to see that they adhere to the plan mapped out with them. Many young people have not had much experience with goal setting. However, when they see their achievements, it provides a level of encouragement they have often been missing and it boosts their confidence.

Since MSGs are not exit-based measures, participant progress must be documented during the program period. A participant can strive for as many MSGs as applicable during participation. However, only one MSG outcome per annual period is counted toward the performance goals.

WMCA uses the MJL system and follows the standard operating procedure develop by Virginia Carroll to document and track MSGs. Case notes track a customer’s progress. This information is then translated to the MSG section of the Enrollment Details screen. Documents such as transcripts, diplomas, exam results, and certificates are uploaded into Universal Documents as verification of achievement.
WESTERN MAINE COMMUNITY ACTION, INC.

Financial Statements

Years Ended August 31, 2018 and 2017
Independent Auditor’s Report

To the Board of Directors of
Western Maine Community Action, Inc.

Report on the Financial Statements

We have audited the accompanying financial statements of Western Maine Community Action, Inc. (a Maine nonprofit corporation), which comprise the statements of financial position as of August 31, 2018 and 2017, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Western Maine Community Action, Inc. as of August 31, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated February 26, 2019, on our consideration of Western Maine Community Action, Inc.’s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Western Maine Community Action, Inc.’s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Western Maine Community Action, Inc.’s internal control over financial reporting and compliance.

Augusta, Maine
February 26, 2019
## ASSETS

### Current assets:
- **Cash and cash equivalents**: $263,795
- **Cash designated and escrow**: -
- **Accounts receivable**: 22,988
- **Grants receivable**: 504,909
- **Inventory**: 30,635
- **Prepaid expenses**: 14,473
- **Current portion of notes receivable, net**: 73,693

**Total current assets**: $910,493

### Property and equipment:
- **Equipment**: 82,470
- **Less accumulated depreciation**: (78,437)

**Net property and equipment**: 4,033

### Non-current assets:
- **Long-term notes receivable, net of current portion and allowance**: 410,904

**Total non-current assets**: 410,904

**Total assets**: $1,325,430

## LIABILITIES AND NET ASSETS

### Current liabilities:
- **Current portion of long-term debt**: -
- **Accounts payable**: 123,153
- **Accrued payroll and payroll liabilities**: 42,029
- **Accrued compensated absences**: 62,888
- **Restricted escrow payable**: 4,995
- **Due to State of Maine**: 33,158
- **Deferred revenues**: 225,085

**Total current liabilities**: 491,308

### Non-current liabilities:
- **Line of credit**: 75,000
- **Long-term deferred forgivable loans**: 273,956

**Total non-current liabilities**: 348,956

**Total liabilities**: 840,264

### Net assets:
- **Unrestricted**: 485,166
- **Temporarily restricted**: -
- **Permanently restricted**: -

**Total net assets**: 485,166

**Total liabilities and net assets**: $1,325,430

*See accompanying notes to financial statements.*
## WESTERN MAINE COMMUNITY ACTION, INC.
### Statements of Activities
#### Years Ended August 31, 2018 and 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNRESTRICTED:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support and revenue:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal grant revenues</td>
<td>$6,260,591</td>
<td>6,851,661</td>
</tr>
<tr>
<td>State grant revenues</td>
<td>178,133</td>
<td>234,263</td>
</tr>
<tr>
<td>Other grants and</td>
<td>419,245</td>
<td>525,266</td>
</tr>
<tr>
<td>contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program income/fees</td>
<td>1,758</td>
<td>560</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>79,213</td>
<td>37,006</td>
</tr>
<tr>
<td>Prior year revenue</td>
<td>(33,158)</td>
<td>-</td>
</tr>
<tr>
<td>adjustments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All other revenue</td>
<td>118,750</td>
<td>117,969</td>
</tr>
<tr>
<td>Total support and</td>
<td><strong>7,024,532</strong></td>
<td><strong>7,766,725</strong></td>
</tr>
<tr>
<td>revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment and training</td>
<td>829,673</td>
<td>1,519,620</td>
</tr>
<tr>
<td>Community/housing and</td>
<td>1,475,194</td>
<td>1,229,065</td>
</tr>
<tr>
<td>energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nutrition/Public Health</td>
<td>3,945,576</td>
<td>4,130,116</td>
</tr>
<tr>
<td>services</td>
<td></td>
<td></td>
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<tr>
<td>Other</td>
<td>385,057</td>
<td>470,200</td>
</tr>
<tr>
<td>Total program service</td>
<td><strong>6,635,500</strong></td>
<td><strong>7,349,001</strong></td>
</tr>
<tr>
<td>expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supporting services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management &amp; general</td>
<td>334,562</td>
<td>394,830</td>
</tr>
<tr>
<td>Fundraising</td>
<td>49,988</td>
<td>-</td>
</tr>
<tr>
<td>Total supporting</td>
<td><strong>384,550</strong></td>
<td><strong>394,830</strong></td>
</tr>
<tr>
<td>services expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses</td>
<td><strong>7,020,050</strong></td>
<td><strong>7,743,831</strong></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>4,482</td>
<td>22,894</td>
</tr>
<tr>
<td>Net assets, beginning</td>
<td>480,684</td>
<td>457,790</td>
</tr>
<tr>
<td>of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Net assets, end of</td>
<td><strong>485,166</strong></td>
<td><strong>480,684</strong></td>
</tr>
<tr>
<td>year</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
## Statement of Functional Expenses

### Year Ended August 31, 2018

<table>
<thead>
<tr>
<th></th>
<th>Employment and Training</th>
<th>Community/Housing &amp; Energy</th>
<th>Nutrition/Public Health Services</th>
<th>Other</th>
<th>Total program services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>$347,770</td>
<td>344,641</td>
<td>488,356</td>
<td>164,846</td>
<td>1,345,613</td>
</tr>
<tr>
<td><strong>Fringe</strong></td>
<td>91,110</td>
<td>104,717</td>
<td>136,748</td>
<td>44,516</td>
<td>377,091</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>-</td>
<td>-</td>
<td>3,641</td>
<td>3,641</td>
<td>7,282</td>
</tr>
<tr>
<td><strong>Direct client assistance</strong></td>
<td>235,451</td>
<td>907,534</td>
<td>2,739,451</td>
<td>72,331</td>
<td>3,954,767</td>
</tr>
<tr>
<td><strong>Direct client assistance in-kind</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subrecipients</strong></td>
<td>-</td>
<td>-</td>
<td>402,181</td>
<td>-</td>
<td>402,181</td>
</tr>
<tr>
<td><strong>Contractual and consultant services</strong></td>
<td>757</td>
<td>1,104</td>
<td>9,144</td>
<td>39,858</td>
<td>50,863</td>
</tr>
<tr>
<td><strong>Equipment maintenance &amp; rent</strong></td>
<td>39,688</td>
<td>32,444</td>
<td>32,765</td>
<td>14,210</td>
<td>119,107</td>
</tr>
<tr>
<td><strong>Insurance</strong></td>
<td>4,341</td>
<td>2,436</td>
<td>4,066</td>
<td>795</td>
<td>11,638</td>
</tr>
<tr>
<td><strong>Occupancy</strong></td>
<td>7,103</td>
<td>11,127</td>
<td>11,846</td>
<td>5,637</td>
<td>25,713</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>4,341</td>
<td>2,436</td>
<td>4,066</td>
<td>795</td>
<td>11,638</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>7,103</td>
<td>11,127</td>
<td>11,846</td>
<td>5,637</td>
<td>25,713</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>6,977</td>
<td>25,241</td>
<td>25,297</td>
<td>20,710</td>
<td>78,225</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$829,673</td>
<td>1,475,194</td>
<td>3,945,576</td>
<td>385,057</td>
<td>7,020,050</td>
</tr>
</tbody>
</table>

### Supporting Services

<table>
<thead>
<tr>
<th></th>
<th>Management and general</th>
<th>Fundraising</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$198,685</td>
<td>-</td>
<td>1,544,298</td>
</tr>
<tr>
<td></td>
<td>46,760</td>
<td>-</td>
<td>423,851</td>
</tr>
<tr>
<td></td>
<td>3,641</td>
<td>-</td>
<td>3,954,767</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>402,181</td>
<td>402,181</td>
</tr>
<tr>
<td></td>
<td>6,713</td>
<td>-</td>
<td>57,576</td>
</tr>
<tr>
<td></td>
<td>27,816</td>
<td>-</td>
<td>146,923</td>
</tr>
<tr>
<td></td>
<td>13,647</td>
<td>21</td>
<td>25,306</td>
</tr>
<tr>
<td></td>
<td>7,340</td>
<td>271</td>
<td>43,324</td>
</tr>
<tr>
<td></td>
<td>12,278</td>
<td>-</td>
<td>184,611</td>
</tr>
<tr>
<td></td>
<td>3,855</td>
<td>315</td>
<td>56,115</td>
</tr>
<tr>
<td></td>
<td>2,721</td>
<td>-</td>
<td>35,104</td>
</tr>
<tr>
<td></td>
<td>14,747</td>
<td>300</td>
<td>93,272</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
### Program Services

<table>
<thead>
<tr>
<th></th>
<th>Employment and Training</th>
<th>Community/ Housing &amp; Energy</th>
<th>Nutrition/ Public Health Services</th>
<th>Other</th>
<th>Total program services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 521,982</td>
<td>338,063</td>
<td>500,667</td>
<td>198,384</td>
<td>1,559,096</td>
</tr>
<tr>
<td>Fringe</td>
<td>140,149</td>
<td>83,312</td>
<td>132,022</td>
<td>52,727</td>
<td>408,210</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,688</td>
<td>2,688</td>
</tr>
<tr>
<td>Direct client assistance</td>
<td>671,693</td>
<td>664,735</td>
<td>2,902,289</td>
<td>39,917</td>
<td>4,278,634</td>
</tr>
<tr>
<td>Direct client assistance in-kind</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>37,006</td>
<td>37,006</td>
</tr>
<tr>
<td>Subrecipients</td>
<td>-</td>
<td>-</td>
<td>411,250</td>
<td>-</td>
<td>411,250</td>
</tr>
<tr>
<td>Contractual and consultant services</td>
<td>163</td>
<td>415</td>
<td>446</td>
<td>43,856</td>
<td>4,278,634</td>
</tr>
<tr>
<td>Equipment maintenance &amp; rent</td>
<td>67,860</td>
<td>36,283</td>
<td>43,506</td>
<td>13,916</td>
<td>161,565</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,059</td>
<td>2,387</td>
<td>7,575</td>
<td>867</td>
<td>14,888</td>
</tr>
<tr>
<td>Materials, supplies and postage</td>
<td>25,663</td>
<td>14,134</td>
<td>11,829</td>
<td>13,019</td>
<td>64,645</td>
</tr>
<tr>
<td>Occupancy</td>
<td>49,754</td>
<td>29,410</td>
<td>71,277</td>
<td>12,382</td>
<td>162,823</td>
</tr>
<tr>
<td>Telephone</td>
<td>13,996</td>
<td>6,922</td>
<td>11,005</td>
<td>2,185</td>
<td>34,108</td>
</tr>
<tr>
<td>Travel</td>
<td>12,380</td>
<td>7,204</td>
<td>13,621</td>
<td>8,194</td>
<td>41,399</td>
</tr>
<tr>
<td>Other</td>
<td>11,921</td>
<td>46,200</td>
<td>24,629</td>
<td>45,059</td>
<td>127,809</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$ 1,519,620</strong></td>
<td><strong>1,229,065</strong></td>
<td><strong>4,130,116</strong></td>
<td><strong>470,200</strong></td>
<td><strong>7,349,001</strong></td>
</tr>
</tbody>
</table>

### Supporting Services

<table>
<thead>
<tr>
<th></th>
<th>Management and general</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>245,855</td>
<td>1,804,951</td>
</tr>
<tr>
<td>Fringe</td>
<td>54,715</td>
<td>462,925</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>2,688</td>
</tr>
<tr>
<td>Direct client assistance</td>
<td>-</td>
<td>4,278,634</td>
</tr>
<tr>
<td>Direct client assistance in-kind</td>
<td>-</td>
<td>37,006</td>
</tr>
<tr>
<td>Subrecipients</td>
<td>-</td>
<td>411,250</td>
</tr>
<tr>
<td>Contractual and consultant services</td>
<td>-</td>
<td>4,700</td>
</tr>
<tr>
<td>Equipment maintenance &amp; rent</td>
<td>-</td>
<td>49,580</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>21,892</td>
</tr>
<tr>
<td>Materials, supplies and postage</td>
<td>-</td>
<td>78,813</td>
</tr>
<tr>
<td>Occupancy</td>
<td>-</td>
<td>185,575</td>
</tr>
<tr>
<td>Telephone</td>
<td>-</td>
<td>38,195</td>
</tr>
<tr>
<td>Travel</td>
<td>-</td>
<td>44,368</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>140,180</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$ 394,830</strong></td>
<td><strong>7,743,831</strong></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
### Cash flows from operating activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$4,482</td>
<td>22,894</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,641</td>
<td>2,688</td>
</tr>
<tr>
<td>(Increase) decrease in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(8,552)</td>
<td>(675)</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>82,824</td>
<td>289,355</td>
</tr>
<tr>
<td>Inventory</td>
<td>(9,150)</td>
<td>(2,047)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>27,617</td>
<td>7,085</td>
</tr>
<tr>
<td>Assets whose use is limited</td>
<td>-</td>
<td>10,441</td>
</tr>
<tr>
<td>Increase (decrease) in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>27,666</td>
<td>(66,847)</td>
</tr>
<tr>
<td>Due to related party</td>
<td>-</td>
<td>(261)</td>
</tr>
<tr>
<td>Accrued payroll and payroll taxes</td>
<td>(93,119)</td>
<td>(13,426)</td>
</tr>
<tr>
<td>Accrued compensated absences</td>
<td>(10,642)</td>
<td>(517)</td>
</tr>
<tr>
<td>Restricted escrow</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Due to State of Maine</td>
<td>33,158</td>
<td>-</td>
</tr>
<tr>
<td>Deferred revenues</td>
<td>(37,602)</td>
<td>(159,635)</td>
</tr>
<tr>
<td>Deferred forgivable loans</td>
<td>51,407</td>
<td>70,551</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>71,730</td>
<td>159,607</td>
</tr>
</tbody>
</table>

### Cash flows from investing activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>New loans made, net of repayments</td>
<td>(28,588)</td>
<td>(56,114)</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(28,588)</td>
<td>(56,114)</td>
</tr>
</tbody>
</table>

### Cash flows from financing activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net borrowings (repayment) on debt</td>
<td>(34,602)</td>
<td>26,485</td>
</tr>
<tr>
<td>Net cash provided by (used in) financing activities</td>
<td>(34,602)</td>
<td>26,485</td>
</tr>
</tbody>
</table>

### Increase cash and cash equivalents

- 8,540 129,978

### Cash and cash equivalents, beginning of year

- 255,255 125,277

### Cash and cash equivalents, end of year

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents, end of year</td>
<td>$263,795</td>
<td>255,255</td>
</tr>
</tbody>
</table>

### Supplemental cash flow disclosures:

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash paid during the year for interest</td>
<td>$1,302</td>
<td>4,811</td>
</tr>
<tr>
<td>Cash paid during the year for taxes</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

*See accompanying notes to financial statements.*
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Nature of Activities** - Western Maine Community Action, Inc. (WMCA) is a Maine nonprofit corporation organized to provide a focal point for anti-poverty and other social service efforts throughout the communities of the Western Maine area. Types of services include employment training, housing, health, nutrition and food security, and family programs. The accounting practices of the Corporation are designed primarily to demonstrate stewardship of the funds entrusted to it, compliance with prescribed contract conditions and other special requirements. Western Maine Community Action, Inc.’s support comes primarily from governmental contracts.

**Basis of Accounting** - The financial statements have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

**Basis of Presentation** - The Corporation is required to report information regarding its financial position and activities according to three classes of net assets as follows:

- **Unrestricted net assets** - Net assets that are not subject to donor-imposed stipulations.

- **Temporarily restricted net assets** - Net assets subject to donor-imposed stipulations that may or will be met either by actions of the Corporation and/or the passage of time. For the years ending August 31, 2018 and 2017, none of the Corporation’s net assets were temporarily restricted.

- **Permanently restricted net assets** - Net assets subject to donor-imposed stipulations that they be maintained permanently by the Corporation. For the years ending August 31, 2018 and 2017, none of the Corporation’s net assets were permanently restricted.

**Expense Allocation** - The costs of providing various programs and other activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**Income Tax Status** - The Corporation is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and has been determined not to be a private foundation within the meaning of Section 509(a)(1) of the Code. In addition, the Corporation qualifies for the charitable contribution deduction under Section 170(b)(1)(A). The Corporation believes it has no uncertain tax positions with the Internal Revenue Service that would require disclosure in the financial statements. The Corporation’s federal Return of Organization Exempt from Income Tax (Form 990) for 2017, 2016, and 2015 are subject to examination by the IRS, generally for three years after they were filed.

**Cash and Cash Equivalents** - For purposes of the statements of cash flows, the Corporation considers all checking and escrow accounts, and short-term debt securities purchased with a maturity of three months or less, to be cash equivalents.
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Accounts, Grants, and Notes Receivable - Accounts, grants, and notes receivable consists primarily of revenue from various government grants and contracts, as well as notes to individuals through grant programs. Based on management’s assessment of the credit history with customers having outstanding balances and current relationships with them, it has concluded that realization losses on note balances outstanding at year-end will be immaterial. The notes receivable allowance for loan losses was estimated at $24,344 and $24,839 at August 31, 2018 and 2017, respectively.

Inventory - Inventory consists of donated coats and Christmas gifts for distribution to clients of the various programs operated and is stated at fair market value at the date of donation.

Property and Equipment - Property and equipment are stated at cost. The Corporation capitalizes all acquisitions of property and equipment with a unit cost of $5,000 or more. All property and equipment items are depreciated according to the straight-line method ratably over their estimated useful lives, which range from 3-7 years for equipment. Depreciation expense totaled $3,641 and $2,688 for each of the years ended August 31, 2018 and 2017, respectively.

Restricted and Unrestricted Revenue and Support - Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions.

Support that is unrestricted by the donor is reported as an increase in unrestricted net assets. All donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends, or purpose restriction is accomplished) temporarily restricted net assets are classified to unrestricted net assets and reported in the statements of activities as net assets released from restriction.

In-kind Contributions and Expenses - Space, supplies and other donated items used for program purposes are presented in the financial statements at estimated fair market value and recorded when received. Contributed professional services are recognized if the services received create or enhance long-lived assets or require specialized skill, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Contributions of tangible assets are recognized at fair value when received. Additionally, the Corporation receives a significant amount of skilled, contributed time, which does not meet one of the two recognition criteria described above. Accordingly, the value of this contributed time has not been determined and is not reflected in the accompanying financial statements.

Deferred Revenue - The Corporation records unexpended grant awards that were received prior to year-end as deferred revenue until related services are performed, at which time they are recognized as revenue.
Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

New Accounting Pronouncement - In August 2016, the Financial Accounting Standards Board (FASB) issued ASU No. 2016-14, Topic 958, Presentation of Financial Statements of Not-for-Profit Entities. Among the changes included in this new standard are replacement of the current three net asset classes (unrestricted, temporarily restricted, and permanently restricted) with two classes (net assets with donor restrictions and net assets without donor restrictions). In addition, there are new disclosures required relating to board designations, donor restrictions, management of liquid resources, and cost allocation methods applied to the functional expense categories, among other changes. ASU No. 2016-14 was effective for the Corporation beginning on September 1, 2018. Management is currently evaluating the impact of pending adoption on the financial statements for the next fiscal year.

CONCENTRATIONS OF CREDIT RISK ARISING FROM CASH DEPOSITS IN EXCESS OF INSURED LIMITS

The Corporation currently maintains its cash balances in one financial institution located in Maine. The balances are insured by the Federal Deposit Insurance Corporation up to $250,000. As of August 31, 2018 and 2017, none of the Corporation's cash balances were uninsured.

NOTES RECEIVABLE

Notes receivable is made up of a Revolving Loan Fund Program and an Affordable Housing Program.

Revolving Loan Fund - The Revolving Loan Fund provides low-interest or no-interest forgivable loans to low and very-low income homeowners for home purchases or repairs. An allowance for losses on low-interest non-forgivable loans is calculated by an analysis of outstanding aged receivables and historical collection. The allowance for loan loss has been estimated at $24,344 and $24,839 as of August 31, 2018 and 2017, respectively. The loan committee also can rewrite or defer the loans if they become delinquent before attaching a lien or recourse through the courts.

Affordable Housing Program - The Affordable Housing Program provides opportunities for home ownership to low and very-low income families. The program teaches home ownership responsibilities and provides partial affordable financing. The Corporation retains a second mortgage on the home and requires no repayment on the note unless the home is sold or refinanced. An allowance for loan losses is also provided for any notes under this program. There were no notes outstanding for this program for the years ended August 31, 2018 and 2017.

82 High Street, Inc. is a 501(c)(3) nonprofit corporation which controls a 32-unit housing complex located next to the University of Maine at Farmington. The Corporation holds a secured note receivable for $125,000 which is second in line behind a Maine State Housing Authority first mortgage of $292,000. The allowance for loan loss has been estimated at $0 as of August 31, 2018 and 2017.
NOTES RECEIVABLE, CONTINUED

The following is a schedule of notes receivable at years end:

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revolving Loan Fund</td>
<td>383,941</td>
<td>355,848</td>
</tr>
<tr>
<td>82 High Street, Inc.</td>
<td>125,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Total notes receivable</td>
<td>508,941</td>
<td>480,848</td>
</tr>
<tr>
<td>Allowance for loan loss</td>
<td>(24,344)</td>
<td>(24,839)</td>
</tr>
<tr>
<td>Receivable recognized at year end</td>
<td>484,597</td>
<td>456,009</td>
</tr>
<tr>
<td>Current portion</td>
<td>(73,693)</td>
<td>(43,096)</td>
</tr>
</tbody>
</table>

**Long term notes receivable** $ 410,904 412,413

LINE OF CREDIT

Western Maine Community Action, Inc. has an operating line of credit agreement of $75,000 with a foundation. Advances are payable in $15,000 increments and can be paid at any time including interest at a 1% annual rate. The line of credit agreement expires in June 2020, and any balance including interest is due in full at that time. At August 31, 2018 and 2017, there was an outstanding balance of $75,000 on the line of credit. The balance of $75,000 remains outstanding as of the date of this report.

LONG TERM DEBT

At August 31, long-term debt consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note payable to Key Bank, interest rate previously at 6.25% with monthly payments through March 2015 and a balloon payment due of $147,191 in April 2015. This note was refinanced in March 2015 extending payments through March 2018 at a rate of 4% over the WSJ index, currently at 7.25%. It was secured by all assets of the Corporation.</td>
<td>$ -</td>
<td>34,602</td>
</tr>
<tr>
<td>Less: current portion</td>
<td>-</td>
<td>(34,602)</td>
</tr>
</tbody>
</table>

**Long-term debt** $ - -

The note was paid in full in March 2018.
OPERATING LEASES

The Corporation is obligated under certain operating leases with terms of 1 to 5 years for space and copier equipment used in operations. Lease expenses were $147,134 and $148,573 for the years ended August 31, 2018 and 2017, respectively.

The following is a schedule of future minimum rentals under the leases:

<table>
<thead>
<tr>
<th>Year ended</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8/31/19</td>
<td>$32,092</td>
</tr>
<tr>
<td>8/31/20</td>
<td>11,021</td>
</tr>
<tr>
<td>8/31/21</td>
<td>8,424</td>
</tr>
<tr>
<td>8/31/22</td>
<td>4,337</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$55,874</strong></td>
</tr>
</tbody>
</table>

CONCENTRATION IN REVENUES

Of the revenues received by the Corporation in fiscal years 2018 and 2017, approximately 91% was from federal and state funded grants and contracts. Changes in reimbursement methods or reductions in available funds could adversely affect operations if alternative funding sources are not readily available.

RELATED PARTY TRANSACTIONS

Western Maine Community Action, Inc. is affiliated with Franklin County Community Action Council Property Trust by three common board members with no authority to negotiate or sign contracts for the Trust. The Trust was originally created to hold assets for Western Maine Community Action, Inc. The Trust currently leases property to Western Maine Community Action, Inc. Lease payments to the trust totaled $38,400 in years ended August 31, 2018 and 2017. In addition, during the year ended August 31, 2018 Western Maine Community Action, Inc. returned $10,500 of equity to the Trust.

PENSION PLAN

The Corporation sponsors a tax deferred annuity plan under Section 403(b) of the Internal Revenue Code. All employees are eligible to make elective deferrals to the plan. The Board of Directors makes an annual determination on the amount, if any, of the Corporation’s contribution to the plan. Vesting is immediate. The Corporation’s contribution to the plan for the years ended August 31, 2018 and 2017 amounted to $30,828 and $36,648, respectively.

The Corporation also participates in the Maine Public Employees Retirement System (MPERS) for two grandfathered employees. Only these grandfathered employees are eligible to make non-elective contributions to the plan. Annual Corporation contributions are made only when the assets of the plan fall below a level determined through an actuarial formula provided by MPERS. The Corporation’s contribution to the plan for the years ended August 31, 2018 and 2017 was $24 and $11, respectively.
Contingencies

Western Maine Community Action, Inc. participates in federal and state grant programs which are governed by various rules and regulations of the grantor agencies. Costs charged to the grant programs are subject to special audit and adjustment by the grantor agencies. Therefore, to the extent that the Corporation has not complied with the rules and regulations governing the grants, refunds of any money received may be required. In addition, the Corporation falls under Tier 2 of the Maine Uniform Accounting and Auditing Practices for Community Agencies (MAAP). This is a rulemaking established by the State of Maine. Under Tier 2, the State will conduct a review of the audit of pass-through federal and direct state funds conducted by its independent auditors. No estimate has been made in the financial statements for potential adjustments which may result from the State’s review of the year ended August 31, 2018 and 2017. All years through August 31, 2016 have been reviewed by the State and are considered finalized. In November 2018, the Corporation was notified of the results of the review by the State of Maine Department of Health and Human Services of its MAAP audit for the year ended August 31, 2017 that requested repayment of $33,158. The Corporation has appealed the findings and repayment, but the outcome is currently unknown. The liability has been recognized in the financial statements for the year ended August 31, 2018, as it is considered incurred at that date and the amount is known. Any adjustment to current year MAAP grants revenue and settlements will be made in the year of final settlement.

Subsequent Events

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Nonrecognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date. Management has evaluated subsequent events through February 26, 2019, the date the August 31, 2018 financial statements were available for issuance, and no events occurred requiring recognition or disclosure other than what is disclosed elsewhere in the notes to the financial statements.
WESTERN MAINE COMMUNITY ACTION, INC.

Financial Statements

Years Ended August 31, 2019 and 2018
Independent Auditor’s Report

To the Board of Directors of
Western Maine Community Action, Inc.

**Report on the Financial Statements**

We have audited the accompanying financial statements of Western Maine Community Action, Inc. (a Maine nonprofit corporation), which comprise the statements of financial position as of August 31, 2019 and 2018, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

**Management’s Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor’s Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Western Maine Community Action, Inc. as of August 31, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated February 6, 2020, on our consideration of Western Maine Community Action, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Western Maine Community Action, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Western Maine Community Action, Inc.'s internal control over financial reporting and compliance.

Augusta, Maine
February 6, 2020
## ASSETS

**Current assets:**

**Total current assets:**

**Property and equipment:**

**Net property and equipment:**
- 33,261 (2019), 4,033 (2018)

**Non-current assets:**

**Total non-current assets:**

**Total assets:**
- 1,593,760 (2019), 1,325,430 (2018)

## LIABILITIES AND NET ASSETS

**Current liabilities:**
- Due to funding sources: 52,080 (2019), 33,158 (2018)

**Total current liabilities:**

**Non-current liabilities:**
- Line of credit: - (2019), 75,000 (2018)

**Total non-current liabilities:**

**Total liabilities:**

**Net assets:**

**Total net assets:**

**Total liabilities and net assets:**
- $1,593,760 (2019), 1,325,430 (2018)

*See accompanying notes to financial statements.*
WESTERN MAINE COMMUNITY ACTION, INC.  
Statements of Activities  
Years Ended August 31, 2019 and 2018

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WITHOUT DONOR RESTRICTIONS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support and revenue:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal grant revenues</td>
<td>$6,474,810</td>
<td>6,260,591</td>
</tr>
<tr>
<td>State grant revenues</td>
<td>199,806</td>
<td>178,133</td>
</tr>
<tr>
<td>Other grants and contributions</td>
<td>358,641</td>
<td>419,245</td>
</tr>
<tr>
<td>Program income/fees</td>
<td>-</td>
<td>1,758</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>31,961</td>
<td>79,213</td>
</tr>
<tr>
<td>Prior year revenue adjustments</td>
<td>-</td>
<td>(33,158)</td>
</tr>
<tr>
<td>All other revenue</td>
<td>132,316</td>
<td>118,750</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td>7,197,534</td>
<td>7,024,532</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment and training</td>
<td>1,184,139</td>
<td>829,673</td>
</tr>
<tr>
<td>Community/housing and energy</td>
<td>1,887,150</td>
<td>1,475,194</td>
</tr>
<tr>
<td>Nutrition/Public Health services</td>
<td>3,327,139</td>
<td>3,945,576</td>
</tr>
<tr>
<td>Other</td>
<td>384,119</td>
<td>385,057</td>
</tr>
<tr>
<td><strong>Total program service expenses</strong></td>
<td>6,782,547</td>
<td>6,635,500</td>
</tr>
<tr>
<td>Supporting services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management &amp; general</td>
<td>354,207</td>
<td>334,562</td>
</tr>
<tr>
<td>Fundraising</td>
<td>8,511</td>
<td>49,988</td>
</tr>
<tr>
<td><strong>Total supporting services expenses</strong></td>
<td>362,718</td>
<td>384,550</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>7,145,265</td>
<td>7,020,050</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>52,269</td>
<td>4,482</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>485,166</td>
<td>480,684</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$537,435</td>
<td>485,166</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
# Statement of Functional Expenses

**Year Ended August 31, 2019**

<table>
<thead>
<tr>
<th></th>
<th>Employment and Training</th>
<th>Community/Housing &amp; Energy</th>
<th>Nutrition/Public Health Services</th>
<th>Other</th>
<th>Total program services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$449,349</td>
<td>403,849</td>
<td>417,363</td>
<td>176,420</td>
<td>1,446,981</td>
</tr>
<tr>
<td>Payroll taxes and benefits</td>
<td>118,675</td>
<td>116,412</td>
<td>121,299</td>
<td>47,366</td>
<td>403,752</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>1,596</td>
<td>-</td>
<td>2,654</td>
<td>4,250</td>
</tr>
<tr>
<td>Direct client assistance</td>
<td>466,082</td>
<td>1,090,607</td>
<td>2,605,728</td>
<td>55,101</td>
<td>4,217,518</td>
</tr>
<tr>
<td>Direct client assistance in-kind</td>
<td>-</td>
<td>152,266</td>
<td>6,805</td>
<td>2,531</td>
<td>161,602</td>
</tr>
<tr>
<td>Subrecipients</td>
<td>-</td>
<td>-</td>
<td>26,891</td>
<td>-</td>
<td>26,891</td>
</tr>
<tr>
<td>Contractual and consultant services</td>
<td>-</td>
<td>-</td>
<td>2,698</td>
<td>34,302</td>
<td>37,000</td>
</tr>
<tr>
<td>Equipment maintenance &amp; rent</td>
<td>33,321</td>
<td>32,555</td>
<td>29,290</td>
<td>13,274</td>
<td>108,440</td>
</tr>
<tr>
<td>Insurance</td>
<td>3,968</td>
<td>4,406</td>
<td>3,303</td>
<td>941</td>
<td>12,618</td>
</tr>
<tr>
<td>Materials, supplies and postage</td>
<td>9,453</td>
<td>15,538</td>
<td>9,137</td>
<td>12,432</td>
<td>46,560</td>
</tr>
<tr>
<td>Occupancy</td>
<td>63,673</td>
<td>32,899</td>
<td>62,319</td>
<td>11,836</td>
<td>170,727</td>
</tr>
<tr>
<td>Telephone</td>
<td>10,296</td>
<td>8,637</td>
<td>11,741</td>
<td>2,058</td>
<td>32,732</td>
</tr>
<tr>
<td>Travel</td>
<td>18,167</td>
<td>8,536</td>
<td>8,796</td>
<td>4,483</td>
<td>39,882</td>
</tr>
<tr>
<td>Other</td>
<td>11,155</td>
<td>19,849</td>
<td>21,769</td>
<td>20,721</td>
<td>73,494</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$1,184,139</strong></td>
<td><strong>1,887,150</strong></td>
<td><strong>3,327,139</strong></td>
<td><strong>384,119</strong></td>
<td><strong>6,782,547</strong></td>
</tr>
</tbody>
</table>

**Supporting Services**

<table>
<thead>
<tr>
<th></th>
<th>Management and general</th>
<th>Fundraising</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>200,747</td>
<td>-</td>
<td>1,647,728</td>
</tr>
<tr>
<td>Salaries</td>
<td>48,826</td>
<td>-</td>
<td>452,578</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>4,250</td>
</tr>
<tr>
<td>Direct client assistance</td>
<td>-</td>
<td>-</td>
<td>4,217,518</td>
</tr>
<tr>
<td>Direct client assistance in-kind</td>
<td>-</td>
<td>-</td>
<td>169,217</td>
</tr>
<tr>
<td>Subrecipients</td>
<td>-</td>
<td>-</td>
<td>26,891</td>
</tr>
<tr>
<td>Contractual and consultant services</td>
<td>-</td>
<td>-</td>
<td>48,461</td>
</tr>
<tr>
<td>Equipment maintenance &amp; rent</td>
<td>21,878</td>
<td>239</td>
<td>130,557</td>
</tr>
<tr>
<td>Insurance</td>
<td>14,814</td>
<td>15</td>
<td>27,447</td>
</tr>
<tr>
<td>Materials, supplies and postage</td>
<td>16,582</td>
<td>517</td>
<td>63,059</td>
</tr>
<tr>
<td>Occupancy</td>
<td>10,168</td>
<td>-</td>
<td>180,895</td>
</tr>
<tr>
<td>Telephone</td>
<td>3,742</td>
<td>-</td>
<td>36,474</td>
</tr>
<tr>
<td>Travel</td>
<td>3,379</td>
<td>25</td>
<td>43,386</td>
</tr>
<tr>
<td>Other</td>
<td>22,610</td>
<td>100</td>
<td>96,204</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>354,207</strong></td>
<td><strong>8,511</strong></td>
<td><strong>7,145,265</strong></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
## Western Maine Community Action, Inc.

### Statement of Functional Expenses

**Year Ended August 31, 2018**

<table>
<thead>
<tr>
<th>Program Services</th>
<th>Employment and Training</th>
<th>Community/ Housing &amp; Energy</th>
<th>Nutrition/Public Health Services</th>
<th>Other</th>
<th>Total program services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>$347,770</td>
<td>344,641</td>
<td>488,356</td>
<td>164,846</td>
<td>1,345,613</td>
</tr>
<tr>
<td><strong>Payroll taxes and benefits</strong></td>
<td>91,110</td>
<td>104,717</td>
<td>136,748</td>
<td>44,516</td>
<td>377,091</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td>3,641</td>
<td>3,641</td>
<td></td>
<td>7,282</td>
</tr>
<tr>
<td><strong>Direct client assistance</strong></td>
<td>235,451</td>
<td>907,534</td>
<td>2,739,451</td>
<td>72,331</td>
<td>3,954,767</td>
</tr>
<tr>
<td><strong>Direct client assistance in-kind</strong></td>
<td></td>
<td>-</td>
<td>402,181</td>
<td>-</td>
<td>402,181</td>
</tr>
<tr>
<td><strong>Subrecipients</strong></td>
<td></td>
<td>402,181</td>
<td></td>
<td>402,181</td>
<td></td>
</tr>
<tr>
<td><strong>Contractual and consultant services</strong></td>
<td>757</td>
<td>1,104</td>
<td>9,144</td>
<td>39,858</td>
<td>50,863</td>
</tr>
<tr>
<td><strong>Equipment maintenance &amp; rent</strong></td>
<td>39,688</td>
<td>32,444</td>
<td>32,765</td>
<td>14,210</td>
<td>119,107</td>
</tr>
<tr>
<td><strong>Insurance</strong></td>
<td>4,341</td>
<td>2,436</td>
<td>4,066</td>
<td>795</td>
<td>11,638</td>
</tr>
<tr>
<td><strong>Occupancy</strong></td>
<td>7,103</td>
<td>11,127</td>
<td>11,846</td>
<td>5,637</td>
<td>35,713</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>28,779</td>
<td>8,275</td>
<td>12,555</td>
<td>2,336</td>
<td>51,945</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>10,338</td>
<td>7,576</td>
<td>9,965</td>
<td>4,504</td>
<td>32,383</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>6,977</td>
<td>25,241</td>
<td>25,297</td>
<td>20,710</td>
<td>78,225</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$829,673</strong></td>
<td><strong>1,475,194</strong></td>
<td><strong>3,945,576</strong></td>
<td><strong>385,057</strong></td>
<td><strong>6,635,500</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Services</th>
<th>Management and general</th>
<th>Fundraising</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>$334,562</strong></td>
<td><strong>49,988</strong></td>
<td><strong>7,020,050</strong></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
## Western Maine Community Action, Inc.

### Statements of Cash Flows

**Year Ended August 31, 2019 and 2018**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$52,269</td>
<td>4,482</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,250</td>
<td>3,641</td>
</tr>
<tr>
<td>(Increase) decrease in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(43,579)</td>
<td>(8,552)</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>57,181</td>
<td>82,824</td>
</tr>
<tr>
<td>Inventory</td>
<td>1,890</td>
<td>(9,150)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>5,277</td>
<td>27,617</td>
</tr>
<tr>
<td>Increase (decrease) in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(29,405)</td>
<td>27,666</td>
</tr>
<tr>
<td>Accrued payroll and payroll taxes</td>
<td>76,831</td>
<td>(93,119)</td>
</tr>
<tr>
<td>Accrued compensated absences</td>
<td>16,226</td>
<td>(10,642)</td>
</tr>
<tr>
<td>Escrow payable</td>
<td>(4,995)</td>
<td>-</td>
</tr>
<tr>
<td>Due to State of Maine</td>
<td>18,922</td>
<td>33,158</td>
</tr>
<tr>
<td>Deferred revenues</td>
<td>39,789</td>
<td>(37,602)</td>
</tr>
<tr>
<td>Deferred forgivable loans</td>
<td>98,693</td>
<td>51,407</td>
</tr>
</tbody>
</table>

**Net cash provided by operating activities**

|                                | 293,349    | 71,730     |

| **Cash flows from investing activities:** |            |            |
| Purchase of equipment             | (33,478)   | -          |
| New loans made, net of repayments | (96,434)   | (28,588)   |

**Net cash used in investing activities**

|                                | (129,912)  | (28,588)   |

| **Cash flows from financing activities:** |            |            |
| Net borrowings (repayment) on debt     | -          | (34,602)   |

**Net cash used in financing activities**

|                                | -          | (34,602)   |

**Increase cash and cash equivalents**

|                                | 163,437    | 8,540      |

**Cash and cash equivalents, beginning of year**

|                                | 263,795    | 255,255    |

**Cash and cash equivalents, end of year**

|                                | $427,232   | 263,795    |

**Supplemental cash flow disclosures:**

|                                |            |            |
| Noncash conversion of debt from line of credit to grant | $75,000    | -          |
| Cash paid during the year for interest             | 3,148      | 1,302      |
| Cash paid during the year for taxes                | -          | -          |

*See accompanying notes to financial statements.*
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Nature of Activities** - Western Maine Community Action, Inc. (WMCA) is a Maine nonprofit corporation organized to provide a focal point for anti-poverty and other social service efforts throughout the communities of the Western Maine area. Types of services include employment training, housing, health, nutrition and food security, and family programs. The accounting practices of the Corporation are designed primarily to demonstrate stewardship of the funds entrusted to it, compliance with prescribed contract conditions and other special requirements. Western Maine Community Action, Inc.’s support comes primarily from governmental contracts.

**Basis of Accounting** - The financial statements have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

**Basis of Presentation** - The Corporation is required to report information regarding its financial position and activities according to two classes of net assets as follows:

- **Net assets without donor restrictions** - Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Organization. These net assets may be used at the discretion of management and the board of directors.

- **Net assets with donor restrictions** - Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions may be temporary in nature; those restrictions would be met by actions of WMCA or by the passage of time. Other donor restrictions may be perpetual in nature, whereby the donor would stipulate the funds be maintained in perpetuity. For the years ending August 31, 2019 and 2018, the Corporation had no net assets with donor restrictions.

**Measure of Operations** – The statements of activities report all changes in net assets, including changes in net assets from operating and nonoperating activities. Operating activities consist of those items attributable to WMCA’s ongoing program services and any interest and dividends earned. Nonoperating activities are limited to resources that generate return from other activities considered to be of a more unusual or nonrecurring nature.

**Expense Allocation** - The costs of providing various programs and other activities have been summarized on a functional basis in the statements of activities. Directly identifiable expenses are charged to the appropriate programs and supporting services. Expenses related to more than one function are allocated among the programs and supporting services benefited. Such allocations are determined by management on an equitable basis. Expenses that are allocated include salaries and benefits which are allocated based on actual time and effort, and occupancy/space and facilities costs, which are allocated based on actual square footage. Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the Corporation.
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Income Tax Status - The Corporation is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and has been determined not to be a private foundation within the meaning of Section 509 (a)(1) of the Code. In addition, the Corporation qualifies for the charitable contribution deduction under Section 170(b)(1)(A). The Corporation believes it has no uncertain tax positions with the Internal Revenue Service that would require disclosure in the financial statements. The Corporation’s federal Return of Organization Exempt from Income Tax (Form 990) for 2018, 2017, and 2016 are subject to examination by the IRS, generally for three years after they were filed.

Cash and Cash Equivalents - For purposes of the statements of cash flows, the Corporation considers all checking and sweep accounts to be cash equivalents.

Accounts, Grants, and Notes Receivable - Accounts, grants, and notes receivable consists primarily of revenue from various government grants and contracts, as well as notes to individuals through grant programs. Based on management’s assessment of the credit history with customers having outstanding balances and current relationships with them, it has concluded that realization losses on note balances outstanding at year-end will be immaterial. The notes receivable allowance for loan losses was estimated at $24,344 at August 31, 2019 and 2018.

Inventory - Inventory consists of donated coats and Christmas gifts for distribution to clients of the various programs operated and is stated at fair market value at the date of donation.

Property and Equipment - Property and equipment are stated at cost. The Corporation capitalizes all acquisitions of property and equipment with a unit cost of $5,000 or more. All property and equipment items are depreciated according to the straight-line method ratably over their estimated useful lives, which range from 3-7 years for equipment. Depreciation expense totaled $4,250 and $3,641 for each of the years ended August 31, 2019 and 2018, respectively.

Contributions and Support - Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized. All other donor restricted contributions are reported as an increase in net assets with donor restrictions, depending on the nature of restriction. When a restriction expires (that is, when a stipulated time restriction ends, or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

In-kind Contributions and Expenses - Space, supplies and other donated items used for program purposes are presented in the financial statements at estimated fair market value and recorded when received. Contributed professional services are recognized if the services received create or enhance long-lived assets or require specialized skill, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Contributions of tangible assets are recognized at fair value when received. Additionally, the Corporation receives a significant amount of skilled, contributed time, which does not meet one of the two recognition criteria described above. Accordingly, the value of this contributed time has not been determined and is not reflected in the accompanying financial statements.

Deferred Revenue - The Corporation records unexpended grant awards that were received prior to year-end as deferred revenue until related services are performed, at which time they are recognized as revenue.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

New Accounting Pronouncement – On August 18, 2016, the Financial Accounting Standards Board (FASB) issued ASU No. 2016-14, Not-for-Profit Entities (Topic 958) - Presentation of Financial Statements of Not-for-Profit Entities. The update addresses the complexity and understandability of net asset classification, deficiencies in information about liquidity and availability of resources, and the lack of consistency in the type of information provided about expenses and investment return. WMCA has adjusted the presentation of these statements accordingly. The ASU has been applied retrospectively to all periods presented.

AVAILABILITY AND LIQUIDITY

The following represents WMCA’s financial assets at August 31, 2019 and 2018:

<table>
<thead>
<tr>
<th>Financial assets at year-end:</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 427,232</td>
<td>$ 263,765</td>
</tr>
<tr>
<td>Accounts and grants receivable</td>
<td>514,295</td>
<td>527,897</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>941,527</td>
<td>791,662</td>
</tr>
</tbody>
</table>

**Financial assets available to meet expenditures over the next 12 months**

$ 941,527 $ 791,662

WMCA’s financial assets approximate 50 days of operating expenses at August 31, 2019.
CONCENTRATIONS OF CREDIT RISK ARISING FROM CASH DEPOSITS IN EXCESS OF INSURED LIMITS

The Corporation currently maintains its cash balances in one financial institution located in Maine. The balances are insured by the Federal Deposit Insurance Corporation up to $250,000. As of August 31, 2019 and 2018, none of the Corporation’s cash balances were uninsured.

FAIR VALUES OF FINANCIAL INSTRUMENTS

Fair value is defined as the price that would be received to sell an asset in the principal or most advantageous market for the asset in an orderly transaction between market participants on the measurement date. Fair value should be based on the assumptions market participants would use when pricing an asset. US GAAP establishes a fair value hierarchy that prioritizes investments based on those assumptions. The fair value hierarchy gives the highest priority to quoted prices in actual markets (observable inputs) and the lowest priority to an entity’s assumptions (unobservable inputs). WMCA groups assets at fair value in three levels, based on the markets in which the assets and liabilities are traded, and the reliability of the assumptions used to determine fair value. These levels are:

Level 1: Unadjusted quoted market prices for identical assets or liabilities in active markets as of the measurement date.

Level 2: Other observable inputs, either directly or indirectly, including:
- Quoted prices for similar assets/liabilities in active markets;
- Quoted prices for identical or similar assets in non-active markets;
- Inputs other than quoted prices that are observable for the asset/liability; and,
- Inputs that are derived principally from or corroborated by other observable market data.

Level 3: Unobservable inputs that cannot be corroborated by observable market data.

NOTES RECEIVABLE

Notes receivable is made up of a Revolving Loan Fund Program and an Affordable Housing Program.

Affordable Housing Program - The Affordable Housing Program provides opportunities for home ownership to low and very-low income families. The program teaches home ownership responsibilities and provides partial affordable financing. The Corporation retains a second mortgage on the home and requires no repayment on the note unless the home is sold or refinanced. An allowance for loan losses is also provided for any notes under this program. There were no notes outstanding for this program for the years ended August 31, 2019 and 2018.

Revolving Loan Fund - The Revolving Loan Fund provides low-interest or no-interest forgivable loans to low and very-low income homeowners for home purchases or repairs. Current loans forgiven during the years ended August 31, 2019 and 2018 were $57,451 and $41,871, respectively. The amount of new loans entered into during the years ended August 31, 2019 and 2018 were $156,144 and $77,897, respectively.
NOTES RECEIVABLE, CONTINUED

An allowance for losses on low-interest non-forgivable loans is calculated by an analysis of outstanding aged receivables and historical collection. The allowance for loan loss has been estimated at $24,344 as of August 31, 2019 and 2018. The loan committee also can rewrite or defer the loans if they become delinquent before attaching a lien or recourse through the courts.

82 High Street, Inc. - a 501(c)(3) nonprofit corporation which controls a 32-unit housing complex located next to the University of Maine at Farmington. The Corporation holds a secured note receivable for $125,000 which is second in line behind a Maine State Housing Authority first mortgage of $292,000. The allowance for loan loss has been estimated at $0 as of August 31, 2019 and 2018.

The following is a schedule of notes receivable at years end:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revolving Loan Fund</td>
<td>$ 480,375</td>
<td>383,941</td>
</tr>
<tr>
<td>82 High Street, Inc.</td>
<td>125,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Total notes receivable</td>
<td>605,375</td>
<td>508,941</td>
</tr>
<tr>
<td>Allowance for loan loss</td>
<td>(24,344)</td>
<td>(24,344)</td>
</tr>
<tr>
<td>Receivable recognized at year end</td>
<td>581,031</td>
<td>484,597</td>
</tr>
<tr>
<td>Current portion</td>
<td>(80,255)</td>
<td>(73,693)</td>
</tr>
</tbody>
</table>

**Long term notes receivable**

|                          | $ 500,776    | 410,904      |

LINE OF CREDIT

Western Maine Community Action, Inc. had an operating line of credit agreement of $75,000 with a foundation. Advances were payable in $15,000 increments and could be paid at any time including interest at a 1% annual rate. The line of credit agreement was set to expire in May 2021, and any balance including interest would have been due in full at that time. In 2019, the foundation that granted the line of credit converted the balance due to a grant to WMCA be expended over the subsequent three fiscal years at $25,000 per year. At August 31, 2019 and 2018, there was an outstanding balance of $0 and $75,000, respectively, on the line of credit.

LEASE COMMITMENTS

The Corporation is obligated under certain operating leases with terms of 1 to 5 years for space and copier equipment used in operations. Total lease expenses were $157,696 and $147,134 for the years ended August 31, 2019 and 2018, respectively.
LEASE COMMITMENTS, CONTINUED

The following is a schedule of future minimum rentals under the leases:

<table>
<thead>
<tr>
<th>Year ended</th>
<th>Rental Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/31/20</td>
<td>$8,424</td>
</tr>
<tr>
<td>8/31/21</td>
<td>8,424</td>
</tr>
<tr>
<td>8/31/22</td>
<td>5,899</td>
</tr>
<tr>
<td>8/31/23</td>
<td>142</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$22,889</strong></td>
</tr>
</tbody>
</table>

CONCENTRATION IN REVENUES

Of the revenues received by the Corporation in fiscal years 2019 and 2018, approximately 93% and 92%, respectively, were from federal and state funded grants and contracts. Changes in reimbursement methods or reductions in available funds could adversely affect operations if alternative funding sources are not readily available.

RELATED PARTY TRANSACTIONS

Western Maine Community Action, Inc. is affiliated with Franklin County Community Action Council Property Trust by three common board members with no authority to negotiate or sign contracts for the Trust. The Trust was originally created to hold assets for Western Maine Community Action, Inc. The Trust currently leases property to Western Maine Community Action, Inc. Lease payments to the trust totaled $38,400 in years ended August 31, 2019 and 2018. In addition, as of August 31, 2019 and 2018, the Trust owed WMCA $39,312 and $7,937, respectively, for improvements made to the property, and during the year ended August 31, 2018, WMCA returned $10,500 of equity to the Trust.

PENSION PLAN

The Corporation sponsors a tax deferred annuity plan under Section 403(b) of the Internal Revenue Code. All employees are eligible to make elective deferrals to the plan. The Board of Directors makes an annual determination on the amount, if any, of the Corporation’s contribution to the plan. Vesting is immediate. The Corporation’s contribution to the plan for the years ended August 31, 2019 and 2018 amounted to $27,014 and $30,328, respectively.

The Corporation also participates in the Maine Public Employees Retirement System (MPERS) for two grandfathered former employees. Only these grandfathered employees are eligible to make non-elective contributions to the plan. Annual Corporation contributions are made only when the assets of the plan fall below a level determined through an actuarial formula provided by MPERS. The Corporation’s contribution to the plan for the years ended August 31, 2019 and 2018 was $0 and $24, respectively.
CONTINGENCIES

Western Maine Community Action, Inc. participates in federal and state grant programs which are governed by various rules and regulations of the grantor agencies. Costs charged to the grant programs are subject to special audit and adjustment by the grantor agencies. Therefore, to the extent that the Corporation has not complied with the rules and regulations governing the grants, refunds of any money received may be required. In addition, the Corporation falls under Tier 2 of the Maine Uniform Accounting and Auditing Practices for Community Agencies (MAAP). This is a rulemaking established by the State of Maine. Under Tier 2, the State will conduct a review of the audit of pass-through federal and direct state funds conducted by its independent auditors. No estimate has been made in the financial statements for potential adjustments which may result from the State’s review of the year ended August 31, 2019 and 2018. All years through August 31, 2017 have been reviewed by the State and are considered finalized. In November 2018, the Corporation was notified of the results of the review by the State of Maine Department of Health and Human Services of its MAAP audit for the year ended August 31, 2017 that requested repayment of $33,158. The liability has been recognized in the financial statements for the years ended August 31, 2019 and 2018.

As noted in the Pension Plan note above, WMCA may be liable for annual contributions to MPERS in future years for two former grandfathered employees should the assets of the plan fall below a certain level. Any liability for these potential future contributions is unknown at this time.

SUBSEQUENT EVENTS

Subsequent events are events or transactions that occur after the statement of financial position date, but before financial statements are issued. Recognized subsequent events are events or transactions that provide additional evidence about conditions that existed at the statement of financial position date, including the estimates inherent in the process of preparing financial statements. Nonrecognized subsequent events are events that provide evidence about conditions that did not exist at the statement of financial position date but arose after that date. Management has evaluated subsequent events through February 6, 2020, the date the August 31, 2019 financial statements were available for issuance, and no events occurred requiring recognition or disclosure other than what is disclosed elsewhere in the notes to the financial statements.

In November 2019, Western Maine Community Action, Inc.’s Board of Directors voted to merge with another Maine nonprofit community action agency. The planned merger date is July 1, 2020.
June 30, 2015

Dear Jim:

This report summarizes the review of Program Year 2013 (July 1, 2013 – June 30, 2014) Workforce Investment Act (WIA) monitoring activities for the Lewiston CareerCenter during June 26, 2015 – June 29, 2015. Western Maine Community Action (WMCA) is the Service Provider for the WIA program at the CareerCenter, and Patti Saarinen manages the WIA program services at the CareerCenter.

Scope of Review: The monitoring process includes a review of the Lewiston CareerCenter’s planning and governance activities and to examine three WIA programs (Adults, Dislocated Workers and Youth) for PY2013. The following summarizes the results of the monitoring review conducted at the Lewiston CareerCenter.

I. WIA Adult and Dislocated Workers Program Review

Best Practices: The following activities were identified as good examples of leveraging resources, expanding partnerships to increase programs/services and increased efficiency and effectiveness:

- The Lewiston CareerCenter is a truly integrated center. WMCA works closely with BES (which includes veteran services) on all day-to-day CareerCenter operations including informational center activities, reception, and workshop facilitation. They hold joint staff meetings and share staff training; staff training has covered Ticket to Work, DEI in-service, substance abuse, and homeless services. Staff that serve on statewide or community committees bring back information that is shared with everyone. The business service team has a single business plan and shares employer information, jointly plans events such as job fairs, and works together on projects such as specific training for businesses. WMCA continues to offer navigator services on site for customers seeking insurance through the ACA and all CareerCenter customers have access. In addition to BES, WMCA works with Vocational Rehabilitation and co-enrolls when needed in their programs.
- Excellent example of employer driven services and focus: when speaking with employers, the approach is to learn about their needs and not go into detail about the CareerCenter; when appropriate staff explains that the CareerCenter is comprised of different partners who work together to provide services. Marketing materials have the CareerCenter logo, the WMCA logo, and sometimes the CWMWB, and community partner logos. However, when businesses contact the CareerCenter, it does not matter which partner they connect with, staff take down the information and determine as a team how best to meet the need.
- Exceeded Common Measures Standard for Entered Employment (Dislocated Worker 105%; Adult 112%).
- Exceeded Common Measures Standard for Employment Retention (Dislocated Worker 107%; Adult 108%).

The Central/Western Maine Workforce Investment Board provides equal opportunity in employment and programs. Auxiliary aids and services are available to individuals with disabilities upon request. TTY: 771
Findings: The CWMWIB’s monitor of the Lewiston CareerCenter found that no compliance findings were identified and it is in compliance with the prescribed functions enumerated in the WIA for the Adult and Dislocated Worker program.

Areas of Concern:
- Participant file #658951 had a DOL File Checklist but some of the information listed on the checklist was not in the file.
- Another participant file #585017 did not have a signed ISS in the file and had some time gaps between case notes.
- Some of the participant files contained a hard copy of the 6 criteria for training, and many others did not. It was noted in OSOS but not consistent in the file. The same thing was found with the DOL File Checklist; some participant files contained this document and others did not.

Technical Assistance Needs: During subsequent review these areas of concerns could result in findings if the concerns are not addressed. Closer/more frequent review of case management is needed to ensure that services are provided within 90 days and/or that participants are separated at that time. Many case notes indicated communication/attempted communication with participant, but it was not always clear if participant was actively receiving services at least once every ninety days. It didn’t seem there was any organization to many of the files; the documents were in the files, but there was no consistent order to the files. It is strongly suggested that files have a logical order regarding documentation that is consistent to all files.

II. Program Review of WIA Youth

Best Practices:
- The Lewiston CareerCenter is well versed in working with youth and connecting them to the community. The staff connect the youth program to the adult programs whenever feasible. Whenever the CareerCenter has an employer driven training project, they encourage youth to participate. Youth were hired out of both the IT and welding projects. The staff continue to work closely with partnering agencies such as Lots to Gardens and Tree Street Youth. Such collaboration provides youth with a wider array of services, and our partners provide many of the youth elements. The 5-Co quarterly youth meetings continue to be valuable in improving a better understanding of the youth common measures, how to document properly to reduce data validation errors, and the best practices for serving out of school youth. A member of the CareerCenter youth staff continues to participate on the SWIB’s youth committee. Having a staff member sit on the committee helps the CareerCenter staff to understand the directions the SWIB is heading and to offer feedback on what works or not in the field.
- Excellent examples of successful partnerships with partner agencies: The staff continue to partner with Lots to Gardens and Tree Street Youth Center. Both organizations serve a large population of immigrant and inner city youth and are designed as “step” programs in that youth may work with them over a few years and as they gain more skills, they move up into positions with increased responsibility. Both programs offer informal adult mentoring, peer support, leadership opportunities, and a chance to put work readiness skills into practice. Eligible youth are enrolled in the WIA youth program which provides WE wages or stipends, support services such as clothing and driver’s ed, and workshops. The youth WE sites included: YMCA, Edward Little, Greater Androscoggin Humane Society, and United Somali Women of Maine. Staff also continued to work with the area adult education providers, community colleges, universities, and NESM to assist youth with occupational skills training.

Exceeded Common Measure Standard for Attainment of a Degree of Certificate by Participants (105%).
Exceeded Common Measure Standard for Literacy/Numeracy Gains (333%).

Findings: The CWMWIB’s monitor of the Wilton CareerCenter found that no compliance findings were identified and it is in compliance with the prescribed functions enumerated in the WIA for the Youth program.
Areas of Concern:

- There were several participant files that did not have signed ISS’s.
- The contents of several participant files were somewhat disorganized and difficult to find specific documentation for the participants.

Technical Assistance Needs:
During subsequent review these areas of concerns could result in findings if the concerns are not addressed. Closer/more frequent review of case management is needed to ensure that services are provided within 90 days and/or that participants are separated at that time. Many case notes indicated communication/attempted communication with participant, but it was not always clear if participant was actively receiving services at least once every ninety days. It didn’t seem there was any organization to many of the files; the documents were in the files, but there was no consistent order to the files. It is strongly suggested that files have a logical order regarding documentation that is consistent to all files.

The CWMWIB’s monitor of the Lewiston CareerCenter shows that it is in compliance with the prescribed functions enumerated in the Act. I wish to thank you, the WIA Service Provider Manager, as well as the CareerCenter Manager, Patti Saarinen and her staff for your cooperation and assistance over the course of this review.

Sincerely,

Jeffrey R. Sneddon

Cc: Patti Saarinen, CareerCenter Manager
Dear Mr. Trundy:

This letter is to inform you that the Central Western Workforce Development Board performs focused monitoring visits over the course of the year, which address areas of oversight as outlined in our current contract. These visits are summarized in an end of the year report and memorandum citing files. Individual visits may be summarized in a letter if there are findings or if there is particularly good compliance.

I conducted an Adult file review on July 7 and mainly on July 24, 2019. I did not find a deficiency in the files. The file was complete to date. This was a random sample. Exact files reviewed for privacy are summarized only in the end of year performance.

The monitoring is considered successful.

Sincerely,

Stacy Kilroy
Executive Director
James Trundy  
WMCA  
4 Western Ave,  
South Paris, ME 04250  

RE: RESULT OF SITE MONITORING – AUGUST 21, 2019  
Dislocated Worker Program- Successful Monitoring

Dear Mr. Trundy:

This letter is to inform you that the Central Western Workforce Development Board performs focused monitoring visits over the course of the year, which address areas of oversight as outlined in our current contract. These visits are summarized in an end of the year report and memorandum citing files. Individual visits may be summarized in a letter if there are findings or if there is particularly good compliance.

I conducted a DW program on August 21, 2019 and did not find any errors in the files and found the files complete to that date. This was a random sample. Exact files reviewed for privacy are summarized only in the end of year performance.

The monitoring is considered successful.

Sincerely,

[Signature]

Stacy Kilroy  
Executive Director
Dear Mr. Trundy:

This letter is to inform you that the Central Western Workforce Development Board performs focused monitoring visits over the course of the year, which address areas of oversight as outlined in our current contract. These visits are summarized in an end of the year report and memorandum citing files. Individual visits may be summarized in a letter if there are findings or if there is particularly good compliance.

I held anecdotal interviews on August 30, 2019. We held observational monitoring at the Lewiston Career Center on January 16, 2020 and December 24, 2019. We held observational monitoring at the affiliate sites on October 17, 2019, December 24, 2019 and on January 16, 2020. At all of these times, the program staff was extremely knowledgeable, and the program was under good stewardship.

The interview monitoring is considered successful.

Sincerely,

Stacy Kilroy
Executive Director
Dear Jim:

June 10, 2016

This report summarizes the review of Program Year 2014 (July 1, 2014 – June 30, 2015) Workforce Investment Act (WIA) monitoring activities for the Wilton CareerCenter during May 24 – 26 & June 6, 2016. During our exit interview on June 6, 2016 a preliminary review of findings was presented to you and CareerCenter Manager, Patty Ladd. This report identifies best practices, concerns and findings pertaining to the delivery of Adult, Dislocated Worker and Youth programs and the Wagner-Peyser Labor Exchange program. Western Maine Community Action (WMCA) is the Service Provider for the WIA program at the CareerCenter, and Patty Ladd manages the WIA program services at the CareerCenter.

Please provide a response to this report, on or before June 27, 2016, detailing how the issues identified in this report will be addressed and the timeframes in which corrective actions will be completed. I can be reached at 207-753-9011 should you require further clarification.

Scope of Review: The monitoring process includes a review of the Wilton CareerCenter’s planning and governance activities and to examine three WIA programs (Adults, Dislocated Workers and Youth) for PY2014. The following summarizes the results of the monitoring review conducted at the Wilton CareerCenter.

I. WIA Adult and Dislocated Workers Program Review

Best Practices: The following activities were identified as good examples of leveraging resources, expanding partnerships to increase programs/services and increased efficiency and effectiveness:

- Integration of Services
  - The Wilton CareerCenter utilizes the specialized services of other partner programs to support its operations, thus not duplicating services that are already available and resulting in cost savings to the provider. A good example is the participant assessments with adult education (CASAS). They also work closely with MEOC and New Ventures to provide customers with workshop support. They have used businesses such as Barclay Cards to provide Job Search workshops.
  - Service delivery plans include coordinating employer outreach with other workforce or partner programs to minimize repetitive contacts; the Wilton CareerCenter is working closely with economic development. They take the lead to arrange employer visits where a group of 5 to 6 various workforce/partner programs visit to determine employment/growth needs. If a business calls directly, staff asks if they can include other partners.
• Business Relationships
  o Other special services are provided to the employer customer such as when staff are helping them with training costs, they also link them up with health services, AVCOG, Small Business Administration, TIFs, etc. if applicable.

• Program Design and Delivery
  o Staff has increasing provided dislocated workers and adult workers more soft skills and work experience opportunities that have assisted them with entering a new career or job opportunity. In the past, it was felt that the dislocated worker had the soft skills needed; however, if entering a new work environment, these needed skills vary. These opportunities have helped with increased job placement.

• Core Services
  o In addition to the regular Core Services provided, the Wilton CareerCenter has partnered with a local business, Barclay Card to provide Job Search workshop on employer expectations. MEOC also provides financial aid workshops for the CareerCenter customers interested in education. New Ventures (formally Women, Work and Community) also provided small business training at the CareerCenter.

Finding 1: Lack of IEP in a participant file:
Per Title 20; Chapter V; Part 663; Subpart B §663.245 – “The individual employment plan is an ongoing strategy jointly developed by the participant and the case manager that identifies the participant's employment goals, the appropriate achievement objectives, and the appropriate combination of services for the participant to achieve the employment goals” WIA requires every Adult and Dislocated Worker participant to have an IEP in their case file. A signed IEP documents that the participant and case manager both reviewed the IEP and a copy in the participant’s file provides evidence that this requirement has been met.

Required Action:
Western Maine Community Action (WMCA) must ensure that all participants receive an Individual Employment Plans (IEP) and it signed by both the participant and the case manager; and is updated accordingly. Case managers must be apprised of the requirement that IEPs and any revisions or amendments are signed and dated by both the participant and the case manager each time one is created or revised. Documentation that all staff has received this guidance and area aware of this requirement must be provided to resolve this finding.

Finding 2: Failing the Dislocated Worker Average Earnings performance measure:
The Dislocated Worker program in the Franklin County area failed to meet the required Average Earnings Common Measure during PY14. Per TEGL 17-05 meeting negotiated performance measures is a requirement and therefore if not met it is considered a “finding”, it is a significant finding because if such failure occurs three years in a row it is ground for sanctions up to and including reorganization of a local area.

Required Action:
WMCA must submit a comprehensive corrective action plan regarding steps that will be taken to address the Dislocated Worker Average Earnings performance measure failure.

II. Program Review of WIA Youth

Best Practices:
• The Youth Program has seen an increase in More Work Experience and private business involvement which has result in more job and education placements.
• A higher number of Out-of-School Youth have been served (200% above planned level), the staff is transitioning to the WIOA mandate of 75% funding for Out-of-School Youth.
• Above planned levels for the following Common Measures: Total Entering Employment (200%), Attainment of a
Finding 1: Failing the youth Literacy/Numeracy performance measure:
The youth programs in the Franklin County area failed to meet required gains in literacy and numeracy during PY14.

Required Action:
WMCA must submit a comprehensive corrective action plan regarding steps that will be taken to address the youth literacy/numeracy measure failure. The plan must detail how staff will work to ensure that youth who are enrolled in the program achieve the required gains. In addition, WMCA must ensure that staff has a strategy in place to transition participant caseloads during times of staff turnover.

The strategy to achieve required gains in literacy and numeracy must include staff development regarding: how to engage youth from the program start through to the completion of follow-up services, the use of incentives to reward youth for taking required post-tests, and ways to incorporate literacy/numeracy practice skills into each youth participant activity, particularly youth work experience.

I wish to thank you, the WIA Service Provider Manager, as well as the CareerCenter Manager, Patty Ladd and her staff for your cooperation and assistance over the course of this review.

Sincerely,

Jeffrey R. Sneddon

Cc: Patty Ladd, CareerCenter Manager
    Anita Dunham, BES CareerCenter Manager
    Ginny Carroll, BES Program Manager
    Tim Griffin, Performance & Accountability Program Manager
    Craig Nelson, Chair, CWMWDB
    Gary McGrane, Chair, CEO
### WMCA Youth Performance Data PY16-19

<table>
<thead>
<tr>
<th>PY 16</th>
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<tr>
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<td>71.43</td>
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<td>69</td>
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<td>Credential Attainment rate</td>
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<td>94%</td>
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<td>Employment 4th quarter after exit</td>
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<td>50.00%</td>
<td>57.69%</td>
<td>115%</td>
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Source: Maine JobLink
I, the Secretary of State of Maine, certify that according to the provisions of the Constitution and Laws of the State of Maine, the Department of the Secretary of State is the legal custodian of the Great Seal of the State of Maine which is hereunto affixed and of the reports of organization, amendment and dissolution of corporations and annual reports filed by the same.

I further certify that WESTERN MAINE COMMUNITY ACTION, INC., formerly FRANKLIN COUNTY COMMUNITY ACTION COUNCIL, INC. is a duly organized nonprofit corporation without capital stock under the laws of the State of Maine and that the date of incorporation is June 18, 1965.

I further certify that said nonprofit corporation has filed annual reports due to this Department, and that no action is now pending by or on behalf of the State of Maine to forfeit the charter and that according to the records in the Department of the Secretary of State, said nonprofit corporation is a legally existing nonprofit corporation in good standing under the laws of the State of Maine at the present time.

In testimony whereof, I have caused the Great Seal of the State of Maine to be hereunto affixed. Given under my hand at Augusta, Maine, this twenty-eighth day of May 2020.

Matthew Dunlap  
Secretary of State
THIRD AMENDMENT

to

Lease

between

RIVER VALLEY TECHNOLOGY CENTER

and

THE STATE OF MAINE
Department of Administrative & Financial Services
Bureau of General Services
on behalf of the
DEPARTMENT OF LABOR

This Lease was entered into on the 3rd day of April 2014, amended on the 17th day of February 2015 amended the 16th day of February 2016, and further amended this 13th day of January, 2017 by and between the River Valley Technology Center, whose address is 60 Lowell Street, Rumford, Maine 04276, for themselves, their heirs, executors, administrators, successors and assigns (hereinafter called the “Lessor”) and the State of Maine, Department of Administrative & Financial Services, Bureau of General Services, whose address is 77 State House Station, Augusta, Maine 04333 on behalf of the Department Of Labor (hereinafter called the “Department”) for approximately 250 square feet of interior space located within the River Valley Technology Center located at 60 Lowell Street, Rumford, Maine. 04276.

WHEREAS, the Lessor and Department desire to amend the Lease as set forth below.

NOW THEREFORE, for good and valuable consideration, it is hereby agreed that the following changes be made in the Lease, effective January 13th, 2017.

A. Defined Terms. Unless otherwise defined herein or unless the context clearly requires a different meaning, the capitalized words and phrases used herein shall have the same meanings ascribed to them in the Lease.

B. Amendment. The Lease is hereby amended as follows:

I. Section 3 TERMS of the Lease is hereby amended for the purpose of extending the initial term through April 30, 2018.
“3. TERMS: To use said above described room on a regular ongoing basis during the term beginning May 1, 2014 and ending on April 30, 2018.”

II. Section 6 RENTAL of the Lease is hereby amended for the purpose of extending the rent through April 30, 2018.

“6. RENTAL: YIELDING AND PAYING THEREFORE,

<table>
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<th>YEAR</th>
<th>S.F.</th>
<th>COST P.S.F.</th>
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<th>MONTHLY RENT</th>
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<td>250</td>
<td>$14.832</td>
<td>$3,708.00</td>
<td>$309.00</td>
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</table>

in arrears, in accordance with the State’s usual accounting procedures, commencing with the first month of occupancy as established by the provisions of paragraph 3.

III. Section 7 RENEWAL – No renewal terms remain in this Lease

C. Ratification of Lease. This Amendment shall be deemed to form a part of and shall be construed in connection with and as part of the Lease. Except as hereinbefore expressly amended, all of the other terms, covenants and conditions contained in the Lease shall continue to remain unchanged and in full force and effect and are hereby ratified and confirmed.

D. Binding Effect. Each of the provisions of this Amendment shall extend to and shall, as the case may require, bind or inure to the benefit not only of the Lessor and of the Department, but also of their respective permitted successors and assigns.

It is further agreed that all other provisions of the Lease shall remain in full force and effect.
In WITNESS WHEREOF, this THIRD AMENDMENT to the lease has been duly executed by the parties hereto as of the day and year first above written.

RIVER VALLEY TECHNOLOGY CENTER

Owner/Agent  

1/26/17  

Date

Then personally appeared the above named Richard Lorange whose title is Prr. Bsc and acknowledged the foregoing instrument to be his/her free act and deed.

Marlene C. Le  3/11/23  
Notary Public  
My Commission Expires  1-26-17  
Date

DEPARTMENT OF LABOR

Name  

2/15/17  

Date

Then personally appeared the above named Jeanne S. Paquette whose title is Commissioner of Dept. of Labor and acknowledged the foregoing instrument to be his free act and deed.

Sharon A. Thompson  10/28/2017  2/15/17  
Notary Public  
My Commission Expires  Date

DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES

BUREAU OF GENERAL SERVICES

William B. Leet  2-31-17  
Director, Leased Space  

Date

Then personally appeared the above named William B. Leet, Director of Leased Space and acknowledged the foregoing instrument to be his free act and deed.

Linda J. Stoba  My Commission Expires February 23, 2022  2/10/17  
Notary Public, State of Maine  
My Commission Expires  Date
RENTAL AGREEMENT
OXFORD HILLS CHAMBER OF COMMERCE
4 Western Avenue, South Paris, Maine 04281

Between the Oxford Hills Chamber of Commerce and Cool Treats for Charity & Short Folks for Hope Foundation
For office space located at 4 Western Avenue, South Paris, Maine.

- $250.00 per month to be paid on or around the first of each month.
- Utilities are included in the rental agreement.
- No changes are to be made to the physical office space, including painting of walls.
- Pictures must be hung with picture hangers only; the use of tape and nails on and in the walls is not permitted.
- Copier use is negotiable.

The term of this agreement is for twelve months: November 25, 2015 through November 24, 2016 (Open ended)

OHCC

Executive Director: John Williams/Oxford Hills Chamber of Commerce

Authorized Signature_____John Williams___________

Date_____11-30-15__________

LEASEE

Name of Company: The Career4 Center/Western Maine Community Action

Authorized Signature____________________________

Printed Name___Steven P. Johndro______________________________

Date___12-8-15__________
Athena Briggs
1597 Hill Rd, Canaan, Maine 04924
207-717-0251
Athena_Briggs@yahoo.com

My primary goal is to inspire others to be their best. I also want to be part of a team that offers me a stable and positive atmosphere, therefore transforming the work culture for the betterment of all parties concerned.

Education:

➢ University of Maine at Augusta/UCB, Bangor, Maine:
  o Bachelor of Science in Mental Health and Human Services, MHRT II, Substance Abuse Rehabilitation Technician, & Dean’s List Student.

➢ State of Maine, Augusta, Maine:
  o Leadership Development Certification.

➢ Allies, Bangor Maine:
  o Employment Specialist Training

Experience:

➢ WMCA: Employment and Training Specialist: 
  Jul 2018-current, Skowhegan, Lewiston ME

*Interpret and explain information such as eligibility requirements, application details, payment methods in regard to training, and applicants' legal rights. *Counsel customers re: employment, and training services. *Evaluate data to identify potential vocational problems and determine employment capabilities. *Compile, record, and evaluate personal and financial data to verify completeness and accuracy, and to determine eligibility status. *Monitor the payments of benefits throughout the duration of an enrollment.

➢ State of Maine: Career Center Consultant:
  Jun 2016-Jul 2018, Skowhegan, Wilton, Lewiston ME

*Organize and conduct workshops. *Counsel customers re: employment, training and self-employment services. *Develop and facilitate recruitment strategies and job development services. *Evaluate data to identify vocational problems and determine employment capabilities.

➢ State of Maine: Aspire Specialist:
  Jan 2012 - Jun 2016, Bangor & Skowhegan ME

*Interviewed welfare recipients to explain ASPIRE program. *Assessed participant’s employment, training, & work history; training interests and aptitudes; social service needs and motivation to develop individualized employability plans. *Monitored and controlled disbursement of contract funds/budget in order to ensure funds are spent on needed services *Advocated for participants with community agencies and employers in order to assist participants. *Represented the Department at adjudication hearings. *Completed administrative reports and records to document participant progress.

➢ State of Maine: Family Independence Specialist:
  Nov 2009-Jan 2012, Skowhegan ME

*Interviewed applicants to determine eligibility for family independence programs. *Detected and resolved discrepancies in facts, data, and information provided or revealed. *Addressed participant concerns, & complaints. *Referred clients to various programs in order to assist in obtaining needed and appropriate services/resources. *Identified possible overpayments. *Represented the Department at fair hearings and fraud hearings. *Additional duties: Processed Transitional MaineCare reports. Assisted Overpayment Specialist. Reviewed problem cases to solve.

➢ Allies Inc: Employment/Assessment Specialist: 
  *2005- Nov 2009, Bangor, ME

*Monitored, evaluated, and recorded client progress with respect to treatment goals. *Interviewed clients, reviewed records, conducted assessments, &/or conferred with other professionals to evaluate the mental or physical condition of clients *Assisted clients in adhering to treatment plans, such as setting up appointments, arranging for transportation to appointments, or providing support. *Established and maintained relationships with other agencies and organizations in community to meet community needs and to ensure that services are not duplicated.
Cathy S. Stairs  
74 Gamage Avenue, Auburn, Maine 04210  
207-740-3531  CathyStairs@aol.com

Over 22 years professional experience providing quality service and support to individuals in a social service setting. Outstanding leadership, problem solving, and organizational abilities with extensive experience in client based services, supporting self-advocacy, education and training.

**Highlight of Qualifications**

- Able to use critical thinking/independent decision making skills to monitor needs, advocate, problem solve, provide resources and determine resolutions to person centered needs while at the same time following policy/procedure and financial guidelines of programs and services
- Personable and effective communication skills with people from all economic levels, age groups and cultures
- Skilled with computerized record keeping database and widely used programs
- Ability and enjoyment in building and maintaining professional network of helping agencies and resources

**Relevant Experience**

- Coordinated home care services following policy and procedures for three home based service programs
- Reviewed and evaluated assessments and information to verify eligibility and services authorized, as well as request assessments, when determined necessary, to meet changes in needs.
- Maintained database and provided input to software program changes for increased suitability to agency needs, often assisting other team members with learning new programs
- Completed home visits as needed/required to monitor needs and services
- Engaged in team approach for coverage, problem solving, and offering possible solutions to challenging cases for new and experienced team members

**Employment History**

Western Maine Community Action, 10/2012 - Present, Lewiston Maine- Employment and Training Specialist  
Elder Independence of Maine, 01/1998 - 08/2012, Lewiston, Maine- Care Coordinator  
United Way of Androscoggin County, June-November 1997, Lewiston, Maine, Intern

**Education**

Licensed Social Worker, 2000  
B.A., Social and Behavioral Sciences/Management and Organizational Studies University of Southern Maine, Portland, Maine, Cum Laude, 1998  
Gerontology Certificate, University of Maine at Augusta, 1996  
Certificates/training in: Aging Sensitivity, Medical Terminology, Chronic Care Professional, Motivational Interviewing
Licensed Social Worker since 2003 (license # LS2087) focusing on case management/plan implementation in the field of employment and training. Strengths include psychosocial assessment, group facilitation, various assessment/test administrations and interpretations. Concentration on matching appropriate training and employment candidates, consistent with clients’ values, abilities, interests and needs. Business services focusing on hiring needs, retention, resources, recruitment, appropriate referrals and developing a work ready workforce. Able to travel and work a varied work week including holidays and weekends. Proven ability to consistently produce quality work and exceptional attention to detail.

WORK EXPERIENCE:
 Employment, Training and Business Service Representative, Western Maine Community Action, Lewiston, ME 12/85- present
- Agency representative furnishing related program and service information
- Developed group and individual training course curriculums in employment search
- Assessment of clients via interviewing and administration of various test and group activities
- Providing businesses with trained job seekers; assisting with resolution of work-related issues
- Making referrals to outside agencies as appropriate while developing contact point relationships and accompanying clients as appropriate to advocate on their behalf
- Certifying participants according to eligibility guidelines; intake completion

Counseling Coordinator, Workforce Development Center, Lewiston, ME 7/89-7/96
- Conducted supervisory functions related to the employment counseling department
- Provided direct daily supervision to employment counselors managing workflow of appropriate ratio
- Facilitated regular meetings to furnish fiscal program information; communicate changes and needs
- Recruiter and agency liaison for regular business/job seeker projects in Androscoggin County
- Scheduled monthly staff activities in a manageable and timely fashion ensuring quality customer service
- Assisted supervisor in decision making regarding procedure, policy and office mechanics

COMMITTEE MEMBERSHIPS:
 CareerCenter Safety Committee
 WMCA Safety & WMCA Wellness Committees

TRAININGS:
Psychosocial Assessment, State of Maine DHHS 11/2016
Business U, Maximizing Business Engagement 10/2017
Motivation Interviewing for Health and Wellness, Stephen Andrew 7/2015
Managing a Business Listing on Google, Androscoggin Chamber of Commerce 7/2015
Effective Safety Committees, Sue Mackey Andrews 11/2014
Suicide Prevention Gatekeeper, Lewiston DHHS 4/2013
Ethics for Mental Health Professionals, Ce4less.com 2/2013
Verbal Judo, Portland Police Department 4/2012
Intro to Excel, Lewiston Adult Education 7/2011
Managing the Change Curve, CMCC 11/2010

EDUCATION:
Bachelor of Science, Major: Social Work, Mercy College, Dobbs Ferry, N.Y. 6/1983
CHRISTINA KING
20 Rejane Avenue
Lewiston, ME 04240
cking@wmca.org
(207) 753-9096 (Office)

OBJECTIVE
Conscientious professional seeking to contribute to the growth and vitality of my local community through the delivery of high-quality workforce development services

HIGHLIGHT OF ACCOMPLISHMENTS
- Self-motivated employee with twenty-five years of professional office experience
- Firm understanding of Federal Workforce Innovation Opportunity Act (WIOA) policies and eligibility requirements
- Successful implementation of On-the-Job Training (OJT) and Work Experience contracts
- Effectively works with educators, business and community partners, WMCA colleagues and clients
- Proven ability to work timely, accurately and with flexibility in order to address overall project goals and or individual client needs

WORK EXPERIENCE
Western Maine Community Action
Regional Employer Assistance Point
Feb. 2016 to Present
Lewiston, ME
- Collaborates with a team of Employment & Training Specialists to ensure the timely and appropriate distribution of WIOA training funds
- Acts as project lead for employer driven projects covering five counties. This involves attending planning meetings with training, employer and community partners, developing and distributing marking materials for client recruitment, creating orientation packets and attending orientation, creating spreadsheets, tracking application activity, planning and participating in selection interviews, and answering basic questions from staff and partners in the 5-county area
- Establishes and maintains working partnerships with business affiliates. This includes introductory meetings, assistance with MJLA (Maine JobLink) registration and Business Applications, creating Work Experience and OJT contracts, completing related paperwork and sustaining on-going communication
- Assists the Bureau of Employment Services with job fairs in Franklin, Oxford and Androscoggin Counties and encourages community integration by participating in events such as the Oxford High School Career Fair, Farmington Provider Meeting and Androscoggin Business to Business Trade Show.
- Established and maintains the on-going monthly project calendar
- Conducts interviews and assessments of potential training candidates for financial eligibility and training suitability, and makes appropriate recommendations for program enrollment
- Performs client intake and enrollment by gathering and verifying data and entering the data into the MJLA computer system
- Maintains a client case load which includes enrolling clients in MJLA, completing paperwork for files, assisting with supportive services as necessary, meeting with clients throughout their training and tracking post training outcomes
- Assists customers with basic career services in the Information Center by delivering excellent service in areas such as career counseling, job search, labor market information and resume creation
Tri-County Mental Health
Children’s Case Manager
Lewiston, ME
October 2015-February 2016
- Conducted in-home psychosocial assessments by reviewing previous and current behavioral health, medical, social, material and emotional needs
- Completed Assessments, Treatment Plans, Progress Notes, Confidentiality Waivers and prior authorization paperwork within the required State regulated timeframes
- Maintained tact and diplomacy in sensitive situations while upholding strict confidentiality

Health Affiliates Maine
Adult Case Manager
Auburn, ME
February-June 2015
- Provided symptom management support to clients while out in the community
- Advocated with and for clients in order to access community services
- Conducted in-home client Level of Care Utilization System (LOCUS) and psychosocial assessments by reviewing previous and current behavioral health, medical, social, material and emotional needs

City of Auburn
Executive Assistant
Auburn, ME
January 2008-April 2010
- Interviewed and assessed applicants for general assistance, gathered pertinent information and made accurate recommendations for program benefits
- Compiled monthly summaries from the department directors to create one cohesive document for the public report of the City Manager
- Received and documented citizen concerns, identified the appropriate avenue for investigation and followed through to ensure the problem was properly addressed

Richardson Hollow Associates, Inc.
Executive Assistant
Lewiston, ME
March 2001-October 2007
- Responsible for company-wide marketing utilizing a wide variety of mediums including newspapers, internet, radio and television. This included but was not limited to: creating and updating brochures, internet postings, written advertisements, radio and television spots, and press releases
- Acted as the company liaison at job fairs, trade shows and networking events
- Collaborated with team members to research, develop and implement two small businesses: Manic Designs, a coffee shop/café, and Classy Lady, a non-profit retail store
- Collaborated with executive officers by managing external communications, making travel arrangements and recording meeting minutes
- Direct supervision for three full time employees
- Utilized all Microsoft applications: Word, PowerPoint, Outlook, Publisher, Access and Excel

EDUCATION

University of Southern Maine, Lewiston, ME
BA, Social & Behavioral Sciences, 2014
Counseling minor: MHRT-C; GPA 4.0
James E. Trundy  
171 Paris Road  
Hebron, Maine 04238  
(207) 966-2913

Qualifications Summary:

Employment and Training Professional with 43 years of experience with State and Federally funded programs, including 38 years in management of these programs.

Work History

April 2018  
Western Maine Community Action Inc. Church St. E. Wilton, Me.  
To Present  
Interim Executive Director

Responsible for the management of a Community Action Agency providing services in 5 Counties. Providing overall leadership of WMCA and the implementation of its mission and goals through strategic initiatives that affect the organization's capacity to advocate for clients and deliver effective services. Cultivates relationships with staff, the Board of Directors, donors, local and federal leaders and the community at large. Provides general oversight of all Agency activities including financials, policies and procedures, professional standards, management responsibilities and service excellence. Creates a positive work environment for staff and volunteers. Charged with creating a lasting partnership with a community partner to strengthen the financial and programmatic stability of both organizations.

1981 to Present  
Western Maine Community Action Inc. Church St. E. Wilton, Me.  
Program Operations Manager

Responsible for management of Employment and Training Program for five Counties (Androscoggin, Oxford, Franklin, Kennebec, and Somerset). Develop and modify contracts. Monitor programs for compliance and develop corrective action strategies when needed. Prepare, monitor and administer program budgets averaging $1.9 to $2.5 million. Directly supervise 1 Site Manager and responsibility for 11 direct service staff in local CareerCenters.

1991 to Present  
Stephens Memorial Hospital Main St. Norway, Maine  
Emergency Medical Technician/Shift Supervisor

Supervise daily activities of staff on duty. Ensure appropriate level of staffing. Resolve staff issues. Respond to medical emergencies and provide care to the sick and injured. Complete necessary paperwork. Fill in for Director in his absence.
1976 to 1981 Androscoggin Comprehensive Training Program Lewiston, Maine  
Training Coordinator
Negotiate, implement and monitor training contracts. Develop, implement and monitor employability plans for participants. Train and supervise staff, coordinate training activities. Review and approve training plans. Prepare, administer and monitor program budget, review spending reports. Develop corrective action plans as needed.

Education

University of Southern Maine B.A. granted in 1986
Major: Criminal Justice
University of Maine at Bangor A.A. granted in 1973
Major: Law Enforcement
Joanne Caron  
68 West Dartmouth Street, Auburn, ME 04210   (207) 212-8627   Jecaron2@gmail.com

*Dependable and Self-motivated individual with 10+ years of administrative/banking support experience. Detail oriented with strong problem-solving skills. Ability to work under pressure and multi-task while providing excellent customer service.*

*SaviLinx*  
Brunswick, ME  
**Customer Service Level II**  
10/2019 to 12/2019

*TD Bank N.A.*  
Auburn, ME  
**Mortgage Lending Professional**  
10/2014 to 5/2019  
- Analyzed applicants' financial status, credit, and property evaluations to determine feasibility of granting loans  
- Obtained and compiled copies of loan applicants credit histories, corporate financial statements, and other financial information  
- Explained to customers the different types of loans and credit options that are available, as well as the terms of those services  
- Worked with clients to identify their financial goals and to find ways of reaching those goals

**Banking Specialist II**  
12/2013 to 10/2014  
- Responded to changes in organizational needs in a positive and professional manner, performing other tasks as needed  
- Referred non-standard requests or issues to a supervisor or specialist for assistance as needed  
- Provided backup for other administrative positions and performed member account maintenance

*Advantage Sales & Marketing*  
Lewiston, ME  
**Direct Sales & Marketing**  
6/2005 to 12/2013  
- Worked independently as my reporting Manager was based in New York  
- Built an efficient team of employees by taking an active involvement in their training & development  
- Direct responsibility to call upon stores to set and sell displays

**Education:**  

**HS Diploma**  
Mount Ararat  
Topsham, ME  

**Notary Public**  
State licensed Instructor-Cosmetology/Aesthetics
PROFESSIONAL SUMMARY:
During my career in Community Health Education I’ve gained varied knowledge of community resources and services to foster independence for person’s served. It has been with the intention of improving the quality of life in our rural area while empowering residents to effectively advocate for themselves.

EDUCATION:
University of Maine, Farmington, ME ~ Bachelor of Science, Community Health Education (May 2011)
Minor in Nutrition ~ Dean’s List 2011, GPA 3.8

Master’s Student of Communication New Media and Marketing Concentration (October 2019)

PROFESSIONAL EXPERIENCE
Western Maine Community Action, East Wilton ME ~ Employment and Training Specialist (May 2019 ~ Present)
- Serves as the primary liaison to employers and other community groups.
- Identifies and recruits the long term unemployed and diversified populations.
- Fosters a close partnership with the Workforce Investment Act (WIA) local workforce board directors and service providers.
- Maintains up to date employment search strategies and placement techniques.
- Collaborates with workforce partners to organize and coordinate employer driven employment projects.
- MCCA (Maine College and Career Access) Hub #4 Coordinator.
  - Serve as a link and liaison to better connect the Hub programs to one another, to the eight outlying school districts of Somerset/Franklin Counties, and to other community partners.

Western Maine Behavioral Health, Wilton ME ~ Program and Training Manager (May 2018 ~ March 2019)
- Emerging leadership skills and the ability to develop and oversee staff. Currently enrolled in a Leadership Symposium via Thomas College.
- Ability to successfully plan, manage and evaluate social services programs.
- Certified Mandt (a de-escalation curriculum) instructor, Certified Behavioral Health Professional Trainer, Certified First Aid and CPR Trainer.
- Developed and facilitated contract required Orientation Program.
- Demonstrated ability to establish and maintain effective, collaborative working relationships with stakeholder groups; including University of Maine at Augusta Human Services Department, University of Farmington and the Franklin County Resource Collaborative.
- Ensured service enrollment and monitors an active wait list by supporting recruitment efforts to maintain full enrollment including children with disabilities.
- Exhibited effective communication with timely and concise information to others both orally and in writing; encourages open expression of ideas and opinions and listens effectively, transmitting information accurately and understandably; actively seeks constructive feedback.
- Develop, market and coordinate internal and external continuing education opportunities.

Evergreen Behavioral Services, Farmington ME ~ Children’s Behavioral Health Home Coordinator (July 2016 ~ May 2018)
- Provides all aspects of community support services for clients with severe and disabling mental illness to include case management, outreach, and assistance in meeting basic needs, direct skill teaching assistance, consultation, education, advocacy, and supportive counseling.
- Community support functions include developing service agreements, participating in hospital discharge meetings, providing personal support to clients, and participation in crisis intervention and resolution.
Provides services through integration of social, support, chemical dependency, and emergency mental health services serving people with substance abuse issues, mental retardation, and dual diagnosis.

- Provides timely and accurate documentation of service delivery including psycho/bio/social assessment, appropriate forms and paperwork towards the transfer of a client, and accurate billing information.
- Coordinates monthly team meeting trainings (specific BHH training inc. OCFS, FCCTF, NAMI, HCC, OADS, DOE, TCMHS, United Way, SAPRES).
- KPI (Key Performance Indicators initiative) coordination/feedback/ongoing collaboration with other staff with connection to staff engagement.
- Collaborates with Maine Health talent acquisition provider for staff recruitment.

**Tri County Mental Health, Farmington, ME ~ Children’s Case Manager (December 2012 ~ July 2016)**

- Participates as a team member in the evaluation and assessment of the strengths and needs of the consumer served
- Assist parents in becoming advocates for their children; assists consumers in learning to advocate for themselves
- Assures that the confidentiality and the rights of consumers are protected as delineated in applicable standards, policies, and procedures, and supports the consumer’s right to make decisions related to his/her plan of care
- Completes and submits accurate, neat, and legible records, logs, forms, and reports in a timely manner and according to policies and procedures
- Represents the agency in a professional manner by demonstrating a professional attitude and presentation, sound judgment, and continuity in interactions with others in the community
- Maintains and utilizes knowledge of community resources and accessibility
- Ability to function in a team setting to ensure continuity of care

**Personal Interest:**

I’m currently an active member of the Farmington Rotary; supporting community initiatives and establishing stakeholder relationships.
Summary of Qualifications:
More than 15 years experience in public service and customer service positions. An articulate communicator who is skilled in quickly engaging team members and clients, establishing rapport and developing relationships.

Work History:
Maine Bureau of Motor Vehicles
Customer Service Representative
August, 2019 - Present
- Answered patient’s inquiries about the new Maine Real ID
- Issue and renew licenses
- Processed vehicle registrations

L.L. Bean
Order Representative
November, 2018 - January, 2019 Seasonal
- Process retail orders over the phone
- Answer product questions from customers

Androscoggin Valley Council of Governments
Administrative Assistant
September, 2017 - October, 2018
- Document management and retrieval
- Maintained municipality database
- Scheduled meetings and transcribed committee meeting minutes
- Posted meetings, agenda and meeting minutes on organization’s website
- Bulk mailing preparation and special mailings

Western Maine Community Action
Wilton, ME
Healthcare Navigator
September, 2016 – June, 2017
- Educated enrollees on healthcare insurance literacy through a grant position
- Created and submitted federal reports on enrollments
- Provided and assisted consumers in understanding and enrolling in the Healthcare Marketplace and MaineCare
- Conducted community outreach
Northeast Technical Institute  
Scarborough, ME  
Campus Coordinator/Student Services - Lewiston Campus  
October, 2015 – August , 2016  
• Operated, maintained and organized an accredited technical career training campus  
• Managed and mentored faculty while maintaining high levels of student support  
• Competently performed admissions functions through initial interviews, testing, financial aid and enrollment  
• Guided and supported matriculating students through counseling, academic support and providing resources for job placement  
• Meticulously maintained all records as required by accrediting agency  

Western Maine Community Action  
Lewiston, ME  
Career Counselor  
January 2001- September, 2015  
• Professionally counseled laid off workers and those in career transition through intensive one on one and group career training sessions  
• Facilitated interactive workshops on, labor market information, job preparedness, education and career exploration  
• Provided comprehensive support to participants in a variety of federal and state retraining programs: WIA, CSSP, TAA and Employer Projects  
• Adhered to all federal regulations in file and case management maintenance  
• Worked collaboratively with other agencies in providing training and documentation support  

Education:  
University of Maine  
Orono, ME  
Graduated: 1991  
Bachelors of Arts
EMPLOYMENT SUPPORT PROFESSIONAL

Licensed Social Worker (LSW) with the State of Maine. Self-motivated individual with over thirty years of experience in employment related case management. Detail oriented with strong organizational and communication skills. Extensive knowledge of community partners and resources, resulting in positive collaborative outcomes.

PROFESSIONAL EXPERIENCE

Western Maine Community Action East Wilton, ME
Employment Counselor 1988 to present

- Counsel individuals to assist with understanding personal strengths and overcoming barriers as related to employment goals.
- Confer with parents, guardians, educators, and other professionals to determine best practice in determining individual’s action plan.
- Evaluate individual’s abilities, interests, and personality characteristics via skills and interest inventories.
- Develop and maintain relationships with area employers for utilization as potential work sites for participant placement.
- Monitor and record participants progress and needs to ensure that that goals and objectives are addressed and met.
- Facilitate work readiness workshops on site and in the community as requested.
- Accurately enter data regarding participants case management information into Maine Job Link for progress updates and data validation.

COMMUNITY AFFILIATIONS

- Member of Auburn Youth Internship Focus Group
- Community Youth Services Board
- Region 10 Technical School Youth Advisory Board
- State Workforce Investment Board (SWIB) Younger Workers Committee
- Auburn Public Library Capitol Campaign Committee and Corporator
- Focus Group Member of the ELHS Mass Learning Initiative
- Volunteer and Capitol Campaign Committee for Greater Androscoggin Humane Society
- Dempsey Challenge Volunteer

EDUCATION

University of Maine at Orono Orono, ME
Major-Psychology
Career Goal: To facilitate life-long learning for myself and others in an educational setting or office environment.

Qualifications/Skills:
- Valid State of Maine Ed Tech III
- Teaching Certification K-8, Sp. Ed. K 1-2 working on updating
- National Career & Workforce Development Facilitator Certificate
- Valid State of Maine Notary Public
- Facilitator of workshops (resume, cover letters, net-working etc.)
- Administer of General Aptitude Battery Test & Test of Adult Basic Ed.
- Case manager of 50 – 125 clients
- Ability to assess an individual’s needs for training
- Knowledge of resources in the community/state
- Train the Trainer: Entrepreneur, Career Kit
- Ability to meet deadlines and maintain confidentiality
- Strong oral and written communication skills
- Knowledge of personal computers
- Ability to read, understand and interpret
- Ability to operate office equipment

Work History:

Title: Transitional Coordinator
Region 9 Adult Ed
Duties: Prepare students for work or college one on one or in small groups
377 River Rd
Mexico, Maine 04257
11/27/17 - present

Title: Employment Counselor
Western Maine Community Action
Duties: Provide assessment and direction for customers who want new careers.
P.O. Box 200
Share knowledge of resources with them.
East Wilton, Maine
Case manage and do data entry. As well as other duties related to serving the customers finding employment.
8/89-10/31/17
March 1989-June 1989

Teacher Assistant for Special Education at SAD # 43
Duties: Worked with regular education and special education teachers to develop and implement a program to meet the needs of two behavioral students so they could move beyond 8th grade. I monitored their behavior while they were mainstreamed back into regular classes and implemented changes as needed. I instructed students with regular daily assignments if they were in school detention.

June 1988-Nov 1988
Job Site Supervisor with Creative Works System (Lewiston site) Employment for the mentally ill
Duties: Responsible for client job performance and completion of tasks. Evaluated their strengths and weaknesses in work habits and attitude. Instructed clients on new behaviors that would prepare them for permanent part time or fulltime employment.

Dec 1982-June 1988
Assistant for Special Education Teacher for the Severe and Profound
Duties: Varied from year to year. Performed sign language, P.T. and O.T. follow up activities. Used RADEA program in severe and profound room. I worked in the high school, middle school and elementary resource rooms instructing one on one or small groups. I worked with all disabilities from aphasic and T.M.R. students, those with CP, and other physical disabilities.

Education:

B.S. Elementary ED
Special Ed K-12
L.D, EMR, TMR, ED

University of Maine at Farmington
Farmington, Maine 04938

Diploma

Telstar High School
Bethel, Maine 04217
Monica M. Millhime
235 Newell Brook Road, Durham, ME 04222
millhime@myfairpoint.net
Phone: 207.713.7045
https://www.linkedin.com/in/monicamillhime/

Employment & Training / Community Resources / Corporate Management
Highly motivated, resource-savvy professional with over 15 years’ experience in fast-paced business and academic environments. Extensive experience supporting corporate department chairs, and supervising staff. Academic support provided to district-wide administrators, staff, parents and students in grades pre-kindergarten, through grade 12 including alternative and special education areas, with confidential, time-sensitive projects. Public relations, marketing, training and project coordination with government agency. Exceptional analytical ability and talent for managing information and initiating problem solving abilities. Proficient in:

- Project Coordination
- Volunteer Recruitment
- Media / Community Relations
- Microsoft Office Suite / Data Management
- Event Planning / Graphic Designs
- Grant Writing / Budgeting

“Monica brings a “can do” attitude to any task she is given. Her enthusiasm and appreciation are reflected in her interactions with customers and co-workers. She is a self-starter who is quick to figure out the priorities and organize her time to meet the necessary objectives. However, she is also able to readjust at a moment’s notice. I value her professionalism and ethics and am glad of the opportunity to have her as part of my staff.”

— Patti Saarinen – Program Site Coordinator, WMCA – Lewiston CareerCenter

Experience
2019 - Present: Regional Employer Assistant Point, Lewiston CareerCenter
Business liaison with academy training partners and employers. Provides Agency marketing and social media posts.

2015 - 2019: Employment & Training Associate, Lewiston CareerCenter
Provides employment and training opportunities for customers through employment driven projects and goals. Provides job seekers with information on employment opportunities. Maintains database overviews, postings training projects, marketing, and social media coordination.

2015: Substitute Teacher, RSU5, Freeport - Pownal - Durham
Advanced classroom management and support teaching students in one or more subjects in public schools at the elementary, middle or high school level.

2002 – 2015: Community Resource Coordinator, Lisbon School Department
Advanced administrative support to superintendent, building administrators, teachers, parents and students. District-wide liaison with parent groups, community partners and media outlets.

Coordination/Management
- Coordinated the recruitment, training and retention of district-wide volunteer force.
- Streamlined proposal development process, resulting in record number of volunteers throughout school district with community partners, parents and students grades 5 through 12.

Advanced Administrative Support
- Planned and assembled materials for school committee meetings and district-wide special events.
- Created volunteer tracking system using Microsoft Excel for National Presidential Volunteer Service Awards.
- Led projects to streamline grant applications and organized grant awards, schedules, budgets and facilitation.

1999 - 2002: Diversification Products / Sun Journal Newspapers
Val Pak of Maine Dealer; Vice-President Marketing/Sales for development of online storage backup, statewide direct mail franchise, Internet offerings, and single slip-sheet program.

2002 - 1996: Sun Journal Newspaper Management
Department Head responsible for fiscal budgets; New Media Director for retail, classified and ad design projects; Advertising Manager facilitated contract negotiations throughout New England with major clients; supervised 30 sales and office personnel; devised new product offerings and provided support training and implementation.

Education
Associate Degree, Education – Presidential Honors, Phi Theta Kappa, GPA 3.948
Central Maine Community College, 2010 / University of Maine L-A

Professional Associations
L-A Rotary, President 2017-18; Junior Achievement; Chamber; BNI; New England Newspaper Advertising Executives
PATI SAAFINEN

31 Elm Street, Norway, Maine 04268, (207) 743-7110, (207) 578-2387, psaarinem@wmca.org

Qualification Highlights

Strong ability to analyze information, evaluate returns and choose the best solution to solve problems. Knowledgeable in strategic planning for the coordination of people and resources in order to maximize funding. Aptitude for project logistics: moving an idea to an outcome. Experienced at getting group members to work together to accomplish tasks. Able to develop specific goals and plans to prioritize, organize, and accomplish work. A comprehensive background in state and federal employment and training programs including assessment, case management, supervision, and planning.

Areas of Experience

Leadership and Supervision

• Management through coaching verses autocratic; many favorable comments from staff on leadership style,
• Evaluation of staff; assisted in the development of evaluation tools
• Policy development – draft policies for Local Workforce Development Board, and local CareerCenter information center
• Review policies and recommend changes and clarification (for Workforce Innovation and Opportunity Act)
• Work in office with multiple partners, provide leadership presence to all; seen as the “go to” person for a variety of topics
• Public speaking, agency representative on a variety of state committees – often requested to participate on committees

Project Development and Logistics

• Worked with a wide range of community partners in the development of employer driven training projects in health care, manufacturing, construction, customer service, and office skills.
• Responsible for planning all phases including marketing/recruitment, pre-screening, assessment, selection, enrollment, training, and placement
• Developed an outline that is used throughout the state for similar projects
• Allocated staff and program resources in order to meet project objectives

Case Management and Customer Service

• Develop approaches for handling diverse customer base; difficult customers
• Able to communicate complex information in a way that is understood by others
• Developed On-the-Job-Training, Work Experience, and Work Ready contracts
• Conducted customer interviews to determine appropriateness for federal and state programs
• Administered and interpreted interest and aptitude assessments
Program Site Coordinator: Current position and one that I have held for thirty years.

- Oversee and direct the daily operations of the job training programs governed by the Workforce Innovation and Opportunity Act (WIOA), Title IB in 5-counties.
- Supervise and train staff that perform employment facilitation, placement, eligibility determination and informational center functions.
- Developed standard operating procedure manuals for staff training
- Approve support service and training requests for participants.
- Prioritize all tasks associated with the delivery of services from multiple funding titles.
- Review and approve all training and support requests for WIOA customers.
- Work closely with partnering agencies to coordinate customer services and employer driven training projects leading to a new approach in service delivery.
- Work with Local Workforce Development Board in the development of policies and programming; wrote policy for customized training.
- Serve as a representative on state and local committees regarding WIOA policies and training.

Service Representative III (Case Manager): Position held for eight years.

- Administered and evaluated information on interests, aptitudes and personality characteristics of job seekers.
- Conducted employment and career decision-making workshops.
- Assisted customers in determining educational and vocational objectives.
- Guided people in overcoming personal and social problems.
- Researched labor market information and trends. Worked with community agencies.
- Promoted to Program Site Coordinator.

EDUCATION

Career and Workforce Professional Certification Course

University of Maine at Augusta, Augusta, ME Course: Personnel Management

University of Maine at Farmington, Farmington, ME, B.S. Degree in Rehabilitation Work, Minor: Psychology
Raymond E. Potvin  
31 Elm Street, Norway, Maine 04268  
(207) 743-7110 or (207) 578-2387  
rayepotvin@gmail.com

Summary of Qualifications

- 40+ years experience working in job training programs
- Personable and comfortable communicating with and assisting people from all backgrounds
- Proven ability to work with the business community
- Broad knowledge of community-based resources and programs
- Self-directed and able to make independent decisions

Experience

Western Maine Community Action, Inc., East Wilton, ME

Career Center Associate 05/2009 – Present
Assist Service Rep III youth case manager with 6 summer youth projects
- Initial processing of vouchers for all employment & training billing in a 5-county area
- Follow-up with business vendors to clarify payment and billing issues
- Review for errors and work with staff to correct before payment
- Data enter case notes for all customer billing
- Work with business service staff to promote job fairs and other CareerCenter events
- Maintain filing system for all separated case files

Managed and prioritized all work associated with multiple funding titles including the Workforce Investment Act
- Supervised staff serving youth and adults in Oxford and Franklin counties
- Correlated duties of WIA programs with partners in the CareerCenters i.e., Labor Exchange, Rehab Services, ABLE, Community Action, Community College, Chamber of Commerce and Growth Councils
- Served as a liaison to private industry advising them of services offered through the CareerCenters and on policies and procedures
- Supervised and trained all job development staff in the tri-county area. Reviewed and approved all on-the-job training and try-out employment contracts
- Created on-the-job opportunities leading to unsubsidized employment for job training participants

Oxford County Community Services, South Paris, ME

Counselor/Job Developer 01/1977 – 09/1981
- Managed a caseload of 75 – 100 unemployed people
- Job developed, assessed, counseled and placed customers in all types of training and educational opportunities
- Met with staff to discuss rules, regulations and work related issues
- Assisted participants with daily activities in a supported environment

Education

Global Career Development Facilitator Course

University of Maine at Augusta, Augusta, ME, Course: Personnel and Human Resource Management

Central Maine Community College, Auburn, ME
Courses: Business Law for the Small Business Owner, Fundamentals of Supervision and Management, Construction Management

Oxford Hills/Buckfield Adult & Community Education, South Paris, ME
Courses: Keyboarding; Computers for Beginners; Computers Plus

Lewiston Adult Education, Lewiston, ME, Courses: Basic I & II and Intermediate Woodworking
A creative and dynamic professional with a robust background in libraries and workforce development, with a Master’s in Library and Information Sciences, seeks a full-time position with an institution that is dedicated to progressive programming and inspiring life-long learning.

**Employment History**

**Training and Career Specialist**, July 2018 – Current
Western Maine Community Action, 45 Commerce Drive, Augusta, ME (207) 753-9032
Duties included:
- Fostering community relations for workforce collaborations
- Monitoring operating budget and funding guidelines
- Assessing clients’ academic level, aptitude, interests and barriers
- Monitoring and documenting progress of programs to ensure that goals and objectives are met
- Develop and present assessment and employment related workshops

**Reference Librarian**, July 2017 – January 2018
Lithgow Library, Augusta, ME (914) 738-1234
Duties included:
- Collection management using integrated software management system
- Collection development, providing reference and readers’ advisory
- Supervising circulation staff and inter-library loan process
- Providing technological assistance for patrons and programs
- Planning, implementing and promoting a broad range of community programming

**Children’s Librarian**, February 2017 – July 2017
The Field Library, Peekskill, NY (914) 737-1212
Duties include:
- Collection development, providing reference and readers’ advisory
- Managing collections using digital management systems
- Planning, implementing and promoting family-oriented programs
- Fostering community partnerships

New Rochelle Public Library, New Rochelle, NY (914) 632-7878
Duties included:
- Assisting patrons in the vocational training and occupation collection
- Providing technological assistance for patrons and programs
- Providing reference and readers' advisory
- Managing collections using digital management systems
**Education**
Queens College, CUNY, Master’s in Library and Information Studies – Graduated, January 2014
Coursework included:
- providing literacy education using integrated technology
- identifying stakeholders and facilitating institutional policy
- providing reference, readers’ advisory, and collection development
- designing community programming and utilizing emerging technologies

University of Southern Maine, Bachelor of Arts – May 2007.

**Membership**
- American Library Association (ALA)
- Association for Library Service to Children (ALSC)
- Maine Audubon Society

**Civic Engagement**
- Many and One Theater Project, Visible Communities, Lewiston, ME.
- Nutritional Education Program, Head Start, Lewiston, ME.
- Capital Area New Mainers Project
Summary:
I am seeking a dynamic position that will utilize my twenty years of administrative expertise while at the same time, allowing me to grow professionally. I recently relocated to Lewiston from Scarborough.

Experience:

October 2019-Present:  
CC Specialist, Grand Rounds thru (ProSearch)  
Helped patients find top tier providers that fit the specific needs they have.

May 2007-October 2019: Manager of Office Operations, HomePartners, LLC  
Manage all day-to-day operations in the office  
Bookkeeping in automated accounting system; including accounts payable, accounts receivable, account reconciliation, bi-weekly in-house payroll processing for 30-50 staff, internal controls associated with organizational assets and interface with the accountant on an as-needed basis.  
Coordinate scheduling for 30-50 caregivers and the 30-50 clients  
Organize staff meetings/ trainings.  
Prioritize and respond to all incoming inquiries including client inquiries, caregiver inquiries and working with the general public.

May 2007-present:  
Caregiver, HomePartners, LLC  
Provide care for Elderly clients by assisting them with their activities of daily living, including but not limited to: spending quality time with the clients, routinely ensuring they take their medication, meal preparation, transporting them to their scheduled appointments/general errands, light housekeeping and assist them with dressing/showering etc.

October 2010-Present:  
Sales Associate, J.C. Penney  
Cross-trained and flexible to cover all departments including catalog, cash room and jewelry.  
Provide customer service for customers on the sales floor.  
Responsible for cashbox maintenance.  
Make merchandise tickets, damage out merchandise  
Inventory quantity maintenance.  
Maintain general tidiness of sales floor.  
Set up department merchandise displays

Nov. 2006-May 2007:  
Bonney Staffing  
Temporarily worked for companies in the office while searching for a full
time position.
Answered phones, made appointments, helped callers,

2003-September 2006: **Special Projects Coordinator, Maine Center on Deafness**

Manage & supervise support groups for Deaf, Hard of Hearing and non-verbal adults with developmental disabilities in Portland, Lewiston, Damariscotta, Augusta and Bangor.

Develop training plan and educate others on the specialized needs associated with individuals with deafness, developmental disabilities and communication barriers.

Maintain funding for the Peer Support Group program thru grants, private and corporate donations and fundraising.

Train group homes in Visual Gestural Communication to facilitate communication between families, staff and deaf, hard of hearing and non-verbal adults with developmental disabilities who primarily use gestures for communication instead of American Sign Language.

Provide support to Case Managers and agencies by providing opportunities for their clients.

Coordinate American Sign Language (ASL) News meetings (informational and educational gatherings) in Portland and Bangor.

May 1999- 2003: **Office Manager, Maine Center on Deafness**

Prioritize, respond to and delegate incoming queries from the deaf community via teletypewriter (TTY) and general inquiries via the telephone.

Manage organization finances, including cash receipt management from fundraising, budget development and bank reconciliation.

Database development and management (Access).

Develop skill set to interface with diverse groups of people including people with disabilities, members of local government, volunteers and the general public.

Provide direct support for Executive Director; meeting coordination, maintain calendar, all other duties as needed.

Support Program Managers by maintaining deadlines for funding, organizing volunteers for projects, providing assistance when needed.

Assist in the development of and participate in fundraising activities.

Light human resources duties, including managing new hires and bi-weekly payroll.

Responsible for all organizational bulk mailings.

Train volunteers on administrative/program tasks as needed.

2006- 2009: **Shift Leader, Hollywood Video**

Complete opening and closing paperwork

Act as manager on duty

Deposit store revenue

Complete all Guest Service Representative’s duties in addition to assigned tasks

2004- 2005: **Guest Services Representative, Hollywood Video**
Customer assistance
Check in and put away merchandise
Restock merchandise

1998-2002: **Sales Associate, Sears**
Assist customers
Stock, ring & straighten merchandise

1998-2002: **Switchboard Operator, University of New England**
Answer incoming calls for the Westbrook Campus
Transfer calls to appropriate person

1997-1999: **Student Assistant Services, University of New England**
Assist the Registrar, Business Office and Financial Aid staff
Filing
Answer phones

1996-1997: **Financial Aid, Westbrook College**
Process incoming and current students financial aid
Help students with financial aid questions
Assist Financial Aid Director

**Education**
716 Stevens Ave
*Portland, ME 04103*

1999-2002: American Sign Language
*Portland Adult Education Program, Governor Baxter School for the Deaf, and University of Southern Maine Linguistics Department.*

**Computer Skills:**
Software Microsoft Office (Word, Excel, Access),
Quickbooks
Quicken
Payroll program: Evolution

**Other Skills/Accomplishments**
Fluent in American Sign Language
Served as volunteer camp counselor for fifteen years at Camp Daybreak in Vermont run by the Vermont Association for Mental Health.
William M. Schissler
232 Hussey Hill Road
Oakland, ME 04963
(207) 649-9269
mrbills232@yahoo.com

EXPERIENCE

Dec 2017 - Present  
PATRIOT ENTERPRISES LLC  
ALEXANDRIA, VA
State of Maine Career Readiness Counselor (Citizen Soldier for Life)
Connect Maine Army National Guard members and their families with employment opportunities, financial information and educational resources. Deliver individualized case management; resume reviews, interview skills, job search assistance and introductions to employers. Facilitate workshops and briefings on employment, benefits and retirement savings plan options during monthly drills. Network with employers, promoting the CSFL mission and relaying job leads to soldiers.

Mar 2017 - Sep 2017  
NORTHEAST TECHNICAL INSTITUTE  
BANGOR, ME
Career Development Advisor
Mentor students with an eye towards establishing a foothold in their chosen career path including; selecting an externship site, resume and cover letter writing, interview preparation and long-term career mapping. Partner with area businesses across all disciplines to develop educational and job opportunities for students. Coordinate Academic Advisory Council meetings in accordance with accreditation guidelines.

Oct 2013 - Mar 2017  
NEXREP, LLC  
PORTLAND, ME
Sourcing Specialist (Remote)
Screen applications and conduct phone assessments with candidates for various sales, technical support and customer care based independent contractor call types. Primary point of contact (via email) for general questions regarding applications, postings and processes along with candidate status updates. Contribute ideas and craft messages to improve an applicant's understanding of the contracting environment.

Oct 2012 - Oct 2013  
T-MOBILE USA  
OAKLAND, ME
Customer Service and Sales Representative
Resolve a variety of technical and billing questions for mobile subscribers. Solve problems independently, making decisions in the best interest of the customer while focusing on maintaining profitability for the company. Make appropriate sales offers that meet the customers’ needs and budget.
2008-2011

**Employment Specialist**

Lead Facilitator of new hire orientation and coordinator of the on-boarding process, ensuring new employees are adjusting; identifying issues and proposing solutions when problems arise.

Recruit at college campuses and coordinate the logistics of on-campus recruiting which was nationwide and totaled approximately 70 visits annually.

Collaborate with Hiring Managers to recruit top-notch candidates for various production and support positions, negotiating offers when appropriate.

Interact with candidates in person and on the phone regarding the recruiting process.

Daily use of PeopleSoft and ResumeWare software.

2003-2008

**Director of Career Services**

Supervised the office of career planning, development and placement and assured effective and efficient services for students, alumni and companies.

Developed internship and part-time employment opportunities for students in fields related to their academic studies by networking and marketing the school to businesses.

Set up professional development workshops on topics such as; job search skills, resume writing, and interviewing techniques.

Implemented the school’s Electronic Portfolio Program (which was nationally recognized by the AAHE) including designing and conducting the training module.

Organized seminars, career information days and networking events.

Recipient of the Class of 2007’s yearbook dedication for commitment to serving the students.

1999-2003

**Benefits Coordinator / Lead Staff Recruiter**

Benefits administration that included medical, dental, 401k, life, short and long-term disability, medical and child care reimbursement accounts and COBRA.

Conducted benefit presentations and processed applications for insurance providers.

Oversaw the hiring of 1,250 Technical Support and Customer Service Representatives in Microdyne’s Orono facility from October 2001- January 2003.

Monitored, coached and trained new Recruiters and Administrative Assistants.

Facilitated new hire orientation.

1993-1999

**Program Director, WCTB-FM/WKCG-FM/WTOS-FM**

Built the programming of a dominant radio franchise that billed over $1million annually.

Worked with Account Executives to develop promotions, events and marketing initiatives to keep the station fresh and profitable.

Analyzed ratings and performance data in an effort to improve brand recognition.

Personal appearances at night clubs, retailers, and community events.

**EDUCATION**

New York Institute of Technology, Old Westbury, NY

B.F.A. in Communications Arts – TV Radio Program Production Concentration