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# 2010 Report of the Maine Apprenticeship Program

Maine Department of Labor

Maine Bureau of Employment Services

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REGISTERED  
APPRENTICESHIP  
*Earn. Learn. Succeed.*



*Maine Department of Labor*

ANNUAL  
REPORT

*2010 Report  
Maine Apprenticeship Program*

March 2011

Submitted by  
**MAINE**  
DEPARTMENT OF  
**LABOR**

*The Maine Department of Labor provides equal opportunity in employment and programs.  
Auxiliary aids and services are available to individuals with disabilities upon request.*



## Maine Apprenticeship Program Highlights

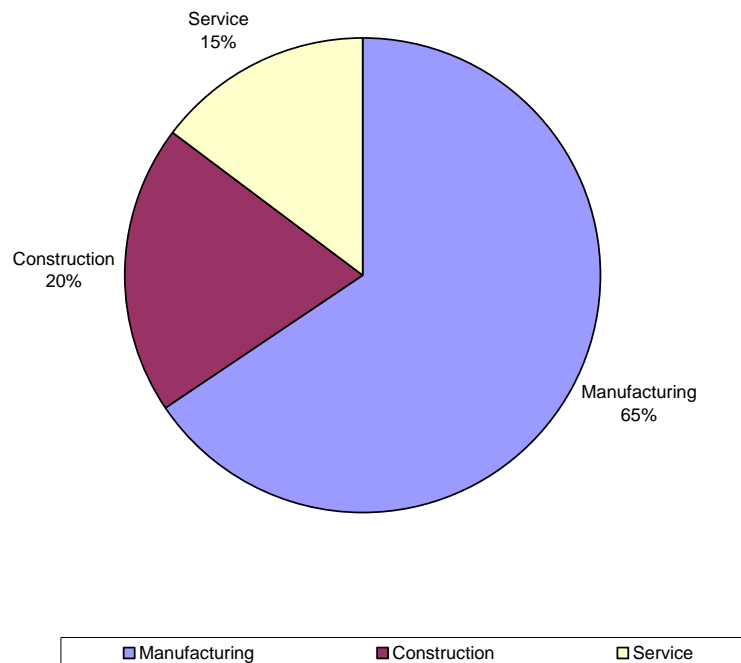
- During 2010, 1,696 Maine apprentices were actively pursuing occupational skills, nationally recognized credentials, professional licenses, and college degrees through the Maine Apprenticeship Program.
- The average apprentice can expect to see an increase in wages of 61.6% upon completion of their apprenticeship.
- Apprentices contribute nearly 10 times more income tax than taxpayers invest in the Maine Apprenticeship Program.
- In total, the Maine Apprenticeship Program leverages nearly 120 times its taxpayer investment on average.
- On average, women in Non-Traditional Occupations (NTO) complete their apprenticeship at a wage 9.7% higher than the average female wage rate.
- Employers from all 16 Maine counties sponsor apprenticeship or pre-apprenticeship programs.

## Maine Apprenticeship Program 2010 By the Numbers

<b>Total taxpayer dollars spent</b>	\$403,880.06
<b>Employer leveraged dollars</b>	\$61,343,079.72
<b>Return on investment</b>	\$151.81 per \$1.00
<b>Total apprentices</b>	1,696
<b>Total new registered in 2010</b>	488
<b>Average first year hourly wage</b>	\$12.11
<b>Average completion hourly wage</b>	\$19.69
<b>Average wage increase</b>	62.6%
<b>Average NTO* completion wage</b>	\$21.94

\*(Non-Traditional Occupation for Women, see Definitions)

**Apprentices by Industry**



# Maine Apprenticeship Program

## 2010 Annual Report

*Prepared for:*

Governor Paul R. LePage  
&  
Members of the Joint Standing Committees on:

### **Labor, Commerce, Research and Economic Development**

The Honorable Christopher W. Rector, Senate Chair  
The Honorable Kerri L. Prescott, House Chair

### **Education and Cultural Affairs**

The Honorable Brian D. Langley, Senate Chair  
The Honorable David E. Richardson, House Chair

*By:*

Maine Department of Labor  
John Dorrer, Acting Commissioner

Bureau of Employment Services  
Dawn Mealey, Deputy Director

Maine Apprenticeship Program  
Ginny Carroll, Director

Maine Apprenticeship Council  
Don Berry, Chair

For the Period January 1, 2010 – December 31, 2010

March 1, 2011



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## Executive Summary

Registered Apprenticeship programs meet the skilled workforce needs of American industry, training millions of qualified individuals for lifelong careers since 1937. The Maine Apprenticeship Program (MAP) helps mobilize Maine's workforce with structured, on-the-job learning in traditional industries such as construction and manufacturing, as well as new emerging industries such as health care, information technology, energy, telecommunications and more. Registered Apprenticeship connects job seekers looking to learn new skills with employers looking for qualified workers, resulting in a workforce with industry-driven training and employers with a competitive edge.

In the 2010 calendar year, \$403,880.06 in Maine Apprenticeship funding leveraged \$61,343,079.72 in apprentice wages and state income tax payments. The return per General Fund dollar was \$151.81. Estimated state income tax payments by apprentices amounted to more than 11 times the entire cost of the program to the taxpayer. During this same period, 190 Maine businesses and 1,696 Maine workers participated in the Apprenticeship Program. Overall, at the end of the year there was a gain of approximately eight percent in the number of active apprentices despite continued economic decline and significantly reduced program staff levels.

Maine industry and workforce members continue to rely on apprenticeship because it provides:

- Significant value to workers, employers, and taxpayers
- A high ratio of leverage from a modest budget
- A level playing field for women and minorities because the apprenticeship agreement sets wages for ALL apprentices. (*The NTO rate for women in 2010 remained steady at 6.1% still one of the highest in the U.S. for the second year running*)
- Career pathways for workers that lead to increased responsibility and compensation
- Succession planning for employers that enable internal hiring for higher level positions
- Increased competitiveness in the global marketplace

### Demographics

Male	Female	NTO-Female	Minority	Veteran
1403	293	103	73	208

## Statutory Authority & Definitions

### Statute:

**Title 26: Labor and Industry, Chapter 25: Workforce Investment, Subchapter 1: General Provisions, §2006, Establishment of the Maine Jobs Council, Section 5-A, Apprenticeship** is the enabling statute for Apprenticeship in Maine. Maine's Apprenticeship Program was most recently approved by the U.S. Department of Labor (USDOL), Employment and Training Administration, Office of Apprenticeship in 2007.

▲ As cited in the 2009 Annual Report, state apprenticeship programs across the nation will be required to revise statute to come into compliance with the revised Federal Statute 29.29. While the Maine Apprenticeship Council will continue to act as an ad hoc subcommittee of the Maine Jobs Council, it will no longer fall directly under the auspices of the Maine Jobs Council, but as required by 29.29, authority will revert back to the Maine Department of Labor referred to in federal statute as the State Apprenticeship Agency. States will be directly accountable to the U.S. Department of Labor for all Federal Apprenticeship Purposes.

### Definitions:

**Apprentice** is a person at least 16 years of age who is employed under an apprenticeship agreement to work at and learn an apprenticeable occupation and is registered with the State Apprenticeship Agency (SAA).

**Pre-Apprentice** is a person at least 16 years of age registered with the SAA who is engaged in a full-time program of academic requirements leading to a High School Diploma or GED and part-time employment developing the knowledge and skills required for entry into a Registered Apprenticeship Program.

▲ In order to reflect upcoming changes in Pre-Apprenticeship at both the national and state levels, Pre-Apprenticeship will be delineated as either Youth Pre-Apprenticeship or Adult Pre-Apprenticeship as defined below:

**Youth Pre-Apprentice** is a person at least 16 years of age registered with the SAA who is engaged in a full-time academic program leading to a High School Diploma or GED and who is engaged in part-time employment under a Registered Sponsor, with the intent on the part of the student to enter into full-time employment as a Registered Apprentice upon attainment of a High School Diploma or GED.

**Adult Pre-Apprentice** is a person who has already attained a High School Diploma or GED and who is currently unemployed or underemployed and who has entered into a preparatory



training that will prepare him/her for entry into Registered Apprenticeship (further explained in section entitled *New Insight into Registered Apprenticeship*).

**Sponsor** is an employer, or potential employer, registered with the SAA.

**State Apprenticeship Agency (SAA)** is the Maine Department of Labor, which is recognized by the USDOL Office of Apprenticeship. The SAA has responsibility and accountability for apprenticeship within the state.

**State Apprenticeship Council (SAC)** is the Standing Committee on Apprenticeship of the Maine Jobs Council established to assist the SAA. In Maine the SAC is both regulatory and advisory and may promulgate apprenticeship Rules (CMR 12-181, Ch. 1-3) at the direction and approval of the SAA.

**Non-Traditional Occupation (NTO)** is an occupation in which one gender makes up less than 25% of workers in a specific occupation. Non-traditional occupations for women include traditionally high-wage, high-skill, male-dominated occupations such as electrician, and millwright. Non-traditional occupations for men include traditionally low-wage, high-skill, female-dominated occupations such as teaching and nursing. **NTO figures in this report reflect only the NTO for females.**

## Benefits of Registered Apprenticeship

**Registered Apprenticeship** is an industry-led training system that integrates structured on-the-job learning with technical academic instruction. Maine employers/sponsors can increase their competitive edge by ensuring their employees hold the highest level of nationally-recognized industry skill credentials.

### **Benefits of Apprenticeship for Employers:**

- Provides a formal, affordable, industry-endorsed skill development model
- Attracts self-directed individuals interested in, and committed to, attaining high level skill credentials, thus reducing recruitment and attrition costs
- Assures customers that services and products are provided by industry experts deemed proficient via national certification and credential processes
- Equips journey worker experts with guides and methods to impart skills to new and advancing members of their workforce
- Allows employers to pay rates that are commensurate with skill levels thus increasing competitiveness in the contract bidding arena
- Provides formal career pathways and incentives for employees to increase their work-related knowledge
- Ensures employees acquire required theoretical and academic knowledge
- Improves worker retention, safety and productivity
- Links companies to additional workforce-related programs and resources and provides a venue for them to voice their workforce skill needs to the education and workforce training system

### **Benefits for Apprentices:**

- Apprenticeship is an “earn-while-you-learn” training program. In 2010, the average starting wage for an apprentice was \$12.11 an hour and the average completion rate was \$19.69.
- Results in attainment of portable, nationally recognized credentials, degrees, licenses and certificates that ultimately increase worker competitiveness
- May result in a technical associate’s degree through an articulation agreement between the Maine Apprenticeship Program and Maine’s Community College System which allows apprentices to complete degrees in expanded timeframes and earn college credits for their on-the-job experiential learning
- Compensates apprentices according to their education and skill gains
- Exposes apprentices to new and emerging technologies, equipment, tools and processes not ordinarily available through traditional educational pathways

**Benefits for the Workforce Development System:**

- Strengthens local economies by developing highly trained and educated workers
- Is industry driven, eliminating mismatch between skills taught to workers and skills employers need
- Provides a customized solution to the impending workforce crisis of aging and retiring journey workers
- Offers an affordable talent development approach for Maine's workforce investment system that results in all demanded key performance outcomes, specifically:
  - Attainment and retention of full-time employment
  - Incremental earnings gains
  - Achievement of nationally recognized credentials

## The Year in Review

Although the stagnant 2010 economy continued to present significant challenges to apprentices and employer sponsors, the program forged ahead with new gains and refreshed approaches. Despite the cancellation of 99 apprenticeships and discontinuation of the program by numerous sponsors who were adversely affected by the economy, the program actually grew, continued to attract new sponsors, and gain the attention of new industry sectors.

Cianbro Corporation sponsored Maine's first competency-based program, allowing their millwright apprentices to advance at a faster pace to achieve Journey Worker status.

Maine's Health Care Sector voiced the need for apprenticeship for allied health care and nursing occupations, sought to alleviate the impending attrition of retiring nurses. Numerous models of apprenticeship for allied health care workforce members are currently being vetted with the sector and are anticipated to launch in mid 2011.

Increased awareness of the value of apprenticeship has resulted from recent employment and training guidance from the U.S. Department of Labor citing the benefits in costs savings and outcomes of apprenticeship as a talent development strategy for the workforce investment system.

The most recent solicitation for grant application (SGA) for the Green Jobs Innovation Fund specifically cites utilization of Registered Apprenticeship as a requirement, promoting partnership with existing sponsors and incorporating innovative pre-apprenticeship and apprenticeship models as required components.

National industry collaboratives have utilized apprenticeship as a key workforce training tool and industry leaders in Maine are showing a similar keen interest. (Maine Marine Trades Association, Maine Composites Alliance, Maine Manufacturer's Association and the Maine Construction Industry).

The sudden resurgence of interest from the traditional trades industries (precision manufacturing, building and construction, niche manufacturing, and new and emerging sectors) is another encouraging sign that Maine is starting to move forward.

## New Insight into Registered Apprenticeship

With the assistance of a small grant, from the USDOL Office of Apprenticeship that covered the cost of travel and attendance for a team of apprenticeship stakeholders from Maine (*industry, education, workforce investment, community colleges, and economic development*) to attend an educational event designed to inform and enthuse partners as to the many ways Registered Apprenticeship meets existing and emerging industry skill needs *and* results in achievement of workforce investment system goals and outcomes.

Stakeholders left the clinic with new ideas for instituting Registered Apprenticeship as a preferred method of skill development for Maine's workforce. The statewide team continues to meet and build on a workplan that will identify and address the need for broader education of stakeholders and the workforce system regarding apprenticeship.

A separate endeavor seeks to address the lack of a formal venue for entry into apprenticeship and endorses a new approach for Adult Pre-Apprenticeship (formerly reserved for in-school secondary youth alone).

The program responds to thousands of inquiries from unemployed and underemployed workers who's circumstances necessitate that they earn while acquiring new occupational skills; unfortunately, there is currently no clear-cut venue for individuals, who are not already employed or active under a current sponsor, to enter the program.

Likewise, industry members interested in recruiting new hires into apprenticeship would benefit from a formal process for accessing qualified individuals, that is efficient, cost-effective and screens for appropriateness.

As previously mentioned USDOL actively promotes apprenticeship as a recommended training pathway and has supported the recommendation by:

- Requiring apprenticeship as a component of competitive grants (such as TANF, Green Jobs)
- Awarding points to grant applicants that incorporate apprenticeship as a training approach (HGJT, SECTOR, CBJT, etc).
- Issuing training and employment guidance letters that articulate:
  - Benefits of apprenticeship to the workforce investment system
  - Benefits of apprenticeship both industry and workers
  - How apprenticeship meets all WIA performance requirements
  - Data that support evidence of significant earnings gains and cost savings of apprentices versus similar workforce trainees who have participated in other alternate occupational training programs

Maine's workforce investment system faces capacity constraints in promoting apprenticeship as a pathway, constraints that could be alleviated by establishing a formal venue through which workers and sponsors could enter into apprenticeship.

The majority of sponsors in Maine are small, independent companies with 10 or fewer employees who would benefit from sponsorship of apprenticeship training and who would likely opt to utilize apprenticeship if there were a feasible and cost effective method from which to recruit appropriate individuals into the program.

## **Steps to implementing the approach include:**

### **1. Collaborating with Maine industry associations to:**

- Identify and create apprenticeship programs that meet specific needs of their industry members
- Identify and develop requirements and qualifications for entry into the apprenticeship program(s) that would include pre-requisite skill training (Pre-Apprenticeship) that would result in an industry recognized certificate and assure readiness for entry into apprenticeship
- Outline formal communication practices between the program, the industry associations and the workforce investment system that would prompt provision of just-in-time Pre-Apprenticeship Modules from which employers could select prepared applicants
- Enter into formal agreements with the associations that would result in industry members recruiting new-hire apprentices directly from the pool of prequalified, pre-trained individuals who have successfully completed the WIA sponsored Pre-Apprenticeship training program
- Register the newly employed apprentices into the nationally recognized apprenticeship program and ensure that the programs meet both state and federal apprenticeship purposes
- Inform members of the cost savings and benefit of engagement in the new approach to apprenticeship

### **2. Informing Maine workforce system partners about:**

- The benefits of Apprenticeship and this Pre-Apprenticeship approach, for:
  - Appropriate workforce clients
  - Workforce system partners
  - Industry Members or individual employers
  - Education and training partners already engaged in identifying best practices for career pathways
- How to screen, recruit and place applicants into Pre-Apprenticeship training
- Funding sources that can fund the cost of the Pre-Apprenticeship training
- Which education and training partners could deliver the sub-components of the program

### **3. Implementing and measuring outcomes via:**

- Industry satisfaction queries
- Performance reports
- Outcomes (attained/retained employment, earnings gains, credential earnings)
- Cost savings as compared to current “talent development pathways” utilized

## **Phase 1**

### **Recruitment and screening to qualify candidates for Pre-Apprenticeship, to include:**

- Outreach announcing the opportunity and defining the pre-requisites for entry
- Orientation to Apprenticeship requirements and commitments
- Screening to include:
  - Related Experience & Work Readiness
  - Occupational interests, aptitudes, preferences, and academic appropriateness
  - Awareness of industry requirements (i.e.: clean criminal record, drug, etc.)

## **Phase 2**

### **Pre-Apprenticeship Program, to include:**

- Introduction to Industry
- OSHA 10 or an industry specific safety training
- Academic preparation (Math, Science, specific to apprenticeship preparedness)
- Intro to Tools, Equipment and/or Technology that is utilized by the industry
- A Work Ready course for those requiring it
- Initial occupational or trade training course (part of formal outlined related instruction, usually at the college level)

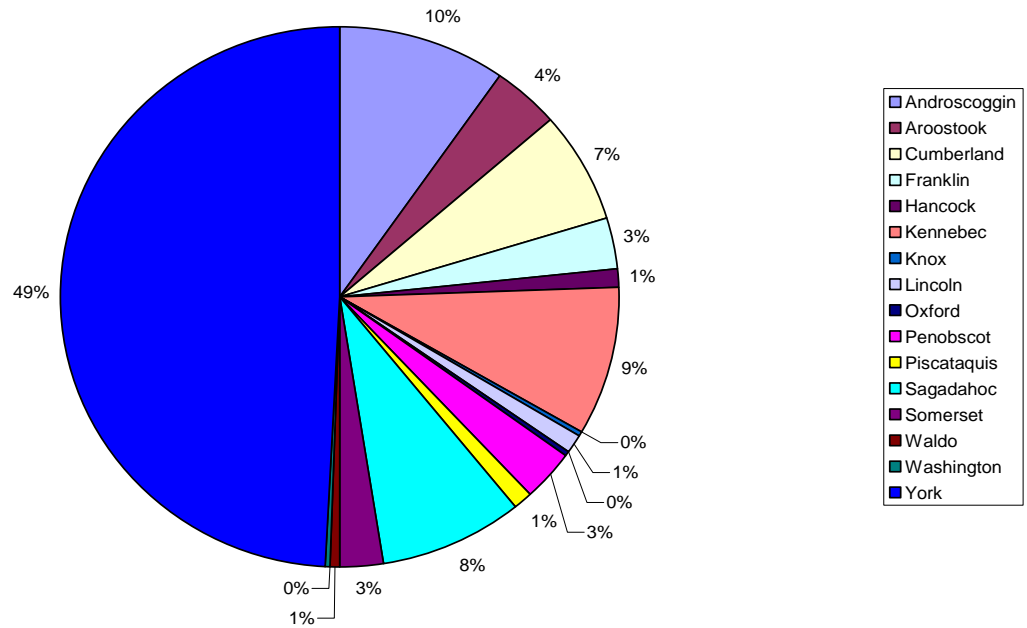
Adults who successfully complete the Pre-Apprenticeship program would receive credit toward Registered Apprenticeship and a direct line of entry into full time employment.

Industry members requesting this program would be involved in delivery of some aspects, such as the Introduction to Industry session, and would select, hire and register apprentices from the pool of successful completers.

For adult applicants targeted and supported by the workforce investment system, all of the above steps could be funded utilizing federal workforce training program funds. Employers, in some instances, may receive additional assistance cost savings for training their new apprentices in the form of on-the-job wage reimbursements and/or coverage of additional related instruction course costs.

# Geographic Breakdown

Apprentices by County



Note: York County includes Portsmouth Naval Shipyard in Kittery, a major sponsor with 703 registered Maine apprentices.



# Apprenticeship Sponsors

<b>SPONSOR</b>	<b>LOCATION</b>
ACADIA HOSPITAL	BANGOR
ANDROSCOGGIN HEAD START	LEWISTON
ADVANCED RESOURCE CONSTRUCTION (ARC)	KINGFIELD
AROOSTOOK COUNCIL HEALTHY FAMILIES	HOULTON
AROOSTOOK COUNTY ACTION PROGRAM	PRESQUE ISLE
ASBESTOS WORKERS LOCAL 6	WINTHROP
ASHLAND BULDING SUPPLY	ASHLAND
ATLANTIC COMFORT SYSTEMS	BIDDEFORD
AUGUSTA SCHOOL DEPT	AUGUSTA
AUTOTRONICS	MADAWASKA
AUTUMN GREEN	ALFRED
BATH IRON WORKS	BATH
BANGOR, CITY OF	BANGOR
BANGOR ROOFING /HAHNEL BROS	BANGOR
BATH BRUNSWICK CHLD CARE SERVICES	BATH/BRUNSWICK
BATH BRUNSWICK VETERINARY ASSOCIATES	BATH/BRUNSWICK
BEAUREGARD EQUIPMENT, INC	HERMON
BIDDEFORD, CITY OF	BIDDEFORD
BIDDEFORD INTERNET	BIDDEFORD
BIOSAFE ENVIRONMENTAL	WESTBROOK
BRAGDON-KELLEY FUNERAL HOME	ELLSWORTH
BRAVE HEARTS	DYER BROOK
BROWNVILLE, TOWN OF	BROWNVILLE
BURPEE STRONG FUNERAL HOME	ROCKLAND
BUSY HANDS DAYCARE	AUGUSTA
CAPITAL FRANCHISE	BRUNSWICK
CARIBOU CHAMBER OF COMMERCE	CARIBOU
C.B. KENWORTH INTERNATIONAL	BANGOR
CHAMBERLAIN POTATO CORP	ST AGATHA
CHARLOTTE WHITE CENTER	DOVER FOXCROFT
CHILDHOOD HOURS	BIDDEFORD
CHILDREN FIRST DAY CARE	PRESQUE ISLE
CIANBRO CORP	PITTSFIELD
CIRCLE OF LEARNING	PRESQUE ISLE
CLEWLEY FOUNDATIONS, INC.	BANGOR
CMP HOLDINGS aka VERSO PAPER	JAY
COCA COLA BOTTLING CO	BANGOR
COLLINS CO INC, S.W.	CARIBOU
COMPASSINATE CARE VETERINARIAN	WINDHAM
CORRECT BULDING PRODUCTS	BIDDEFORD
CYR BUS LINE	OLD TOWN
CRABIAL RIPOSTA FUNERAL HM	BELFAST
DARLINGS CORP	ELLSWORTH
DENNETT, CRAIG, & PATE	SACO
DESIGN FAB, INC	GREENE
DISTRICT COUNCIL OF LABORERS	HOPKINGTON, MA
DORR'S EQUIPMENT	BANGOR
DOWNEAST AUTO BODY	BREWER
DOWNEAST TOYOTA	BREWER
DUNCAN GRAVES FUNERAL HOME	PRESQUE ISLE
DUNN FUNERAL HM	HOULTON
DYSART'S SERVICE	HERMON

ECS LLC -EASTERN FIRE PROTECTN	AUBURN
ELLIS BOAT	MANSET
ELMET TECHNOLOGIES	LEWISTON
FAMILY FOCUS	BATH
FASTCO FABRICATION	LINCOLN
FIBER MATERIALS, INC	BIDDEFORD
FIRST NATIONAL BANK DAMARISCOTTA	DAMARISCOTTA
FRASER TIMBER LTD	ASHLAND
FREIGHTLINER OF MAINE, INC	BANGOR
FRYBURG HEALTHCARE CENTER	FRYBURG
FRYBURG VETERINARY HOSPITAL	FRYBURG
FUNERAL ALTERNATIVES	LEWISTON
GILBLAIR & SON TRUCKING	SKOWHEGAN
GOODWILL HINCKLEY	HINCKLEY
GUERRETTE FARMS CORP	CARIBOU
HALL FUNERAL HOME	WALDOBORO
HARBOR TECHNOLOGIES	BRUNSWICK
HENRY L HOLMES, INC	SCARBOROUGH
HIBBARD NURSING HOME	DOVER FOXCROFT
HOBBS FUNERAL HOME	SOUTH PORTLAND
HODGDON SHIP BUILDING	EAST BOOTHBAY
HOLDEN CABINET & MILL WORK	EAST HOLDEN
HOME COMPANIONS	SACO
HOPE MEMORIAL CHAPEL	BIDDEFORD
HOWARD TOOL, INC	BANGOR
IBEW LOCAL 1253	FAIRFIELD
INTERNATIONAL UNION ELEVATOR	DORCHESTER, MA
JEFF'S MARINE, INC	THOMASTON
JERRY'S PLUMBING & HEATING	BIDDEFORD
JOHNSON FUNERAL HOME	NORTH BERWICK
JOHNSON & JORDAN, INC	SCARBOROUGH
JONES & RICH	SCARBOROUGH
JORDAN'S TRUCKING	YARMOUTH
KAPLAN ELCTRICAL	WINTHROP
KATAHDIN VALLEY HEALTH CENTER	PATTEN
KEITH KENDALL ELECTRIC	GUILFORD
KENNEBEC TOOL & DIE	AUGUSTA
KENNEBEC VALLEY COMMUNITY ACTION PROGRAM	WATERVILLE
KENNEBUNK VETERINARY ASSOCIATES	KENNEBUNK
KENWAY CORP	AUGUSTA
KEVIN'S ELECTRIC	OLD ORCHARD BEACH
KID ZONE	BRUNSWICK
KITTERY ELECTRIC	KITTERY
KNIGHT MARINE SERVICE	ROCKLAND
KNOWLTON & HEWINS FUNERAL HOME	AUGUSTA
LAMSON FUNERAL HOMES	MILLINOCKET
LANCASTER FUNERAL HOME	CARIBOU
LANGFORD & LOW, INC	PORTLAND
LARY FUNERAL HOME	DOVER-FOXCROFT
LAPLANTE AUTOMOTIVE	VAN BUREN
LEARNING WORKS	PORTLAND
LOGAN ELECTRICAL	PORTER
LOUISIANA PACIFIC CORP	HOULTON
LYMAN MORSE BOAT BUILDING	THOMASTON
MADAWASKA SCHOOL DEPT	MADAWASKA
MAINE COURSE aka MUDDY RUDDER	BREWER

MAINE ELECTRIC POWER SYSTEMS	TOPSHAM
MAINE MACHINE PRODUCTS ,	SOUTH PARIS
MAINE MATERIAL HANDLING	BANGOR
MSAD 14	DANFORTH
MSAD 27	FORT KENT
MSAD 33	FRENCHVILLE
MSAD 41	LAGRANGE
MSAD 49	FAIRFIELD
MSAD 59	MADISON
MSAD 70	HODGDON
MILFORD FIRE DEPARTMENT	MILFORD
MILLIKIN INC, B.H.	PORTLAND
MANCINI INC, ANTHONY	PORTLAND
MARK'S TOWING SERVIC	CARIBOU
MIDCOAST MAINE COMMUNITY ACTION	BATH
MILLENNIUM POWER SERVICES	FAIRFIELD
MOODY'S COLLISION CENTERS	GORHAM
MOOSE RIVER LUMBER	MOOSE RIVER
MORRIS YACHTS	BASS HARBOR
MORRISON CHEVROLET	ELLSWORTH
NANCY FLETCHER	PRESQUE ISLE
NOAH'S LANDING RESTAURANT	DEXTER
NORM'S ELECTRIC	ARUNDEL
NORTHERN ELECTRIC,INC	ASHLAND
NORTHERN NE DISTRICT CARPENTERS	AUGUSTA
NORWAY SAVINGS BANK	NORWAY
OLD ORCHARD BEACH FIRE DEPT	OLD ORCHARD BEACH
ORONO, TOWN OF	ORONO
OSH KOSH B'GOSH OUTLET	FREEPORT
PD INDUSTRIES,INC	BANGOR
PAINTERS & ALLIED TRADES DISTRICT COUNCIL	ROSLINDALE, MA
PANOLAM INDUSTRIES INTERNATIONAL	AUBURN
PATE & PATE REALTY	SACO
PATS AUTOMOTIVE CENTER	CARIBOU
PERFORMANCE PLUMBING & HEATING	YORK
PINE STATE ELEVATOR	PORTLAND
PINKHAM, DAVID F	CHINA
PLUMBERS PIPEFITTERS LOCAL-716	AUGUSTA
PORTLAND ELE JATC -IBEW	LEWISTON
PORTLAND VETERINARY SPECIALISTS	PORTLAND
PORTLAND YACHT SERVICES	PORTLAND
PORTSMOUTH NAVAL SHIPYARD	KITTERY
PRECISION MANUFACTURING SOLUTIONS, INC	BIDDEFORD
QUIRK AUTO PARK	BANGOR
QUIRK ELECTRIC	SCARBOROUGH
RITE AID OF MAINE	BELFAST/BIDDEFORD
RIVERVIEW HOMES, INC	FORT KENT
R L W MANAGEMENT, INC	CARIBOU
ROBBINS LUMBER, INC	SEARSPORT
ROWES GARAGE AND AUTO SALES	CORINTH
SANFORD SCHOOLS	SANFORD
SCARBOROUGH POLICE DEPT	SCARBOROUGH
SEABEE ELECTRIC, INC	SCARBOROUGH
SHEA BROTHERS CONSTRUCTION	PARSONSFIELD
SHEET METAL WORKERS LOCAL 17	LEWISTON

SHOREY NICHOLS FUNERAL HOME  
SMART & EDWARDS FUNERAL HOME  
SOUTHERN AROOSTOOK CSD  
SOUTHERN KENNEBEC CDC  
SPRUCE RUN ASSOCIATES  
ST. ANDRE'S HEALTHCARE  
STAPLES FUNERAL HOME  
SUSAN E SEWALL DAYCARE  
TELFORD AVIATION  
THERMO DYNAMICS, INC  
THOMAS MOSER CABINETMAKER  
THOMAS NETLAND VMD  
THOMPSON FUNERAL HOME  
TODD & SON, INC, R.L.  
UMAINE ORONO  
VEAZIE, TOWN OF (Fire Dept)  
VEAZIE VETERINARY CLINIC  
WALDO COUNTY HEAD START  
WAYNE GRIFFIN ELECTRIC, INC  
WESTCON MANUFACTURING  
WESTERN MAINE FUNERAL GROUP  
WESTON CHANDLER FUNERAL HOME  
WHITING ELECTRICAL SERVICE  
WINDHAM SUBWAY  
WIRED ELECTRICAL SERVICES  
WOODS ELECTRIC CO  
YORK COUNTY COMMUNITY ACTION PROGRAM

PITTSFIELD  
SKOWHEGAN  
DYER BROOK  
AUGUSTA  
BANGOR  
LEWISTON  
GARDINER  
HOULTON  
BANGOR  
ELIOT  
AUBURN  
CUMBERLAND  
CORINTH  
CARIBOU  
ORONO  
VEAZIE  
VEAZIE  
BELFAST  
HOLLISTON, MA  
BRUNSWICK  
BRYANT POND  
SOUTH PARIS  
STRATTON  
WINDHAM  
HOLDEN  
YORK  
SANFORD