



Tucked in the Bass-Wilson building in Wilton, one of Franklin County's most innovative young companies is helping communities across the U.S. stay healthy. In just its second full year, the company's unique package of software and services is emerging as a national leader in the competitive health management field.

ScoreHealth Inc. is an 8-person firm that produces a population health management program called the ScoreHealth System. CEO Denny Brennan says the company was created to market the Franklin Health Model that was originally developed at Franklin Memorial Hospital in the 1970s by husband and wife team Dr. Burgess Record and Sandy Record, RN.

"It's a 30-year process of personal and population health improvement that is without parallel in the country," Brennan explains. "It succeeded at improving the health of over 40,000 people on a number of real and tangible measures of health outcomes and costs. ScoreHealth is built on that foundation. Our goal is to make highly personalized and effective health care possible for entire workforces, schools and communities."

"We combine software and services into what we call the ScoreHealth System, or SHS. We license SHS to networks of health systems or, as we call them, Delivery Partners. They in turn use SHS to implement successful health programs first in their own organizations and then to employers in their communities."

Looking Ahead

Brennan says ScoreHealth is committed to building a long-term presence in the community. The company has released the third version of SHS and is now marketing it to Delivery Partners in New England and other parts of the country.

"We have just closed sales with three major new customers, so that's exciting. We're securing financing that will allow us to hire additional sales and support staff to grow the company. We also have a number of product and service enhancements that we want to put in place. But our first priority is to build the solid financial base through sales and investment that will ensure that we're able to grow our company and increase our investment in this community."

Return on Investment

Franklin County offers a number of advantages for technology businesses like ScoreHealth Inc., according to Brennan. "First, it's the people. There are many well-trained and dedicated people here. They offer new companies good talent for good jobs. Second, Franklin County is a very cost-effective environment for our business. We get much better returns on our investments in people and capital than would be possible elsewhere."

Franklin County's nationally recognized health care systems are also a big advantage, he notes. "That's a real asset for people who come to this area," he notes. "In addition to very good physicians and health care facilities, we have a highly developed community health system here. People in this community have greater access to the resources they need to manage their health, with much greater attention and consistency than they would find anywhere else."

With its strong local connections and a growing place on the national scene, ScoreHealth Inc. is building a healthy future in Franklin County.



ScoreHealth Inc.
CEO **Denny Brennan**

IN THIS ISSUE:

- Poland Spring Plans** ————— 1
- Music in the Air** ————— 2
- Partnerships for Success** ——— 3
- Business Profile: ScoreHealth** — 4

If you live and work in Franklin County like I do, you know what a special place it is to be. In fact, I like to tell people I've got the best job in the world—because I get to work with people all over Franklin County every day!



As Executive Director of Greater Franklin Development Corporation, I see energy, talent, and excitement all over our magnificent part of Maine. People are working together and finding creative ways to build strong communities and economic opportunity for all of us...all right here in a place that we love to live.

That's why I'm really happy to bring you the first issue of our brand new publication, Greater. Give it a look, and you'll see some of the terrific things that are happening on our business scene and in our communities—and some of the things we're doing here at Greater Franklin to help bring it all together.

We'll have another issue coming out soon, so watch for it later this summer. Until then, enjoy reading!

Alison A. Hagerstrom
Executive Director

Poland Spring Looks to Kingfield

New Bottling Plant Could Bring Over 200 Jobs



For millions of people in the Northeast, the name Poland Spring means pure, clear bottled water. For people in Franklin County, it could soon mean an exciting new economic opportunity.

For the last two years, Greater Franklin Development Corporation has been helping the nation's leading bottler of natural spring water look for springs in Franklin County to support a major new bottling plant—and according to Poland Spring Natural Resources Manager Tom Brennan, the search could soon have a huge payoff for the area.

Looking Good

With springs now being tested, Brennan says the Maine company is looking at a new state-of-the-art \$150 million bottling plant that could eventually employ more than 200 local people in the Kingfield area.

"We're still in the early stages of evaluating things, but at this point it's looking very encouraging. I'd have to say that Greater Franklin Development has been a huge help in this whole process. We knew the geologic features in the area had good potential, but one of the things that's very difficult for us to identify is local knowledge. Greater Franklin reached out to people in the area to find out where there were spring occurrences, and that was a really vital part of our process."

Enough for Everyone

Brennan says one of Poland Spring's top priorities is to make sure the water resource has the quality and quantity to meet everyone's needs.

"It's very important to us to have a positive impact on the communities where we are. For us it's largely about quality and quantity, and about being responsible stewards of the resource. We need to be confident that the resource has the quality we need, of course. And we have to be confident that there's enough for the water district, for homeowners who have wells in the aquifer, and that the supply justifies the investment of a bottling plant. Those are some of the basic questions that we're trying to answer now."



Be part of a business community with a vision.

Give us a call at **207.778.5887**
or visit us at **www.GreaterFranklin.com**



Poland Spring *continued*

Though more testing and permitting still lie ahead, Brennan says he is extremely optimistic about the potential for the project. "I think this is an exciting opportunity, and my perception is there is significant public support. I know people will have questions—this is a big deal, and people want to know what it means to the community and what the impact will be. That's why we're moving forward with an open process, so we can look at people's concerns and address them as we go ahead."

Local Strength

As a major employer in Maine, Poland Spring has a long track record of responsible corporate citizenship and giving back to local communities. And Brennan says the company is looking forward to employing a local workforce for the new plant.



"I think Franklin County has a strong history as far as natural resource-based industries. And I think there's a lot of technical talent in the region. We always look to the areas where our facilities are located to hire the people we need. Our Hollis plant is a good example. Most of the people that work at the Hollis plant live within a 20 or 30-mile radius of the facility. We'd want to bring the same job opportunities to Kingfield and Franklin County."

POLAND SPRING: FACTS & FIGURES

\$37,000,000

Wages and benefits paid by Poland Spring to Maine employees in 2003

\$65,000,000

Amount spent by Poland Spring with Maine Vendors in 2003

\$4,800,000

Maine Employment and Property Taxes paid by Poland Spring in 2003

\$450,000

Poland Spring charitable giving to Maine organizations in 2003

504,000,000

Gallons of freshwater used in Maine per day by all users

0.2%

Poland Spring share of the total freshwater used in Maine

Data from Nestle Waters North America

The Sound of Music

Kingfield POPS Lights Up the Night

There's music in the air...and in the classroom, too—thanks to the energetic efforts of the people behind the Kingfield POPS.

Now in its third year, the POPS is an innovative collaboration between Franklin County community members and artists from Franklin County and the Bangor Symphony Orchestra. With the support of local businesses like UnitedKingfield Bank, Sugarloaf/USA, and the Herbert S. Wing Fund, to name a few, the POPS will make musical magic again this summer at its annual concert at the Kennedy Farm just outside Kingfield.

But Vici Robinson, former Chair and a strong supporter of the Kingfield POPS, says the POPS is about more than bringing great music to the area. It's also about giving back to the community.

"One of the big purposes of the POPS is to raise money to support the music programs in SAD #58 schools," Robinson notes. "We want to bring the Bangor Symphony to SAD #9 and SAD #58 schools to perform for all the schools during the school year. Last year we brought them twice. It's a wonderful thing."

The Kingfield POPS was founded in 2003 by the community members of the Mt. Abram Economic Development Association. And as anyone who has been to a POPS concert can attest, it's become a rousing success.

"We have so much creative and musical talent here, and we thought it would be a great way to promote the area and give some real positive energy to the economy," says Robinson. "We wanted to make it a real community event where people could enjoy great music on a beautiful summer evening here in Western Maine. And by bringing the Bangor Symphony into the schools, we're able to bring great music alive for the kids, too."

Plans for this year's July 2 concert are already shaping up, Robinson notes. Ultimately, she would like to see the day extending to include activities prior to the concert for visitors to enjoy more of the area. "One of our dreams is to have an art festival during the day so our local shops and restaurants would be a part of the POPS event as well."

So this summer, bring your family, bring your friends, and put on your dancing shoes, because there's a place in that field just for you...thanks to the people behind the Kingfield POPS.

Kingfield POPS tickets can be purchased at www.bangorsymphony.com or by calling 1-800-639-3221. Tickets are \$20 each, children 18 and under admitted free if accompanied by an adult. Local businesses will also be selling tickets.



Partnerships for Success

Grassroots Groups Build Economic Opportunity from the Ground Up

When people work together, anything can happen. In two Franklin County towns, that message is coming through loud and clear as local residents are creating new educational and economic opportunities for their communities.

A Strong Alliance

For Eileen Miazga, owner of EJ's Market in Strong, it's about shaping the future. Miazga is the President of the Strong Area Business & Civic Alliance, a group of local business leaders who came together to help the area bounce back when the town was hit by the loss of three major employers.

The Alliance is working with the State Office of Tourism, the Androscoggin Valley Council of Governments, Greater Franklin Development Corporation, and other organizations to bolster the local economy and bring new business to the area.

"When we first started this nobody realized how many small businesses there were in Strong. People guessed maybe 20 or 30. But we have about 130 businesses," Miazga points out. "We have a lot to offer, but we were a well-kept secret. The Western mountains are so beautiful, and people are just discovering it."

"Many businesses are looking for areas like ours that have room to grow and a good place to raise a family and good schools," Miazga explains. "We have a special way of life, and people want that."

Heidi Richards, the Alliance's Secretary, is a local artist whose wood art and folk painting have received statewide recognition. She says Greater Franklin Development will be a key part of the effort to attract new employers.

"I think Greater Franklin is really going to help us find businesses that might want to locate in Strong. Our challenge is to pursue balanced development: Not to give up our rural heritage, but to make it so that people can earn a good living here."

"For me it's all about coming home. When you come to Franklin County you feel like you're coming home to a place where you can be rejuvenated and refreshed—where you blend things that are old-fashioned with a feeling of home. People can have access to the technology they need to grow their business here, but your life isn't driven by that."

New Opportunities

In the town of Avon, another group of local leaders is taking a similar approach to shaping their economic future—with a twist.

Here, the challenge was to find ways to use a vacant facility as a spark plug for the community. The answer? Turn the former home of toymaker Lauri Inc., in Avon, into a combination training center/business incubator.

Reborn as the Opportunity Center of North Franklin County, the facility is now hosting occupational training programs led by community members and serving as a focal point for vital community resources.

"We're looking at it as a three-legged animal," says Bill Crandall, who serves as volunteer Executive Director for the Opportunity Center. "First, offering training and education; second, bringing in social services so that people don't have to travel to other parts of the county; and third, encouraging entrepreneurship and business development. We want to be considered a catalyst—we want the people coming through the Center to spin off into new entrepreneurial development that will benefit our area."

Spinning Off Startups

Even at this early stage, that formula appears to be working. Steve Mitchell, who taught a Masonry course at the Opportunity Center, was so excited by the response he received that he has opened his own business in the area, The Maine School of Masonry. Bill Crandall says the energizing effect the Opportunity Center can provide will help other entrepreneurs follow suit.

The idea began with the owner of the facility, Crandall says. "Lauri Sibulkin has just been tremendous. When his family sold the company, he wanted to turn this building into an asset for the community. We've put together an incredible board of directors, and it's exciting to see the programs and the impact we're starting to have."

Crandall notes that one key to the Center's early success has been its partnership with SAD 58's Adult and Community Education Program, which leases space in the building to offer vocational training programs.

"The board at SAD 58 realized that some of the programs they wanted to offer would benefit from a campus away from the central school at Mt. Abram. They should really be recognized for their willingness to engage with the community—they're getting the training to people who are directly involved in the community."

"We've had so much support for this project. Greater Franklin Development has been very helpful in connecting us to people and promoting the Center. Androscoggin Valley Council of Governments has helped us set up a New Venture FastTrac class for people starting up small businesses. I really feel this will be a win-win situation for everyone."

"It's all about people resources: about recognizing that we're the ones who are going to have the answers to our own problems and we're the ones who will pull us in the right direction."



The new home of the Opportunity Center of North Franklin County

FOR MORE INFORMATION:

Strong Area Business & Civic Alliance

Eileen Miazga 207.684.3441

Opportunity Center of North Franklin County

207.639.3033
info@ocnfc.org
www.ocnfc.org

Franklin Fast Fact >

The University of Maine at Farmington has been named "One of America's Best Colleges" for 8 straight years by *US News & World Report*... no other college in New England has this prestigious honor!