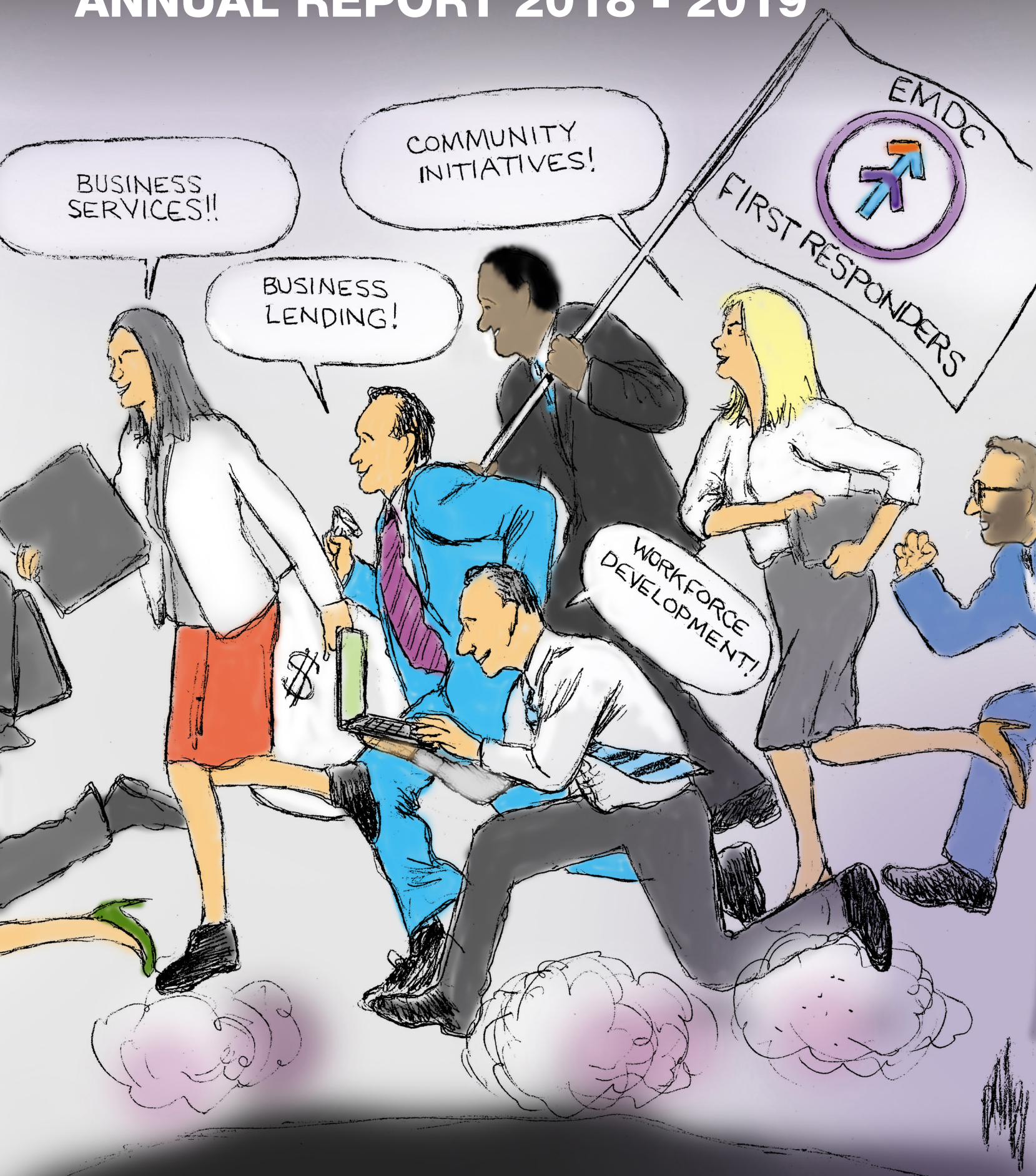


# Eastern Maine Development Corporation ANNUAL REPORT 2018 - 2019



# A Message from the CEO

Dear Friends and Colleagues:

Teamwork and a strong emphasis on customer service positioned EMDC to make steady progress during the past year in promoting community partnerships while leveraging resources for our region.

Quality services with meaningful economic impacts have been delivered by our Workforce Development, Community Initiatives, Business Lending, and Business Services programs. To enhance these efforts, we launched new strategies to emphasize our internal programs, as well as our external partner integration and outreach.

New and expanding businesses have benefitted from EMDC's newly created Employer Response Team. This approach brings together EMDC's Workforce Services, the Maine Department of Labor, the Maine Community College System, Adult Education programs, local economic development partners, the Penobscot Job Corps Center and others. EMDC guides the team to swiftly respond to an employer's workforce needs, including assistance with referrals for new hires and the development of training for new and existing employees. The **Employer Response Team** is additionally prepared to rapidly address information and technical assistance needs related to recruiting and retaining their workforce.

This past year we made significant updates with a brand refresh, new logo, and a vibrant and interactive website that is a reflection of our programs and focus. We established a new economic model to complement and enhance traditional services. The creation of the **Economic Opportunity Response Team** shifts from the "same old, same old" to unique services such as the delivery of economic gardening, development modeling, and private investment. Our collaboration with the Katahdin Region Development Board, funded by the Penobscot County Commissioners, embodies this collaborative approach. Our Emerging Opportunity Conference series will provide an educational opportunity for stakeholders to understand and evaluate these efforts.

Going forward, we expect to follow our fiscal sustainability plan while broadening our services with an overarching approach that is all-inclusive. We anticipate our lending portfolio to substantially grow statewide with our SBA products while solidifying our presence within our economic development service area. We will continue to assist communities to take full advantage of Opportunity Zone designations.

EMDC's Maine PTAC program has expanded to 22 locations around the state with an expectation expand in the coming year. The addition of a full-time Planner will provide the capacity to further support our Community Initiatives and Business Services programs – building personalized, long-term partnerships that lead to economic growth and prosperity. Combatting the opioid epidemic and supporting all people in recovery, as well as individuals recently incarcerated, will receive greater attention. We will assist more people in preparing for the workforce and provide employers with a larger pool of well-qualified job-seekers.

We greatly appreciate the support of our volunteer Board Members and community partners for helping our communities prosper. Through these new collaborative community-based initiatives and our collective efforts, we look forward to accelerated economic and social prosperity for our region and Maine.



Lee Umphrey  
President & CEO



## Board of Directors

William Shorey, Chair  
Dan Tremble, Vice Chair  
Laura Sanborn, Secretary-Treasurer  
Sven Bartholomew  
Edmond Bearor, Esq.  
Antonio Blasi  
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Jessica Giles  
James S. Gillway  
Jarrod Guimond  
Susan Hammond  
Paul Huston  
Lisa Larson  
Tom Lizotte  
David Milan  
Lori Shields  
Micki Sumpter  
Christopher Winstead

## Department Managers

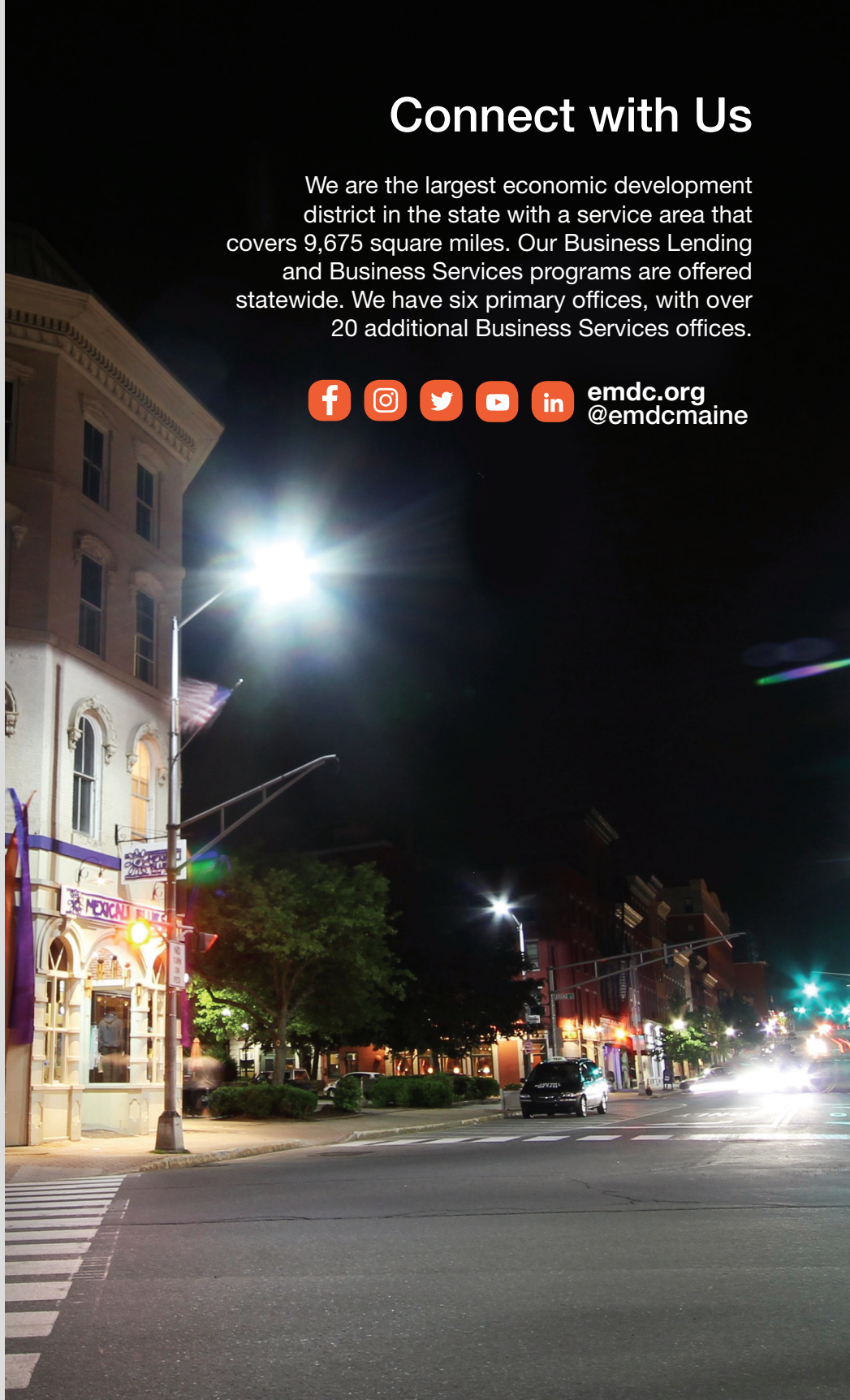
Lee Umphrey  
President & CEO  
  
Jon Farley  
Vice President  
  
Kristen Callagy  
Director of Finance  
  
Dr. Vicki Rusbult  
Director of Community Initiatives  
  
Joshua McIntyre  
Director of Lending & Investments  
  
Kenneth Bloch  
Director of Business Services  
  
Susan Moore Cerini  
Director of Workforce Services  
  
Michael Elliott  
Director of Economic Development  
in the Katahdin Region

*Annual Report produced by Kristin Harmon. Photos by EMDC and Jeff Kirlin.*

## Connect with Us

We are the largest economic development district in the state with a service area that covers 9,675 square miles. Our Business Lending and Business Services programs are offered statewide. We have six primary offices, with over 20 additional Business Services offices.

     [emdc.org](http://emdc.org)  
[@emdcmaine](https://www.instagram.com/emdcmaine)



## Our Cover

@Danbyink

For the second year George Danby, Editorial Cartoonist for the BDN, has created a custom cover for our Annual Report. Our team comes together with partners and members of our communities; together we are the “first responders”, working together to grow rural Maine.

# Enhancing Traditional Economic Development

As the only economic development company in the state that offers hands-on Business Lending, Business Services, Community Initiatives, and Workforce Development programs, our services are integrated in a unique way that enhances and compliments traditional models.

This year we have expanded our capacity for economic development by creating Economic Opportunity Response Teams. As team manager, we have implemented new services that complement our historic portfolio, and oversee projects that promote the expansion of business and career opportunities. Comprised of strategic public and private partners, team members work synergistically to create and implement targeted development roadmaps that grow communities and businesses in Maine, and attract outside investment.

Three projects were targeted to launch this model. A multi-modal terminal in Hermon will increase the efficient movement of goods from points North and East to Southern and Western markets with the rapid transfer from truck to rail. A partnership with the Penobscot County Commissioners and Katahdin Region Development Board has led to a dedicated position that navigates each community, connecting strategic services to diversify and collaborate on economic development strategies. A collaborative in Hancock County is helping ex-offenders, including those in recovery, to re-enter the workforce.



“When I needed assistance developing Hermon’s strategic plan, EMDC attended to details and gathered data that guided our success. They provided critical components and professional oversight, with their assistance and leadership we implemented a strategy that led to Hermon gaining \$61.5m in new municipal revenue. Our industrial inventory is at a 1% vacancy rate and supports hundreds of jobs.”

Scott Perkins, Director of Economic & Community Development, Town of Hermon

“We wanted to consistently supply top-quality products to our customers, so we work with EMDC’s Business Lending program to finance a new processing building. Our small family owned and operated mussel farm received advice and financing that were the catalyst to our growing company.”

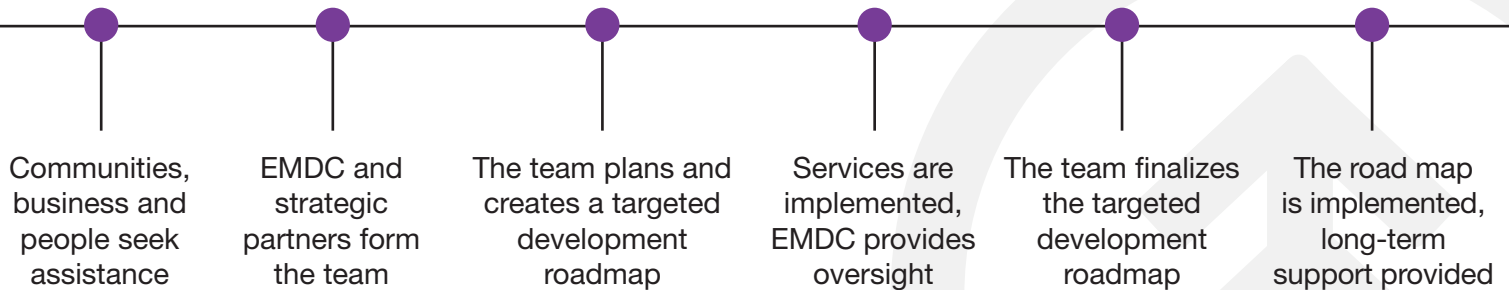
Fiona De Koning, Co-Owner  
Acadia Aqua Farms, Ellsworth





# Creating and Implementing a Roadmap

The Economic Opportunity Response team has four parts that work together to create and implement a roadmap specific to each project. We lead the community/investor, Acadia Capital Management, and strategic public-private partners, through each project.



## Financial Summary

### **Revenues** **\$4,603,278**

Federal Funding	\$3,000,995
In Kind and Cash Match	\$275,559
State Funding	\$306,510
Lending Revenue	\$590,145
Local, Private	\$248,367
Miscellaneous	\$3,297
Rental Income Total	\$178,404

### **Expenses** **\$4,902,381**

In Kind and Cash Match	\$275,566
Salaries and Fringe	\$1,920,500
Consulting/Contracted Services	\$576,918
Lending	\$461,203
Operations	\$788,280
Other	\$107,434
Participant Expenses	\$671,104
Travel	\$101,377

*\*Unaudited financial summary*



"I needed help trying to figure out a career path. Did I need to go back to school or get more certifications? EMDC placed me in a paid mentorship with Links Web Design, and they hired me through On-the-Job Training. I mastered my skills and expanded my role with their team, and am now a full-time employee."

Abby Grindle, Web Developer / Designer  
Links Web Design, Bangor

# Growing Rural Maine Together



## BUSINESS LENDING

Fiscal Year 2019 was a year of rebuilding for the Business Lending team at EMDC. We got back to basics by strengthening our focus on servicing loans, ensuring compliance with our federal and state lending partners. We made significant progress through a number of steps: instituting internal staff meetings and boosting interdepartmental integration; upgrading software that improves accuracy, increasing customer service and internal processes; and renewing focus on training for our team to stay abreast of all developments in our field.

These internal updates improve outreach efforts with current borrowers and give them access to the resources they need to grow and invest in Maine. In keeping with EMDC's overall mission of being the community-based provider for the region, we continue growing our lending portfolio statewide with our SBA products and solidifying our presence within our economic development service area.

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*President & CEO, Lee Umphrey and Director of Business Lending & Investments, Joshua McIntyre, host the Small Business Administration's District Director, Amy Basset and Jim Pineau, Senior Area Manager and banking partners.*



## COMMUNITY INITIATIVES

Collaboration was key to the Community Initiatives team in 2019. Our Katahdin Region multi-jurisdictional comprehensive plan for 3 communities is scheduled for completion in the winter of 2019. EMDC Grants Conferences were offered in 3 counties and attended by 100 people this year. We conducted Brownfields assessments on 15 projects for a total of \$133,914 invested in property reuse and redevelopment. A multi-modal terminal in Hermon, economic development in the Katahdin Region, and supported re-use of the former paper mill in Lincoln connect strategic services and diversify economic development.

Our team continues to grow and practice sustainable development. A recent partnership with the Maine Department of Economic and Community Development led to us hiring a Planner with GIS experience. This collaborative approach to municipal and regional projects boosts our integrated services into 2020.

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*Ten federal agencies, U.S. Senator Susan Collins, Congressman Jared Golden, and U.S. Senator Angus King's office joined a dozen communities in the Katahdin Region to enhance economic development efforts.*





## WORKFORCE DEVELOPMENT

Through individualized counseling and public-private collaboration, we helped 586 people overcome barriers to employment and find meaningful careers this year. Our partnerships with employers and educational institutions identify growing industries in Maine, creating programming and developing services that lead to sustainable workforce development. Industry-specific training and education, career fairs, paid mentorships and On-the-Job Training programs have placed 187 participants in careers in health care, retail, construction, manufacturing, and information technology.

Looking forward to 2020, partnerships are the focal point of existing programs including the Hancock County Re-Entry Project and industry-specific trainings. They are also at the center of new projects including an Employer Response Team that works cohesively with our new economic model to address workforce needs of growing businesses.

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*A collaboration with EMDC, Katahdin Higher Ed Center, Maine Quality Centers and Eastern Maine Community College helped this group of CNAs complete their certifications and fill vacancies in the region.*



## BUSINESS SERVICES

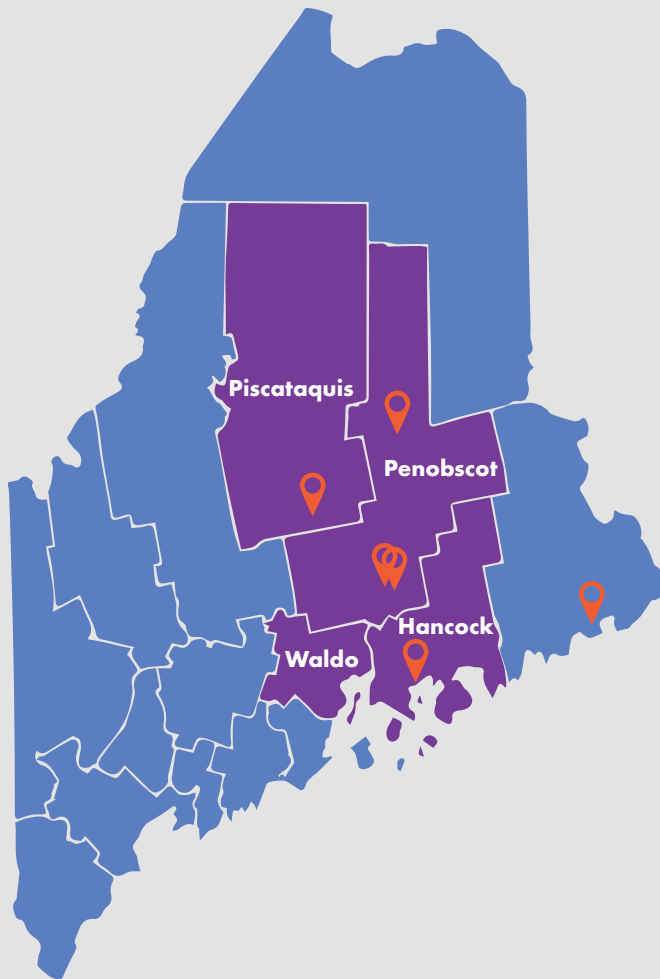
Our Business Services programs boost Maine companies statewide, helping them sell their goods or services to federal, state and local governments. In 2019 we continued to offer hands-on support through individualized counseling and group workshops. Over 300 people joined us as we hosted the 2019 New England Regional Small Business Matchmaker, connecting businesses with contractors and resource providers.

Five full-time Maine PTAC Counselors operating out of 22 locations around the state helped small businesses win \$329,156,972 in government contracts in 2019. Our Maine DBE Supportive Services program worked with nearly 90 businesses on needs assessments and business planning, tuition reimbursement, and computer and technical assistance including website development. Through EMDC's Business Services, we continue to promote our holistic approach to economic development.

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*Maine PTAC Counselor Katie Bragg sets up a Small Business Training workshop for our 300 attendees at the 2019 New England Regional Small Business Matchmaker in Portland.*





Contact us at [info@emdc.org](mailto:info@emdc.org), (207) 942-6389,  
or stop by one of our 6 primary office locations:

1 Dirigo Drive, East Millinocket  
50 Mayo Street, Dover-Foxcroft  
40 Harlow Street, Bangor  
45 Oak Street, Bangor  
248 State Street, Ellsworth  
53 Prescott Drive, Machias



**EMDC** EASTERN MAINE  
DEVELOPMENT CORPORATION

