



**EMDC** EASTERN MAINE  
DEVELOPMENT CORPORATION



# 2020

## ANNUAL REPORT

# A Message from the CEO

Dear Friends,

This past year was meant to commemorate Maine's 200th Anniversary of Statehood. Then, in mid-March, we faced a national public health crisis and economic state of emergency.

Like a ship on the ocean, EMDC kept a steady course navigating the motion of the waves with rigor, purpose and unrequited devotion to help people, businesses and communities reach broad community engagement, development and resiliency.

With all hands on deck, our organization expanded services while changing our course but maintaining its mission to accelerate innovation, resiliency, recovery, partnerships and prosperity. As a team, we reached financial stability and set the course for long-term sustainability.

During the pandemic storm, EMDC expanded workforce development programs and community initiatives. My colleagues displayed a profound sense of community and shared purpose as we worked remotely while providing agile virtual support.

As an organization, we continuously improved our systems and created efficiencies to enhance workflow and outcomes. Increasingly, we become a data-driven organization that values customer services while prioritizing outcomes.

Our workforce approach evolved to develop more intense, innovative and tailored counseling and job training programs. While the dynamic and delivery of EMDC services and support changed, our effort and mission was unwavering.

As a member of the Governor's Economic Recovery Committee, I was pleased to join top state government and business people in working together to help stabilize and support Maine's economy during the COVID-19 crisis. With the Governor and Congressional delegation working in unison, we found the resources to set a course to bring Maine's economy to safe harbor.

Dark and cloudy skies with rolling seas will come again but the seaworthy EMDC will always make it through any journey to reach the welcoming shore in partnership with you.

All the best, Lee



*Lee Umphrey*  
 Lee Umphrey  
President & CEO

# Meet #TeamEMDC

## PROGRAM MANAGERS

**Lee Umphrey**  
President & CEO

**Jon Farley**  
Vice President of Operations

**Dr. Vicki Rusbult**  
Director of Community & Business Services

**Susan Moore Cerini**  
Director of Workforce Services

**Kenneth Bloch**  
Director of Maine PTAC

**Kim Smith**  
Director of Lending

**Michael Elliott**  
KRDB Executive Director

**Ashley Bubar**  
Interim Director of Finance

## BOARD OF DIRECTORS

**William Shorey, Chair**  
Waldo County Commissioner

**Dan Tremble, Vice Chair**  
City of Bangor & Business Owner

**Laura Sanborn, Treasurer**  
Penobscot County Commissioner

**Sven Bartholomew**  
Camden National Bank

**Edmond Bearor, Esq.**  
Rudman Winchell

**Antonio Blasi**  
Hancock County Commissioner

**Jerilyn M. Bowers**  
MDI Biological Laboratory

**Denise M. Buzzelli**  
Piscataquis Chamber of Commerce

**Rich Campbell**  
Campbell Environmental Group

**Dr. Steven R. Cunningham**  
Husson University

**Dennis S. Damon**  
State Senator

**Michael Donahue**  
Northern Light Beacon Health

**Wayne Erkinen**  
Piscataquis County Commissioner

**James Gilway**  
Town of Searsport

**Jarrod Guimond**  
Bangor Savings Bank

**Susan Hammond**  
Four Directions

**Lisa Larson**  
Eastern Maine Community College

**David Milan**  
Town of Orono

**Lori Shields**  
TD Bank



*Board Chair, Commissioner William Shorey; CEO, Lee Umphrey; Secretary-Treasurer, Commissioner Laura Sanborn; and Vice Chair, Mayor Dan Tremble*



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

# Supporting Businesses, Communities & People During the COVID-19 Pandemic

**\$43.8**  
million  
distributed

## MAINE ECONOMIC RECOVERY GRANT PROGRAM

Through a partnership with the Maine Department of Economic and Community Development, EMDC provided direct technical support to 1,372 businesses and non-profits in Eastern Maine, delivering \$43.8 million in grants funded through the federal CARES Act.

## CONNECTING BUSINESSES WITH OPPORTUNITIES TO SELL TO THE GOVERNMENT

EMDC's Maine PTAC team shifted from in-person events to virtual webinars during the pandemic. This created the opportunity to host companies including Cianbro and Portsmouth Naval Shipyard, connecting 310 attendees at three Virtual Industry Days with opportunities to grow by selling their goods/services to the government.

**512**  
total attendees  
at business  
workshops

**100**  
communities  
served

## COMMUNITY & BUSINESS SERVICES REACH 100 COMMUNITIES

The newly reframed Community & Business Services team provided direct assistance to 100 communities. The outreach is made possible by the addition of new team members funded by the EDA CARES Act, and through Economic Opportunity Response Teams.

## WORKFORCE PIVOTS TO PROVIDE VIRTUAL SUPPORT TO PEOPLE

When the COVID-19 pandemic hit, EMDC partnered with the Maine Department of Labor and regional resource providers to enhance and streamline virtual services. Since March, EMDC has provided direct support to displaced workers and those looking to expand their careers by hosting 134 workshops with a total of 907 attendees.

**907**  
total attendees  
at workforce  
workshops

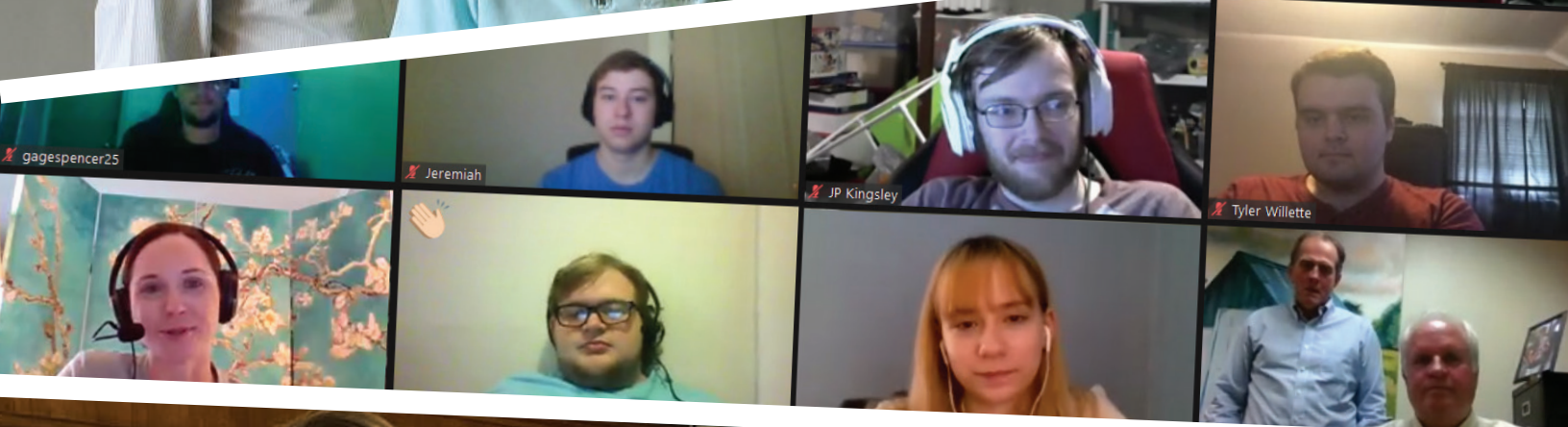
## PHOTO CAPTIONS

*The Bangor Art Society celebrated its 145<sup>th</sup> year by going virtual. When there was difficulty locating a venue for its annual Open Juried Art Show, organizers turned to EMDC, which went on to host several weeks of shows throughout the year. EMDC President & CEO Lee Umphrey is pictured with Bangor Art Society Director, Teddi-Jann Covell and artist and judge Carl Little.*

*Thirty-four young people between the ages of 16-24 were connected with local employment and education opportunities through EMDC's virtual Young Mainer's Workforce Academy. EMDC pivoted to deliver services virtually during the pandemic.*

*The Commons at Central Hall, a non-profit in Dover-Foxcroft, received funding and direct technical support through the Maine Economic Recovery Grant program. Program and Marketing Director Jody Morse says the organization has pivoted by renovating its space, offering food assistance and community outreach programs.*

*EMDC welcomed 20 new team members in 2020. Pictured from left is Kim Smith, Director of Lending; Anna Stockman, Community Planner; Tammie Breen, General Accountant; and Morgan Rocheleau, Maine PTAC Counselor.*



# Workforce's Swift Shift Results in Dynamic Services and Historic Growth

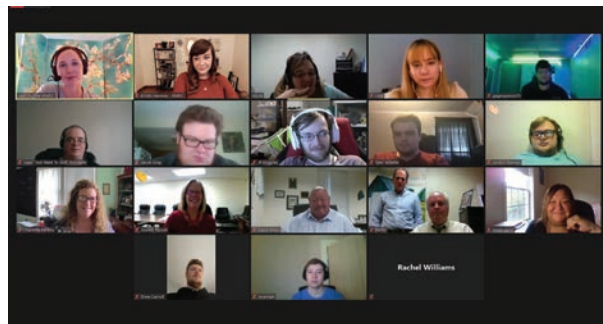
As the global health pandemic emerged early in the year, EMDC quickly imagined and implemented new strategies for engaging with customers and meeting their needs. Within days of relocating staff from offices to remote settings, the Workforce Division created meaningful content and rolled out virtual information sessions and workshops to not only maintain the flow of communication, but to expand outreach and broaden the pool of potential customers.

By spring, planning initiated in 2019 to combat the state's intensifying opioid epidemic came to fruition with the launch of Maine's innovative and life-changing Connecting with Opportunities Initiative. In partnership with the Maine Department of Labor and the state's three Workforce Development Boards, EMDC played a pivotal role in successfully securing millions in federal funds. This increased access to education, training and employment for hundreds of individuals impacted by opioid use disorder and bolstered the workforce needed to mitigate the overall crisis.

EMDC was awarded a major new contract, more than doubling its Workforce footprint in Maine from four counties to nine. Beginning September 1st, EMDC assumed responsibility for service delivery to people and businesses in Androscoggin, Franklin, Kennebec, Oxford and Somerset counties in addition to Hancock, Penobscot, Piscataquis, and Washington. This contract for Workforce Innovation Opportunity Act (WIOA), awarded by the Central Western Maine Workforce Development Board, is reinforcing EMDC's mission to provide outstanding services through collaborations with local agencies and stakeholders. A new partnership between EMDC and Community Concepts, Inc. (CCI) is yielding synergistic outcomes and delivering greater resources to the region.

Of the relationship, Community Concepts CEO Shawn Yardley noted, "One of the five critical areas identified in our community needs assessment was employment and skills training. Our partnership with EMDC allows us to expand and grow our current Lewiston-based workforce program...with a proven and innovative partner."

Through careful planning and unanticipated forces of nature, workforce was transformed and re-invigorated. This past year, EMDC's workforce programs served 501 participants with career training and employment services; 145 participants entered employment with 123 different employers. Embracing a broader role in Maine and stepping up to address problems stemming from COVID-19, the opioid crisis and other societal challenges, EMDC's workforce team is poised to change the trajectory of many lives looking forward.



**PHOTO CAPTIONS** Top: EMDC expands services to Central Western Maine, welcoming new Lewiston-based Senior Workforce Development Specialist, Patti Saarinen. Second: Young Mainer's Workforce Academy graduates celebrate their accomplishments with a ceremony broadcast on Facebook Live. Third: Peer Connectors Katie McKay and Scott Knowles at the BARN, supporting people in recovery. Bottom: Workforce Development Specialist Nicole Buckner delivers Maine Economic Recovery Grant Program funding to the Greenville Inn.

# Community & Business Services Team Supports 100 Communities & Distributes \$43.8 Million in Funding



A steady and reassuring presence during the COVID-19 pandemic, EMDC connected communities and businesses with support and funding necessary for their economic survival and revival. With new team members, a reframed vision, and focus on strategic partnerships, the department is working collaboratively to help Mainers adapt.

The pandemic is being met head-on as EMDC builds internal capacity and delivers direct support. The new Regional Development Coordinator matches businesses impacted by the pandemic with resources and individual assistance; the position was funded by the CARES Act through the U.S. Economic Development Administration. With the expertise of a new Community Planner, EMDC has enhanced comprehensive planning and looks forward to engaging stakeholders to update and strengthen the Comprehensive Economic Development Strategy (CEDS). With the DBE Supportive Services Specialist rounding out the new team, EMDC is supporting woman and minority business owners with technical assistance and funding.

The reimagined department allows EMDC to enhance Economic Opportunity Response Teams. In doing so, its holistic approach integrates all services now more than ever before. Through partnerships with the University of Maine George Mitchell Center for Sustainability Solutions, the New England Planning Association, and the National Association of Development Organizations, the Response Teams have celebrated local, regional and national support. Working in concert with EMDC's Business Lending team, Community & Business Services builds on this model internally, identifying opportunities for impact lending.

Partnering with the Maine Department of Economic and Community Development to guide the restoration of Maine's communities, EMDC provided direct technical support and grant funding to 1,372 businesses and non-profits. Financed by the federal CARES Act, grants were awarded to industries including: accommodation and food services, retail, arts and entertainment and healthcare.

As the team looks to the future, collaboration with the Hancock, Penobscot, Piscataquis and Waldo County Commissioners continues to play a key role in regional development projects. Maximizing impact to spark future growth remains the focus of new projects from northern Penobscot to southern Piscataquis; empowering businesses and communities with direct services and resources that are results-driven in 2021 and beyond.

**PHOTO CAPTIONS** Left: President & CEO Lee Umphrey meets with the newly formed Community & Business Services Team. Top right: Penobscot County Commissioner Laura Sanborn delivers Maine Economic Recovery Grant Program funding to the Millinocket Memorial Library. Bottom right: Community Planner Anna Stockman on her first day at EMDC.

# Impact Lending Boosts Businesses, Diversifies Economy with \$2.6 Million in COVID-19 Relief



**PHOTO CAPTION** *EMDC's President & CEO, Lee Umphrey, welcomes new Director of Lending, Kim Smith. Loan Officer & Credit Analyst, Tom Stewart, presents a virtual information session about EMDC's EDA Revolving Loan Fund program to banking partners, businesses and community members.*

Meeting the economic crisis head-on by supporting people, businesses and communities, EMDC's Business Lending team helped Maine people create and retain jobs during an uncertain year. With a reframing of the department, strengthened partnerships and new team members, Business Lending is connecting people with funding that generates future investment while boosting existing businesses.

The pandemic has created unimaginable challenges for the business community, but they are managing to adapt and survive. To support their survival and revival, EMDC has pivoted, with a focus on impact lending that continues to make businesses a top priority. As a result, EMDC is connecting existing businesses and start-ups with critical funding, while investing in large-scale projects that create jobs, diversify the economy, and generate future growth.

Partnering with the U.S. Economic Development Administration (EDA) to disperse \$2.6 million in Revolving Loan Funds, EMDC provided timely support to businesses hit hardest by the COVID-19 pandemic. Funded by the federal CARES Act, the Revolving Loan Funds diversified the region's economy by emphasizing the attraction, start-up and expansion of small to medium-sized businesses from a mix of emerging and traditional industries. The EDA also funded EMDC's Regional Development Coordinator, who works in communities to identify areas of need and generate referrals to other EMDC programs including the lending team.

The U.S. EDA Revolving Loan Fund program compliments EMDC's statewide U.S. Small Business Administration (SBA) lending programs. As a Certified Development Company, EMDC offers 504 and Community Advantage 7a loans. These programs help local businesses create or retain private sector jobs, particularly for the unemployed, underemployed and low and moderate income residents of Maine.

With the addition of these new and reinforced programs, EMDC welcomed a new Loan Officer and Credit Analyst, rounding out a team whose high energy approach to impact lending helps businesses thrive, while continuing to preserve jobs during the pandemic. The reimagined team works together to foster relationships with banking partners and continues to build partnerships with federal agencies that result in connecting businesses with the funding they need.

As the Business Lending team looks forward to new and exciting regional development projects in areas of the state that need it most, they continue to support existing businesses and entrepreneurs. Helping businesses thrive while preserving jobs during the pandemic and beyond, with a focus on impact lending that generates future growth.



# Maine PTAC's Enhanced Virtual Services Help Businesses Win \$2 Billion in Awards

The pandemic has presented unimaginable challenges for our business community. It has also given the Maine PTAC team an opportunity to streamline service offerings. In 2020, Maine PTAC welcomed 70 new clients for a total of 1,102 business clients in need of support more than ever before. Connecting those businesses to direct counseling and supportive services helped them win \$2,024,427,141 in local, state and federal contract awards.

As a statewide program, the 6 full-time Maine PTAC Counselors cover large territories. Enhancing virtual services by rolling out video conferencing and online webinars has saved businesses valuable time and afforded counselors the ability to meet clients in different areas of the state at the click of a button.

Building on the success of new virtual offerings, partners including Cianbro, 381 Constructors and Portsmouth Naval Shipyard/NAVFAC saw an opportunity to collaborate and turn in-person Industry Days into online events. Facilitated by Maine PTAC, 310 people attended three Virtual Industry Days, connecting large local contractors with small businesses seeking contracting work.

Businesses are seeing the value in government contracting, doubling down on efforts to break into the world of procurement. Selling goods or services to local, state and federal governments continues to be a surefire way to grow business, especially during the pandemic. Maine Trailer is an example. Taking advantage of 22 hours of individualized counseling, group webinars, and technical support with registrations and certifications, the Hampden-based company won 11 awards worth \$150,708 since the pandemic hit. Overall, Maine PTAC clients received 3,116 total hours of direct counseling support this past year.

Looking forward to 2021, the need for individualized support is growing statewide. Strategic partnerships are being created, while existing relationships are strengthened and expanded. To assist in this effort, the Maine Department of Economic and Community Development and the U.S. Department of Defense provided funding and support to add an additional counselor in 2020. A new partnership with Four Directions Development Corporation will create a Counselor position dedicated to helping Native American businesses and Tribal Governments.

Despite significant challenges brought on by COVID-19, Maine PTAC entered 2021 positioned to assist more businesses than ever and looking forward to an improving economic climate.



Photo courtesy of Maine Trailer

## RESPONSIBLE BIDDER

A Responsible Bidder:

- Is a manufacturer, manufacturer's authorized representative, producer, distributor, or dealer.
- Demonstrated integrity.
- Is of good reputation.
- Has a satisfactory record of experience and performance.
- Has a financial status that causes little risk to the State.
- Has the capacity and the ability to supply the State on a timely basis.



PTAC MAINE PROCUREMENT TECHNICAL ASSISTANCE CENTER



**PHOTO CAPTIONS** Top: Maine Trailer depended on Maine PTAC's support during the pandemic. Middle: Pivoting to virtual services, PTAC offers a free webinar to businesses interested in selling goods/services to the government. Bottom: PTAC Client and Co-Owner of Print Bangor, Elena Metzger, receives funding from the Maine Economic Recovery Grant Program.

# Financial Summary



## FINANCIAL SUMMARY: 2018 TO 2019

| <b>Revenues</b>                | <b>\$4,603,278</b> |
|--------------------------------|--------------------|
| 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          |
| <b>Expenses</b>                | <b>\$4,902,381</b> |
| 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          |



## FINANCIAL SUMMARY: 2019 TO 2020

| <b>Revenues</b>                | <b>\$4,148,283</b> |
|--------------------------------|--------------------|
| Federal Funding                | \$2,938,419        |
| In Kind and Cash Match         | \$301,771          |
| State Funding                  | \$348,589          |
| Lending Revenue                | \$486,286          |
| Local, Private                 | \$73,217           |
| <b>Expenses</b>                | <b>\$4,399,714</b> |
| In Kind and Cash Match         | \$301,771          |
| Salaries and Fringe            | \$2,527,802        |
| Consulting/Contracted Services | \$411,778          |
| Lending                        | \$41,488           |
| Operations                     | \$294,706          |
| Other                          | \$227,203          |
| Participant Expenses           | \$557,341          |
| Travel                         | \$37,622           |



**PHOTO CAPTIONS** Top: Economic Development Director for the Katahdin Region Mike Elliott delivers Maine Economic Recovery Grant Program funding to Katahdin Inn and Suites. Middle: President & CEO Lee Umphrey with Philip Henry, new owner of 40 Harlow Street, on the day of the sale. Bottom: President & CEO Lee Umphrey welcomes Governor Janet T. Mills to EMDC for a roundtable with community stakeholders.

# 3<sup>rd</sup> Annual Cover Art by @Danbyink



For the third year George Danby, Editorial Cartoonist for The Bangor Daily News, has created a custom cover for our Annual Report.

Last year, Mr. Danby imagined the cover as Team EMDC coming together with partners and community members. They join together as the “first responders”, working to grow rural Maine.

This year, our 2019-2020 cover shows EMDC “Like a ship on the ocean” keeping “a steady course navigating the motion of the waves,” President & CEO, Lee Umphrey, writes in his letter. EMDC continues to navigate economic challenges while providing direct services to businesses, communities and people.

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The Annual Report was produced by Kristin Harmon and edited by Doug Dunbar, with photos taken by EMDC staff.

## Connect with EMDC

EMDC can be reached directly at [info@emdc.org](mailto:info@emdc.org) or (207) 942-6389. As the team continues with hybrid office hours due to the pandemic, working both from home and the office, in-person meetings are available by appointment.

EMDC operates 12 offices statewide, with additional locations at partner organizations.

Auburn: 125 Manley Road  
Augusta: 45 Commerce Drive  
Bangor: 40 Harlow Street  
Bangor: 45 Oak Street  
Biddeford: 20 Pomerleau Street  
Brunswick: 74 Orion Street

Dover-Foxcroft: 50 May Street  
East Millinocket: 1 Dirigo Drive  
Ellsworth: 248 State Street  
Lewiston: 5 Mollison Way  
Machias: 53 Prescott Drive  
with remote offices in Central Western Maine





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