



**EMDC**

EASTERN MAINE  
DEVELOPMENT CORPORATION

In recognition of Jon Farley  
who has helped workers  
build skills and get  
jobs since 1977.



**2021**  
ANNUAL REPORT



## Lending

EMDC increased total lending activity by 153%. Focusing on impact lending for the small business community, 245 jobs were created and new team members were added. Organizations throughout the state benefitted from EMDC's funding solutions and business planning advice.

In 2021, a total of \$7.3 million was lent to businesses. Given the pandemic, EMDC focused on Payment Protection Program (PPP) loans, providing \$1.6 million in relief to COVID-19 impacted for-profit entities across Maine.

The lending team updated operating compliance procedures to improve efficiency. This led to an electronic signature system and enhanced reporting features.

The team's lending expertise was deepened while working in close partnership with funding partners SBA, USDA, and EDA.

Additionally, connections with local banks and credit unions were strengthened, helping to increase referral activity for our SBA 7a, SBA 504, EDA, and Revolving Loan Fund programs.



**CAPTION:** EMDC's Lending and Community & Business Services Departments have worked closely with investors and officials on the ongoing Moosehead Mountain redevelopment. The above image is a sketch of the proposed project, which is valued at \$130 million.



## Community & Business Services

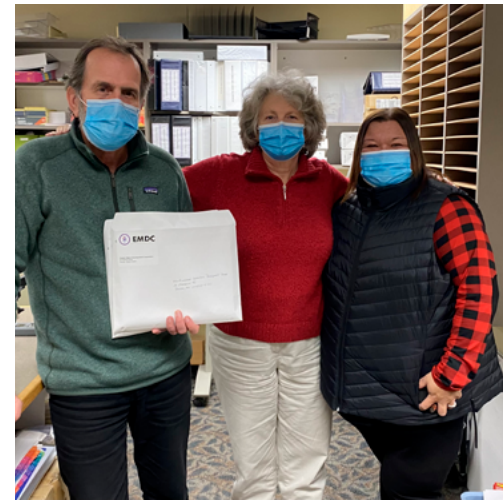
The completion of an award-winning regional *2021-2025 Comprehensive Economic Development Strategy (CEDS)* highlighted 2021's accomplishments. The data-rich plan is aligned with the state's 10-year Economic Development Strategy and reflects EMDC's discussions with diverse public and private stakeholders. Recognized by the National Association of Development Organizations (NADO), the CEDS report will guide EMDC and partners in turning concepts into concrete actions and ideas into innovative approaches.

In a complementary development, EMDC is in the final stages of being certified as the Regional Planning Commission for Penobscot and Piscataquis counties, which will enhance the organization's efforts in support of local & regional planning as well as project creation.

Responding to the economic impacts of the pandemic, EMDC partnered with the Maine Department of Economic and Community Development (DECD) to provide technical assistance and distribute \$54 million in small business recovery grants. As part of this process, EMDC created a Business Needs Assessment and surveyed over 100 employers. To further support municipalities and nonprofits, EMDC hosted a Virtual Grants Conference, with 75 attendees and presentations from EDA, DECD, NBRC, and the Sewall Foundation.

Additionally, EMDC completed two region-specific comprehensive plans. One addressed the assets, vitality, and needs of the Katahdin Region (East Millinocket, Medway, and Millinocket) and the other focused on the strengths, challenges, and opportunities in Island Falls.

**CAPTION:** Seven years after the closing of its paper mill, Bucksport has excelled at revitalizing and diversifying its local economy. Pictured above is the Bucksport Narrows Bridge in the background and the town's harbor in the foreground — two recent projects that are shaping our region's future.



## Workforce Development

Responsiveness and innovation distinguished EMDC's workforce development programming during the second year of COVID-19. In 2021, EMDC served 687 individuals across nine counties. Responding effectively to the pandemic, Virtual Offices Hours (VOH) were established, giving job seekers predictable access to staff. Having completed a full year as the new workforce development service provider for Maine's Central Western region, EMDC was able to assist 189 people—an increase of 74%.

Notably, 132 individuals affected by the opioid crisis across nine counties benefitted from Maine's Connecting with Opportunity Initiative. Developed by EMDC, the Maine Department of Labor, and the state's workforce boards, this significant initiative has created hope and new beginnings for hundreds of Mainers since its launch in 2020.

Several specialized training projects were implemented in the Central Western region, pairing educational specialists with local businesses to train phlebotomists, nursing assistants, and other sought-after jobs. In an effort to expand EMDC's successful Young Mainers' Workforce Academy to adults within the Northeastern Workforce Development Board region, Destination YOU was created in collaboration with Eastern Maine Community College.

In coordination with key partners Aroostook County Action Program and Community Concepts, Inc., EMDC will continue to offer a productive hybrid approach to reaching job seekers and engaging them in trainings and career pathways—leading to meaningful high-wage, in-demand jobs.

**CAPTION:** Jon Farley, Erin Benson, and Susan Moore Cerini prepare EMDC's renewal proposal for the Northeastern Workforce Development Board's Workforce Innovation Opportunity Act contract.

# THE YEAR BY THE NUMBERS

**A total 38 different programs managed**

**Over 1,300 businesses served as active clients of EMDC**

**687 job seekers trained**

**Almost \$2.5 billion in government contracts won by PTAC clients**

**\$7.3 million lent to businesses, including \$1.6 million through the Payment Protection Program**



## PTAC

In a significant development to expand its reach and enhance service delivery, EMDC PTAC partnered in 2021 with Four Directions Development Corporation as a subcontractor, adding a first-ever counselor dedicated to Native-owned businesses and Tribal Governments.

PTAC also hired a seventh full-time counselor, extending services to York and southern Cumberland counties. At the close of the year, PTAC was hiring its eighth full-time counselor to serve Oxford, Franklin, and Somerset counties. This will concentrate existing counseling efforts into smaller regions, enhancing support and services for clients.

PTAC's portfolio grew in 2021, adding 93 new businesses and bringing total clients served to over 1,200. While many are clustered close to Maine's largest population centers, 87% are located in rural areas with 97% being small businesses. PTAC clients are distributed evenly across four sectors: Manufacturing, Construction, Professional & Technical Services, and Service Establishments.

Other notable achievements in 2021 included the securing of additional funds from the U.S. Department of Defense and PTAC Director, Ken Bloch, being elected President-Elect of the national PTAC Association (APTAC).



*CAPTION: Bethany and Ben of PrintBangor are completing a quality control check on an order before sending it out. PrintBangor is a client of both EMDC's PTAC and Lending programs.*

## FINANCIAL SUMMARY: 2020 TO 2021

<b>Revenues</b>	<b>\$64,969,261</b>
Federal Funding	\$6,240,001
In Kind and Cash Match	\$355,845
State Funding	\$309,222
Lending	\$930,864
Local, Private	\$247,772
Miscellaneous	\$375,846
Pass Through (CARES Act)	\$56,509,708
<b>Expenses</b>	<b>\$63,932,489</b>
In Kind and Cash Match	\$355,845
Salaries and Fringe	\$3,360,580
Consulting and Contracted Services	\$838,433
Lending	\$687,857
Operations	\$876,048
Other	\$9,878
Participant Expenses	\$1,265,681
Travel	\$28,456
Pass Through (CARES Act)	\$56,509,708

*\*Unaudited financial summary*



## A Message from the CEO

Over the past year, EMDC became stronger by working harder, being flexible, and maintaining a community focus in our partnerships and programs. Our financial standing was solidified as we expanded the scope and impact of our lending, businesses development, and workforce efforts and programs. As the region's economic anchor, we provided stability to businesses, communities, and people providing consistency and resources in uncertain times.

As part of this endeavor, EMDC strengthened partnerships with the federal, state, and local governments to help businesses and communities adapt to the necessary restrictions on economic activity to slow the spread of the COVID-19 virus. These restrictions did not halt our collective resolve but instead encouraged expansion and innovation as pandemic-related funds came into our region and state.

A seminal moment for EMDC was to bring together key regional stakeholders for the Comprehensive Economic Development Strategy (CEDS) plan. This process reminded people of our essential role in shaping an economic development plan that leveraged resources and recognized community resilience and strengths while carving a promising path forward. In the coming months, eastern Maine's recovery will continue as we turn the ideas within the CEDS report into actions.

On the cover is our colleague and friend, Jon Farley. Since 1977, Jon has played a key role in helping workers build skills and get jobs. Over the years he was on the ground leading the effort to help displaced shoe and paper mill workers, fishermen, and others facing devastating business closures. In many ways, Jon embodies who we are as an organization. He's always the first one to seek ways to engage with communities to ensure we have systems in place that helps them directly. Jon's data-driven strategy delivers value, guarantees outcomes, and always puts people first. Jon is equally effective in assisting workers or the Department of Labor in finding the best way forward.

Throughout our region, we have seen a predominance of courage and willingness to make our lives better during a dynamic challenge to our families, businesses, and communities. With additional federal resources and continued resolve, we will fully recover together. As President Franklin Roosevelt said while our country faced depression and war, "A smooth sea never made a skilled sailor."



## Annual Award Honorees

**Anna Stockman and Susan Moore Cerini**

Tom Davis Employees of the Year

**Town of Island Falls and Four Directions Development Corporation**

Community Partners of the Year

**Maine Trailer and Fresh Start Sober Living**

Business Partners of the Year

## Department Managers

**Lee Umphrey**  
President & CEO

**Jon Farley**  
Vice President of Operations

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

**Kim Smith**  
Director of Lending

**Kenneth Bloch**  
Director of PTAC

**Susan Moore Cerini**  
Senior Director of Workforce Services

**Erin Benson**  
Director of Workforce Services

## Board of Directors

**Dan Tremble**, Chair

**Sven Bartholomew**, Vice Chair

**Scott Adkins**, Secretary-Treasurer

**Edmond Bearor, Esq.**

**Jerilyn M. Bowers**

**Denise M. Buzzelli**

**Rich Campbell**

**Dr. Steven R. Cunningham**

**Dennis S. Damon**

**Michael Donahue**

**Wayne Erkinen**

**James S. Gillway**

**Jarrold Guimond**

**Susan Hammond**

**Laura Sanborn**

**Jean Mellett**

The Annual Report was produced by Ben Hawkins. For the fourth year George Danby, Editorial Cartoonist for The Bangor Daily News, has created a custom cover for our Annual Report.

## 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, in-person meetings are available by appointment.

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

