

# **EMDC** EASTERN MAINE DEVELOPMENT CORPORATION

## **ANNUAL REPORT 2024**



# MESSAGE FROM THE CEO

For EMDC, 2024 was a year of impact, growth, and opportunity. Our community-based efforts were unwavering in a year of national political tension, global uncertainty, and volatile and unpredictable weather caused by climate change.

We expanded our programs and strengthened our efforts to boost people and communities to promote Maine's prosperity. Being part of every community, we built determination and resilience to face challenges and seize opportunities. This is reflected in all aspects of our work, including impact lending for small businesses, targeted job training, workforce and business growth, and comprehensive planning assistance to municipalities and regions.

To deepen our endeavor to keep people connected to their communities, and promoting civic engagement and pride, we became a founding partner and fiscal sponsor for the Maine Independent News Collaborative. This new consortium of five local news organizations aims to preserve jobs while ensuring the delivery of reliable, local news. For EMDC, these news outlets are essential elements for communities to know and understand decisions and impacts from the perspective that relates most to them.

Our cover, designed by George Danby, is the Accountability Train. This train is bound for prosperity with all passengers required to take personal responsibility for their own work and actions while EMDC holds all passengers, including state and federal partners, accountable for working together in building strong local partnerships that promotes well-being and community development. Riding together, we stay on the fast track to a stronger sense of belonging and support that embraces Maine's community spirit, grit, and resolve.

Lee Umphrey,  
President & CEO



Lee Umphrey, President & CEO

## 2024 ANNUAL AWARD WINNERS



When Jennifer King accepted the Tom Davis Award, Susan Cerini, Senior Director of Business and Workforce Services, said, "On a daily basis, I admire and am in awe of Jenn's dedication, leadership and inclusive approach in getting things done. She doesn't stop until something is completed and always follows through. She lives the values and mission of EMDC every day, leading and supporting her team and the entire organization."

### **Community Partner of the Year:**

Commissioner Peter Baldacci, Penobscot County

### **Nonprofit Organization of the Year:**

Healthy Acadia's INSPIRE Recovery Center, Ellsworth

### **Community Spirit of the Year:**

Dana's Heavy Duty and Roadside Service, LLC, Poland

### **Business of the Year:**

Dreamer Food, Bangor

### **Tom Davis Employee of the Year:**

Jennifer King, Senior Director of Planning & Development



Peter Baldacci when receiving the recognition, said "It's about 'what are you doing to help people?' We need to respect people who work for nonprofits, who work for the government."



# FINANCIAL OVERVIEW

## Income 2024

FEDERAL FUNDING .....	6,392,001.30
STATE FUNDING .....	2,730,610.34
CONTRIBUTIONS .....	350,509.42
COUNTY DUES .....	104,700.00
LOCAL CONTRACTS .....	395,327.08
LENDING REVENUE .....	513,636.69
MATCH .....	485,396.64
OTHER .....	46,630.32



Total Revenue  
\$11,018,811.79



Ben Bussiere, Amy Collinsworth, Lee Umphrey in Millinocket

## Expense 2024

PERSONNEL .....	3,778,808.85
CONSULTING/CONTRACTED	
SERVICES .....	259,840.96
OPERATIONS .....	1,631,348.25
LENDING EXPENSES .....	29,339.00
PARTICIPANT EXPENSES .....	1,085,479.46
TRAVEL/TRAINING .....	106,712.97
PASS THROUGH .....	2,834,483.98
MATCH .....	485,447.88



Total Expenses  
\$10,211,461.35



Finance Team



Workforce at the Bangor Career Fair

**DEBT FREE - NET PROFIT**

# EMDC'S REGIONAL PLANNING COMMISSION

*Shapes the future of our communities, working across a wide range of initiatives to support growth and improve quality of life in the region.*

## COMPREHENSIVE PLANNING

EMDC supports communities in developing comprehensive plans that guide growth, address land use and economic development, and meet state requirements for grant eligibility.

## HOUSING

EMDC's focus on the housing crisis in Maine is all about listening to our communities and working together to tackle Maine's housing challenges.

## BROADBAND

In partnership with the Maine Connectivity Authority, EMDC improves digital access in Eastern Maine with tech workshops, digital literacy classes, and laptop lending through local organizations. We are exceeding our goals for Broadband for all.

## COMMUNITY RESILIENCE

The Community Resilience Partnership program offers a structured approach for towns to identify climate change-related challenges and opportunities for increasing resilience, such as reducing energy use, transitioning to clean energy, improving access to EV charging stations, upgrading infrastructure, and preparing for severe weather events.

## BROWNFIELDS

EMDC is working with Brownfields Revolving Loan Fund providing low-cost financing to clean up and revitalize contaminated properties, paving the way for sustainable redevelopment and community growth in Maine.

Communities Served

23

Housing Workshops

4

CRP Enrollments

3



Jenn accepting the employee of the year award

Hope Eye, Regional Planner, Community Impact Specialist, shared, "Jenn saw potential in me from the start and has been instrumental in helping me grow into my role. Her mentorship and unwavering support have shaped my career while keeping the focus and impact of the department at a high level."

# WORKFORCE DEVELOPMENT

Through targeted job placement programs, hands-on apprenticeships, and collaborations with local employers and educational institutions, EMDC addresses critical workforce gaps to strengthen regional economic stability. Our programs prioritize connecting individuals with meaningful employment opportunities while driving sustainable growth in Hancock and Washington counties.

Our Youth Workforce Initiative equips young people with the skills and support they need to build a strong foundation for long-term career success, creating a ripple effect of impact.



Workforce Building Community Partnerships



Provided by Annie Watson of Sheepscot Valley Farm

EMDC's workforce programs address critical challenges across sectors, including agriculture and criminal justice. Our Dairy Workforce Program, in partnership with the Maine Dairy Industry Association, provides targeted training, job placement support, and operational assistance to sustain local food production and strengthen the dairy industry's essential role in Hancock and Washington counties. Similarly, our Jail Diversion Program helps individuals build skills and access meaningful employment opportunities, fostering community impact and creating pathways for long-term success.

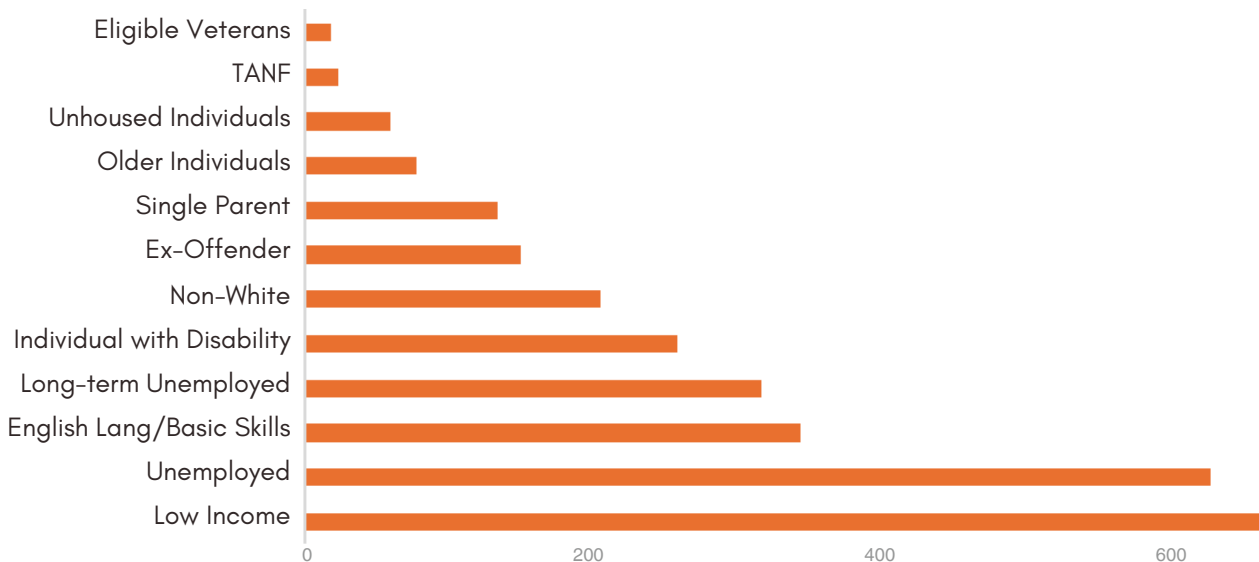
Job Placements

261

Individuals Served

1008

## Persons with Barriers to Employment Served





# BUSINESS SERVICES AND TECHNICAL ASSISTANCE

## APEX- (STATEWIDE)

The Maine APEX Accelerator connects businesses to government contracting opportunities, while the Domestic Trade Initiative (DTI) grant program supports domestic trade and economic recovery. Through DTI, \$310,000 was awarded to 26 Maine businesses in pandemic-impacted industries, representing all 16 counties. DTI clients have reported winning over 180 contracts valued at more than \$2.5 million. The program continues to drive growth and resilience across Maine, with ongoing ROI surveys and receipt collection measuring its statewide impact.



Tanner Hanes & Jaida Bolstridge HUB Program Managers meeting with Dreamer Foods



APEX TEAM

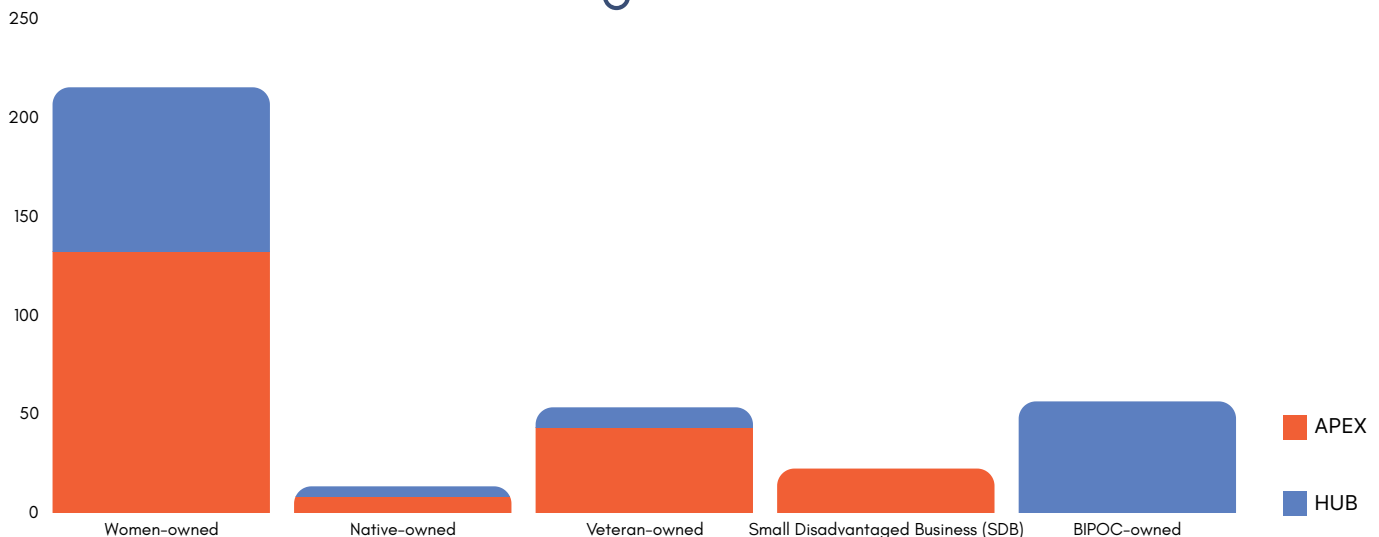
## ECONOMIC HUB

Through EMDC's Economic Hub Program, we've delivered over \$1 million in funding to small businesses, fueling innovation, fostering economic resilience, and driving growth across Maine. These funds are a lifeline, helping businesses adapt to challenges, expand operations, and support their local communities.

## LENDING

EMDC's lending programs, in collaboration with the SBA, FAME, and USDA to drive growth by providing businesses with the funding they need to expand and succeed.

## Disadvantaged Businesses Served



# NEW PROGRAMS

## Workforce Development

- NWDB ARPA Local Area Worker Fund
- Progressive Employment
- Dairy Program
- Jail Diversion

## Regional Planning Commission

- Brownfields Revolving Loan Program (EPA)  
(new \$3 million investment in FY2023/24)
- DECD Housing Pilot Program

## Economic Development

- Lincoln Service Agreement
- NBRC LDD Contracts (Millinocket, East Millinocket, Hermon, Ellsworth)

## EMDC

- Compliance Team
- Data Analysis Team
- Technology Team
- Workforce Quality Assurance Team

# LEADERSHIP

Lee Umphrey, President & CEO

Jennifer King, Senior Director of Planning and Development

Susan Cerini, Senior Director of Business and Workforce Services

Vicki Rusbult, Senior Director of Inclusive Economic Growth

Bryan Wallace, Director of APEX

Cynthia Meservey, Director of Human Resources

Francella Crosby-Chute, Finance Manager



Workforce Team Meeting

# BOARD OF DIRECTORS



EMDC's Board Meeting, photo taken in October of 2024

• DAN TREMBLE, CHAIR

• ELIZABETH RUSSELL, VICE CHAIR

• LAURA SANBORN, SECRETARY TREASURER

• JARROD GUIMOND

• DENNIS S. DAMON

• SCOTT ADKINS

• JAMES S. GILLWAY

• JOSE SAAVEDRA

• JESSICA MASSE

• DENISE BUZZELLI

• PATRICK MCGOWAN

• MICHAEL DONAHUE

• DR. STEVEN R. CUNNINGHAM

• JEAN MELLETT

• WAYNE ERKKINEN

## Workforce Development

- Adult WIOA – Northeast Workforce Development Board (DOL)
- Adult WIOA – Central Western Workforce Development Board (DOL)
- WIOA Dislocated Adult – Northeast Workforce Development Board (DOL)
- WIOA Dislocated Adult – Central Western Workforce Development Board (DOL)
- WIOA Youth – Northeast Workforce Development Board (DOL)
- WIOA Youth – Central Western Workforce Development Board (DOL)
- QUEST – Central Western Workforce Development Board (DOL)
- QUEST – Northeast Workforce Development Board (DOL)
- Career Exploration Grant (Children’s Cabinet) (GOPIF)
- Piscataquis County Rural Workforce Attraction & Retention Program (DECD)
- Agriculture Worker Training, Placement & Dairy Support Program (ETA)
- Jail Diversion Through Work and Wellness (ETA)
- Maine Jobs and Recovery Plan Program
- Maine Apprenticeship Program
- NWDB ARPA Local Area Worker Fund
- Progressive Employment

## Regional Planning Commission

- Planning – Land Use & Coastal Communities Contract (DACF)
- Comprehensive Plan – Hermon
- Comprehensive Plan – Enfield
- Comprehensive Plan – Lowell
- Comprehensive Plan – Howland
- Comprehensive Plan – Guilford
- Comprehensive Plan – Greenville
- Brownfields Assessment (EPA)

- Brownfields Revolving Loan Program (EPA) (new \$3 million investment in FY2023/24)
- Mik’maq Nation Comprehensive Economic Development Strategy (CEDS) Plan (Four Directions)
- Broadband – Regional & Tribal Broadband Partners (Maine Connectivity Authority)
- DACD Housing Pilot Program
- Get the Ready (Maine Connectivity Authority)
- Community Resiliency Partnership (GOPIF)
- Municipal Apprenticeship Program

## Economic Development/Business Services

- EDA Maine Economic Recovery Implementation Regional Hubs – Penobscot County & Eastern Maine (Maine DECD)
- Lincoln Service Agreement
- Maine APEX Accelerator (DOD)
- Maine APEX Domestic Trade Program
- Maine Disadvantaged Business Enterprise Support Services (Maine DOT)
- Rural Microentrepreneur Assistance Program – RMAP (USDA RD)
- Crisis Opportunity RLF (EDA)
- Finance Authority of FAME
- Rapid Response Program RLF (CDFI)
- SBA 504 and 7a Lending Programs
- Technical Assistance Programs – CDBG (DECD); NBRC (DECD/NBRC); NBRC Pilot Project (DECD/NBRC); Penobscot County Commissioners Katahdin Region
- NBRC LDD Contracts (Millinocket, East Millinocket, Hermon, Ellsworth)
- NBRC Programming Grant (NBRC)
- Katahdin Region Technical Assistance and Project Development (Sewell Foundation)

COVER ART:  
George Danby

WRITING & DESIGN:  
Jessie Godfrey, Jaida Bolstridge



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