

EMDC EASTERN MAINE DEVELOPMENT CORPORATION

ANNUAL REPORT 2025



MESSAGE FROM THE CEO



Dear Friends and Colleagues,

In 2025, Maine's community spirit flourished because of our shared ideals. This is especially important because during the past year, national politics has created havoc and uncertainty. Many actions and proposals in Washington to expand federal power and reduce funding threaten states' rights putting our collective and individual wellbeing in jeopardy.

To that end, EMDC's influence and impact within our communities will increasingly play an important role. While actions in Washington affect all of us, our targeted efforts will continue to protect and support communities, partners and workers to maintain independent success. Our endeavor is to ensure that program performance consistently aligns with and justifies the responsible use of public resources.

We continue to expand local partnerships, while boosting community spirit and actions. We are confident that by building civic infrastructure and pride, our harmonized efforts will preserve pathways to persistent prosperity. Overall, the vigorous expression of our Maine spirit and togetherness will overcome any adversarial situations we encounter.

ANNUAL AWARDS

Tom Davis Employee of the Year: Miranda Pelkey, APEX

Community Partner of the Year: Alison Lane, SBDC

Nonprofit of the Year: Bangor YMCA

Business Partner of the Year: Associated General Contractors

EXECUTIVE LEADERSHIP

Lee Umphrey, President & CEO

Jennifer King, Chief Operating Officer

BOARD OF DIRECTORS

- Dennis Damon, Chair
- Elizabeth Russel, Vice Chair, *In Memoriam*
- Laura Sanborn, Secretary-Treasurer
- Scott Adkins
- Denise Buzzelli
- Dr. Steven R. Cunningham
- Michael Donahue
- Wayne Erkkinen
- James S. Gillway
- Jarrod Guimond
- Jessica Masse
- Patrick McGowan
- Tim Pease
- Joseph C. Perry
- EJ Roach
- Jose Saavedra
- Dan Tremble

WORKFORCE DEVELOPMENT

EMDC connects people to meaningful employment opportunities while helping employers meet critical workforce needs. Our programs focus on job training, apprenticeships, career readiness, and wraparound support that builds long-term economic stability.

Most in-demand credentials for EMDC participants in 2025:

Heavy and Tractor-Trailer Truck Drivers
Light Truck Drivers
Bus Drivers, School
Industrial Truck and Tractor Operators
Nursing Assistants
Medical Assistants
Personal Care Aides
Registered Nurses

Apprenticeships:

EMDC supported workforce entry and career pathways with **46** apprenticeship and pre-apprenticeship enrollments in PY2024

Strategic Workforce Planning:

EMDC collaborated with the Northern Workforce Development Board (NWDB) to develop its five-year strategic workforce plan, aligning regional workforce priorities with employer demand and long-term economic goals.

Jail Diversion Workforce Program:

EMDC supported **93** participants through employment-focused services for individuals at risk of or transitioning from incarceration.

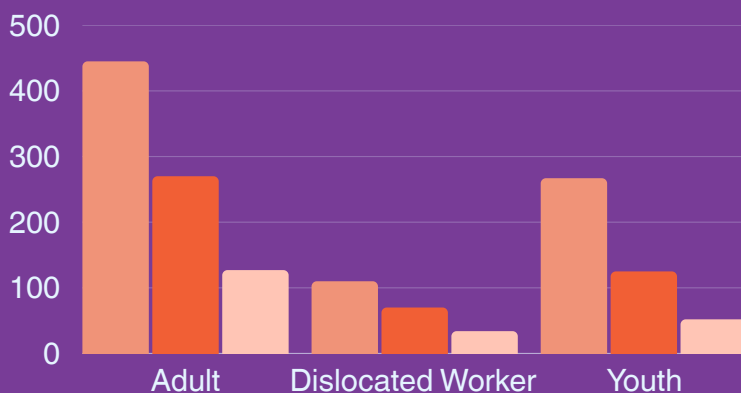
Agriculture Workforce Program:

EMDC served **19** participants by providing targeted workforce training for employees of dairy farms.

PY24 Enrollments & Exits

(07/01/2024-06/30/2025)

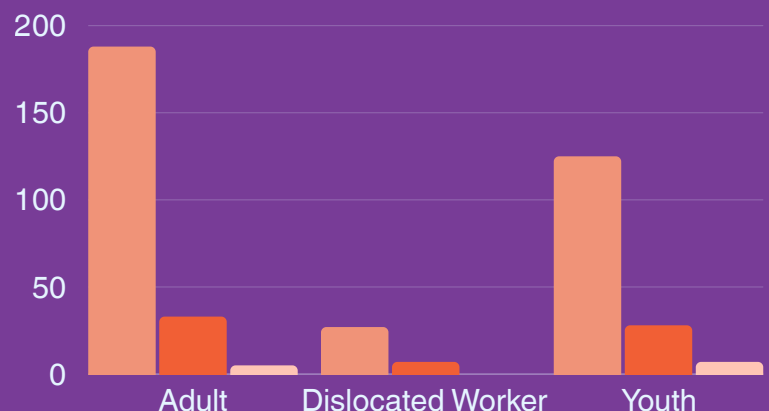
● Enrollments ● Exits
● Employed at Exit



PY25 Enrollments & Exits

(07/01/2025-12/8/2025)

● Enrollments ● Exits
● Employed at Exit



EMDC'S REGIONAL PLANNING COMMISSION

EMDC works alongside communities to plan for growth, strengthen local capacity, expand housing options, improve digital access, and prepare essential infrastructure for the future. These planning efforts help towns secure funding and position themselves for long-term success.

Comprehensive Planning:

EMDC advanced 5 comprehensive plans in 2025, completing plans for Howland and Greenville, with active plans underway in Dexter, Lakeview Plantation, and Medford.

Enfield began construction in 2025 on a walking path around Cole's Field, advancing a priority project identified through EMDC's 2024 Comprehensive Plan for the town.

Community Resiliency:

EMDC is working with Guilford and East Millinocket to enroll in the Community Resilience Partnership program. Going into 2025, EMDC will deliver resiliency planning and technical assistance to 4 communities: Brewer, Brownville, Holden, and Milo, with an emphasis on community engagement and readiness.

Brownfields:

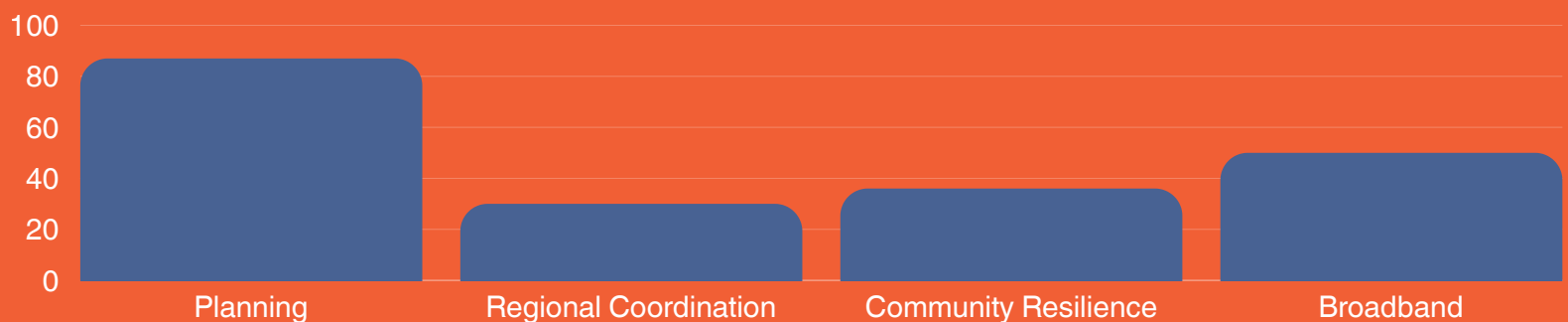
EMDC continued its Brownfields support in Millinocket and East Millinocket through targeted financing and technical assistance.

Community Development Block Grant (CDBG):

EMDC provided more than 175 hours of technical assistance responding to CDBG inquiries surrounding project support and eligibility guidance to communities and organizations.

Broadband:

Tech Help classes remained focused on aging residents, helping improve digital literacy, access to online services, and overall connectivity across the region.



The Planning department had 87 community encounters in 2025 across 26 municipalities, with repeated engagement in communities participating in planning and development initiatives.

BUSINESS SERVICES AND TECHNICAL ASSISTANCE

EMDC strengthens the region's economic base by helping new and existing businesses succeed, innovate, and grow. Programs provide capital access, technical advising, and opportunities in public-sector contracting and federal funding.

EMDC Hub Program

EMDC invested over **\$1.4 million** in small business grants with the DECD Economic Recovery Hub program between FY24-FY25, advancing entrepreneurship and economic stability.

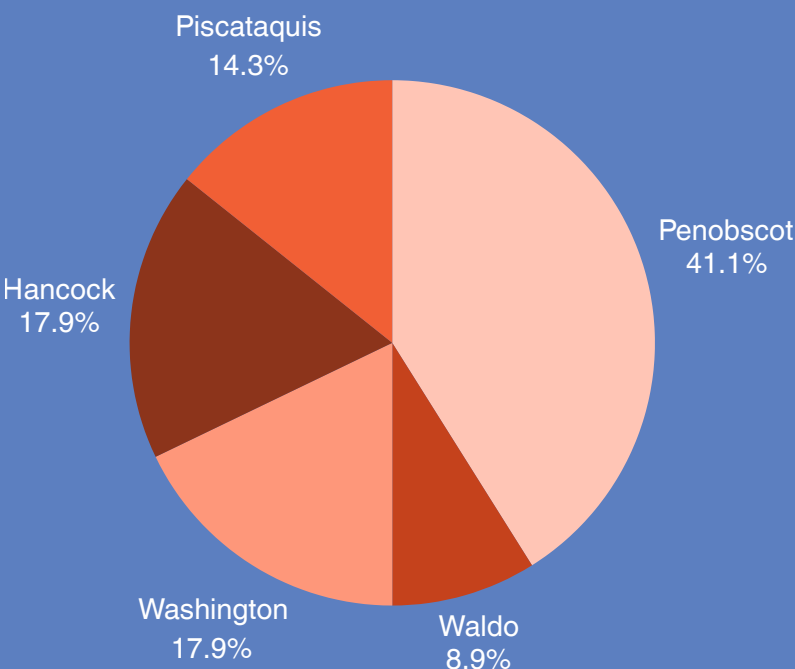
APEX Accelerator

968 contracts totaling **\$450 million** were awarded to Maine businesses, as a result of **3,276** counseling hours from APEX staff in 2025.

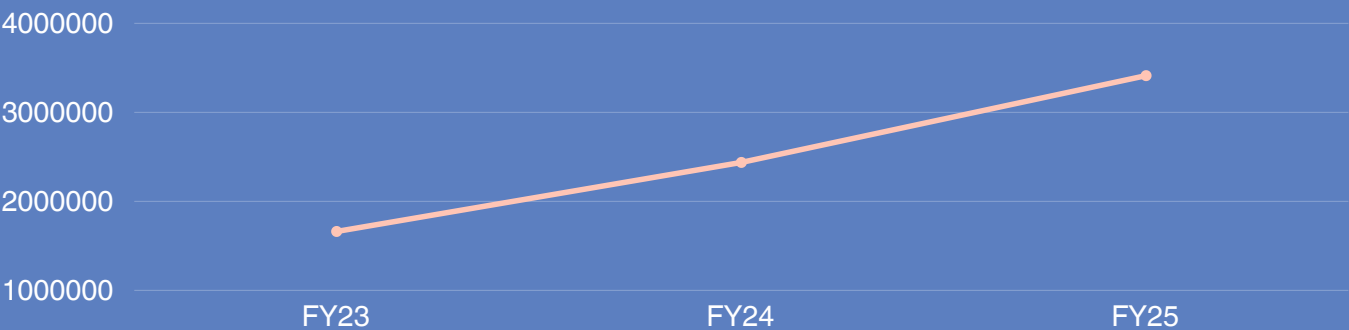
Northern Border Regional Commission

\$3,727,735 was invested by NBRC in the EMDC region in 2025.

Hub Awards by County



Small Business Lending Loan Volume FY23-FY25



EMDC saw a **140%** increase in loan volume from FY24 to FY25 with a total of **\$3,412,796** disbursed in FY25.

HIGHLIGHTS & TESTIMONIALS



"If I did not have Maine APEX's expertise throughout the entire process of this government contract, we would not have been able to complete the order.

The procurement counselors are a value to Maine APEX, and I appreciate all the assistance they provide, the research they did for us, and helping me every step of the way."

-J & M Machining Inc.,
Skowhegan, ME



Dreamer Food is opening a permanent location in Bangor with support from EMDC's Hub & Lending programs.

"I've been working on this for over four years now and had kind of thought this day may never come. I honestly never would have without you urging me to apply for this grant and the support from EMDC. Thank you so so much to EMDC, Maine really has such amazing opportunities for its residents and the work you do has changed my life." -Pleasant and Center, Monson, ME



Using data from EMDC's regional housing roadmap, Lincoln has designed an affordable workforce housing approach that meets local needs, supports families, and promotes long-term economic growth and community stability.



Jean came to the U.S. from the Democratic Republic of Congo in 2022. Jean worked with EMDC to enroll in and complete the AFL-CIO Union Construction Academy and looks forward to gaining apprenticeship experience that will allow him to earn a good wage and support his family.

A Progressive Employment participant transitioned from roofing and construction to the recovery field through a Transitional Work Experience at the Recovery Wellness Center in Sangerville. After identifying recovery coaching as a strong fit, RWCC created a new TWE position tailored to this role, which he began in March 2025

FINANCIAL OVERVIEW

Total Revenue	\$13,129,267
Federal Funding	\$9,208,007
State Funding	\$1,881,898
Contributions	\$218,647
County Dues	\$65,000
Local Contracts	\$828,777
Lending Revenue	\$580,295
Match	\$338,334
Other	\$8,309

Total Expenses	\$11,650,976
Personnel	\$4,525,191
Consulting/Contracted Service	\$1,030,568
Operations	\$1,392,250
Lending Expenses	\$17,312
Participant Expenses	\$2,393,442
Travel/Training	\$160,791
Pass Through	\$1,883,678
Match	\$247,744



EMDC EASTERN MAINE DEVELOPMENT CORPORATION

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)
- Agriculture Worker Training, Placement & Dairy Support Program (CDS)
- Jail Diversion Through Work and Wellness (CDS)
- 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 (MOCA)
- Partnership Planning (EDA)

- Comprehensive Plan – Howland
- Comprehensive Plan – Greenville
- Comprehensive Plan – Dexter
- Comprehensive Plan – Lakeview Plantation
- Comprehensive Plan – Medford
- Brownfields Assessment (EPA)
- Brownfields Revolving Loan Program (EPA)
- Broadband – Regional Wabanaki Broadband Partners (RWBP) (MCA)
- GBRERC Economic Recovery Corps Fellow (IEDC/EDA)
- Community Resilience Partnership (MOCA)

Economic Development/Business Services

- Economic Recovery Regional Hubs – Penobscot County & Eastern Maine (Maine DECD)
- Maine APEX Accelerator (DOW)
- Rural Microentrepreneur Assistance Program – RMAP (USDA RD)
- Crisis Opportunity RLF (EDA)
- Finance Authority of Maine (FAME)
- SBA 504 and 7a Lending Programs
- NBRC RLF (NBRC)
- Piscataquis County Loan Fund (FHLBank Boston)
- Technical Assistance Programs – CDBG (DECD); NBRC (DECD/NBRC); Penobscot County Commissioners; Katahdin Region Development Board
- NBRC LDD Contracts (Millinocket, East Millinocket, Hermon, Ellsworth)
- Katahdin Region Technical Assistance and Project Development (Sewell Foundation)



COVER ART:

George Danby

WRITING & DESIGN:

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