

NMDC 2017-18 ANNUAL REPORT



Letter from the Executive Director

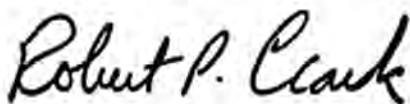
It is my pleasure to present this annual report to the Executive Board of Directors and Member Representatives. The annual report shows a sample of the numerous activities and services provided to our communities and businesses in Aroostook and Washington counties.

During the past fiscal year, NMDC has worked to market our region to potential tourists, provided loans to new and existing businesses, provided environmental assessments of possible brownfield sites, and worked to better train small growers with their business acumen. Staff also helped new entrepreneurs create jobs and existing businesses find contracts through the federal and state governments.

NMDC also embarked on an ambitious strategic planning effort to better position the organization into the future. In early 2017, the NMDC Executive and Board leadership recognized that the organization needed to assess its performance and recalibrate its strategic priorities and direction. The result is the NMDC Next Generation Strategic Plan 2018-2022, an organizational strategy developed with broad public, private, and non-profit sector input, staff and board perspectives, as well as critical analysis and application of proven rural community economic development principles. The prevalent desire is for NMDC to generate "greater impact" in the communities and economy it serves through the deployment of its resources.

Another major accomplishment in the past year was NMDC being awarded Community Development Financial Institution (CDFI) designation by the U.S. Department of Treasury. CDFI Certification is the gateway to the CDFI community, a network of mission-driven institutions that serve and empower economically distressed communities. This translates into real change for the communities and people who need it most. Look for more on what a CDFI at NMDC can do for economic development in the region in the next few months.

Information on all these efforts can be found within these pages. Further information is always available by contacting the dedicated staff at NMDC. We continually look to develop new programs to meet your future needs. This is only possible because of your involvement with, and support for, NMDC's programs and services. From all of us at NMDC, thank you.



Robert P. Clark
NMDC Executive Director



**Northern
Maine
Development
Commission**

Working for Northern Maine's future, today.

Northern Maine Development Commission

The Northern Maine Development Commission (NMDC) is a membership organization comprised of participating communities and counties in the Aroostook-Washington Economic Development District.

NMDC provides federal and state services at the regional and local levels. NMDC also provides management and support for Aroostook County Tourism (ACT), Aroostook Municipal Association (AMA), and Aroostook Partnership (AP).



Designations

NMDC maintains these designations to ensure the northern Maine region is eligible to participate in the many federal and state programs designed to benefit the region's businesses and communities.

Rural Empowerment Zone
and USDA Great Region
(US Department of Agriculture)



Small Business Development Center and Northern Border Regional
Commission Designated Local Development District



Northern Border
Regional Commission

Economic Development District
(US Department of Commerce Economic
Development Administration)



Community Development Financial Institution



Maine Dept. of Ag, Conservation and Forestry
and Regional Planning Commission
(State of Maine)



Procurement Technical Assistance
Center
(Department of Defense,
Eastern Maine Development Corporation)

US Census Data Center Affiliate
(US Census Bureau)



Intermediary Lender
(Rural Development and US Small Business Administration)
(FAME, Finance Authority of Maine)



Aroostook Partnership

- Executes Mobilize Northern Maine initiative focusing on the business growth potential for Renewable Energy, Forestry/Manufacturing and Diversified Agriculture.
- Lead the "Education to Industry" Initiative to expand student job awareness, job shadow and internship opportunities and promote programs such as Junior Achievement.
- Once again purchased Virtual Job Shadow for every high school in Aroostook County to make students more aware of career opportunities.
- Nearly 100 Aroostook County and statewide businesses represented.
- Leads the Northern Forest Products Industry Cluster to expand the potential for "value-added" processing in Aroostook.
- Sponsored the Aroostook Entrepreneur of the Year competition. The winner in 2018 was Michelle Hanson of Frederick's Southside restaurant and Mascoto's.



Client Profile: Red Devil Roast Coffee

FORT KENT — It would be safe to say many financial deals are discussed over a cup of joe, but a recent loan at Northern Maine Development Commission (NMDC) was about coffee.

Alan Susee, a businessman from Fort Kent, for years had a passion about good coffee. He decided to take that passion and create a business, Red Devil Roast Coffee Company, but needed a little seed money to get the operation to scale.

“We enjoy helping out entrepreneurs achieve their business goals,” said loan officer Dave Spooner. “Alan’s business plan was sound and the coffee is really good.”

Susee has purchased state of the art roasting equipment, which is situated in a spare room in his home. Thousands of test roasts and quality checks behind him, his product is now available locally and on the internet.

“We pride ourselves on providing the best freshly roasted coffee, said Susee. “We work with our suppliers to source the freshest, highest quality beans.”

Susee’s decades long love affair with coffee began with his time in the military.

“My passion for coffee began as a young man traveling around the globe as a Petty Officer in the US Navy,” he added. “I experienced many different coffees in

Tunisia, Italy, Greece, England, Israel, Egypt, Singapore and beyond. Since then I have greatly missed those unique and robust flavors. Fast forward to today, living in an isolated rural community on the Canadian border limits one’s exposure to select coffees. I realized this had to change and the only way to do that was to bring the world’s best coffees to northern Maine.”

Susee said the new venture is starting to take off, some restaurants in the area are serving his coffee and his client base is growing.

He said a number of different roasts are available, like Perkatory Roast, Demonic Dark and even Little

Devils single serve pods. Custom labeling is also available for people and businesses to personalize their java experience.

Reviews on the company’s Facebook page range from simply amazing to can’t say enough to yummy and delicious.



Accolades Susee is happy to accept. His goal now is to build the brand and spread the word about his locally roasted coffee.

“As a small batch coffee company, the source of our beans is essential to our mission of excellence” Susee said. “Only the best beans are allowed in our facility. Our dedication to quality roasted coffee drives everything we do. Every roast is different, every coffee is unique. Teasing the subtlest flavors of origin out

of select coffees during the roast process is the most rewarding achievement a roaster can obtain. Here at Red Devil Roast that is all that matters.”

Spooner added, “We encourage any

entrepreneur to speak to us at NMDC, and even if you don’t get your loan through us we have business counseling available through NMDC’s Small Business Development Center and other programs to help people make their business a success.

To learn more about Red Devil Roast Coffee Company, visit reddevilroast.com.

For more information on lending programs and small business assistance at NMDC, contact Spooner at dspooner@nmdc.org or by phone at 493-5766.

Business Finance Division

NMDC closed 23 loans in fiscal 17-18. All in the service industry sector. From those loans, 44.5 jobs were retained and 3 created.

Historically, the Business Finance Division has loans totaling more than \$266-million, resulting in more than 15,000 jobs retained or created.

\$929,500

Loans Closed

\$927,610

Leveraged



Joshua (Josh) Nadeau, (second from right) Center Director of the Maine Small Business Development Center at Northern Maine Development Commission, received the U.S. Small Business Administration's 2018 Small Business Development Center Excellence and Innovation Center of the Year Award for Maine. In the photo, from Left to Right is Wendell Davis, SBA Regional Administrator for New England; David Spooner of Northern Maine Development Commission (who nominated Mr. Nadeau for this award); Josh Nadeau, SBDC Center Director at NMDC, and Amy Bassett, SBA District Director for Maine.

Small Business Development Center

Total Clients 134
Advising Hours 920
Long Term Clients 68
Capital Formation \$4,020,850
Business Starts 27
Jobs Created/Retained 129

In fiscal 2017-18, Josh Nadeau worked with a variety of entrepreneurs, from those who use horses to help the mentally and physically handicapped, to creative carpenters, and folks with innovative spins on current business offerings. For assistance, contact him at 493-5765, or by email at jnadeau@nmde.org



BikeMaine Director MaryBeth Luce addresses the crowd at the NMDC Annual meeting held in June.

Why be a NMDC member? A sample return on investment from Presque Isle

**Presque Isle
Return on Investment**

Return on Investment

Dues: \$17,808 no increase in the past 14 years
Direct Services to PI **\$45,367**
Value of Regional Projects to PI **\$97,957**

**Presque Isle
Return on Investment**

Commercial Loans

- Total loans in Presque Isle \$14 million
- Additional funds leveraged 23.8 million
Total capital: \$37.8 million
- Jobs Created 1,631
- Jobs Retained 1,416
Total Jobs > 3,000
- NMDC Loans made in the past two years \$ 895,000
- Additional funds leveraged \$1,261,000
Total Capital \$2.2 million
- Jobs Created 80
- Jobs Retained 8
Total Jobs 88

What doesn't show up in an ROI

Code enforcement officer testing is offered at NMDC. One municipality saved more than \$1,100 by NMDC offering the exams.

Planning and Economic Development Division

Maine Department of Transportation

- Regional transportation plan development coordination.
- Comprehensive plan and transportation plan assistance.
- Develop bike and pedestrian plans for communities.

Maine Department of Transportation Projects

- Review of high crash locations of concern to municipalities where more than expected accidents are occurring.



- Review of mid-block crosswalks for Americans with Disabilities compliance.
- Comprehensive Plan assistance for municipalities including but not limited to, New Sweden, Patten, and Medway.
- Byway promotion and coordination.

Farm Service Agency Grower/Producer Outreach

- Conducted 5 business acumen workshops to producers in Aroostook County, highlighting FSA programs and lending.

EPA Brownfield Community-Wide Assessment Grant

- Conducted Brownfield work at eight locations, including Houlton, Mars Hill, Van Buren, Frenchville, Portage Lake, Washburn and two in Ashland.
- Total cost of Brownfield projects **\$96,426**.

Community Development Block Grant (CDBG) Technical Assistance

- In 2017-2018, **27 communities** were assisted with various CDBG programs and six CDBG applications were developed.

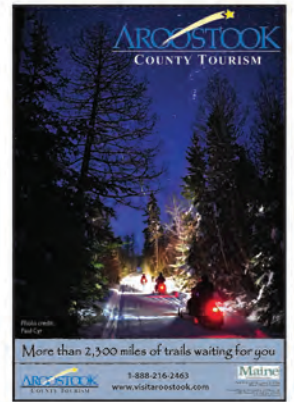
Maine Tourism Marketing Partnership Program

- Design and develop new Aroostook County Regional Guides.
- With financial assistance from Aroostook Partnership, developed new regional destination map.

- Continue expanding social media marketing campaign for Aroostook County Tourism with enhanced website and "Stories from the County" blog site.
- Staffing of central toll-free tourism fulfillment telephone line and handle tourism information requests. Phone and electronic requests average roughly **1,000** a month.

EDA Planning Grant

- Updates to the Comprehensive Economic Development Strategy (CEDs).
- Developed a **\$1,500,000** EDA application for potential Houlton manufacturing facility.



Procurement Technical Assistance Center (PTAC)

Maine PTAC is part of a nationwide network of Procurement Technical Assistance Centers, or PTACs. We work with Maine-based companies that are interested in selling their products and/or services to local, state or federal government agencies, either as prime contractors or subcontractors. Selling to the government may seem intimidating. NMDC's Procurement Counselor can guide them through the government purchasing process and assist them in becoming a qualified government contractor, where millions of dollars are spent each year in Aroostook and Washington Counties. We provide one-on-one counseling, training workshops, and networking opportunities, all designed to help prepare businesses to successfully compete for government market opportunities. PTAC can assist businesses with registrations, market research into goods purchased and competition for those goods, understanding the solicitation and bidding processes and contract requirements.



Client Activity:

NMDC has **137** active clients in Aroostook County. We also service an additional **12** clients in the greater Millinocket area. Conducted/participated in **15** workshops in Aroostook County and Millinocket area.

Recorded \$17,071,623 in contract awards for Aroostook County and Millinocket area small businesses, both primary and subcontracting awards.

Community Development Financial Institution

Northern Maine Development Commission (NMDC) now has a new tool to help foster economic development and opportunity in northern and eastern Maine.

The Commission received notification this past spring that NMDC has been designated as a certified Community Development Financial Institution (CDFI) by the US Department of Treasury. This certification will allow NMDC to expand lending services in Aroostook, Washington, Penobscot and Piscataquis counties.

The CDFI Fund was established in 1994 to promote economic revitalization and community development in low-income communities that may be underserved by traditional financial institutions. By certifying qualified institutions, CDFI brings together diverse private and public-sector investors to create economic opportunity. CDFIs now form a robust sector within the larger financial services industry; NMDC joins approximately 1,000 CDFIs operating nationwide.

“The CDFI program creates opportunities by providing

access to affordable financial products and services for small businesses and provides access to new funding

sources such as the US Treasury and many foundations that require CDFI certification prior to investing in the CDFI,” said NMDC Executive Director Robert Clark.

CDFI certification will give NMDC access to other critical financial services available to disadvantaged businesses and low-income communities – supporting projects that will help our region grow.

Clark said certification is the first step.

“The next steps will be to prepare CDFI and foundation funding applications to build NMDC’s capital base for further investments in small businesses in Aroostook, Washington, Penobscot and Piscataquis counties and to help grow the economy, create new jobs and sustain our business services,” he explained.



Strategic Plan

Of note in 2017-18, Northern Maine Development Commission underwent an extensive strategic planning effort to better prepare the organization for the future.

In early 2017, the NMDC Executive and Board leadership recognized that the organization needed to assess its performance and recalibrate its strategic priorities and direction. The result is the NMDC Next Generation Strategic Plan 2018-2022, an organizational strategy developed with broad public, private, and non-profit sector input, staff and board perspectives, as well as critical analysis and application of proven rural community economic development principles.

“The research findings revealed that five target impact areas that must be influenced to address the forces and alter the adverse trends,” said Haguewood during his briefing to the Board. “Fundamentally, the retention and attraction of people is the core factor for the future viability of communities and the economy of Aroostook and Washington counties.”

The strategic elements and focus areas are:

- Community — Addresses community services, quality of place, arts and culture and destination development.
- Finance — Access to capital, mission driven lending, technical support and entrepreneurship.
- Partnerships — Alliances with customers, organizations, agencies and communities.
- Communications—Audience appropriate messaging and collaboration.
- Organization — Programming, operation and structure and professional development.

The Strategic Roadmap is a five-year guide for NMDC to set priorities, formulate yearly work plans, and evaluate performance over the plan’s term.

NMDC Value Statement

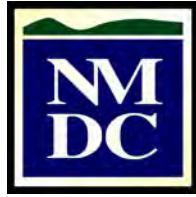
We are dedicated to serving our customers and communities of Aroostook and Washington counties to the highest standards of integrity and professionalism. In all of our work, we strive for productive relationships, innovation, and responsiveness. We value each other in our organization and are committed to its sustainability and the efficient use of resources.

Committee Listing as of Sept. 13, 2018

NMDC Executive Board

Officers:

Dave Cyr – Chair – Mars Hill
Gary Picard – Vice-Chair – Madawaska
Nancy Troeger- Treasurer – Van Buren
David Dionne – Secretary – Mapleton



Members:

| | |
|--------------------------------|---------------------------------------|
| Mitch Butler - Fort Fairfield | Aubrey Michaud - St. Agatha |
| Cyr Martin - Ashland | Ryan E. Pelletier - Frenchville |
| Melissa Devoe - Limestone | Steve Pelletier - St. John Plantation |
| Martin Dionne - UT | Tom Pelletier - Fort Kent |
| Paul Dudley - Easton | Martin Puckett - Presque Isle |
| Beverly Fournier - Winterville | Clarissa Sabattis - Band of Maliseets |
| Denis Gagne - Bridgewater | Wendell Spooner - New Sweden |
| Diane Hines - Reed Plantation | Patricia Sutherland - Chapman |
| Royden Hunt - Island Falls | Donna Turner - Washburn |
| Max Lynds - Littleton | Michael Tweedie - Blaine |
| Dennis Marker - Caribou | Lana Voisine - Wallagrass |
| Rosa McNally - Houlton | Terry Wade - Monticello |

Aroostook County Representative
Norm Fournier

Loan Review Committee - NMDC

Max Lynds - Chair

| | |
|----------------|------------------|
| Scott Allen | Ghent Holdsworth |
| Paul Bouchard | Jon McLaughlin |
| Keith Brown | Ray Mersereau |
| David Cyr | Susan Paradis |
| Martin Dionne | Steve Pelletier |
| Norm Fournier | Gary Pickard |
| Melissa Devoe | Martin Puckett |
| Denis Gagne | Brian Stoliher |
| Beth Henderson | Jim Tweedie |
| | Nancy Troeger |

Human Resource Committee - NMDC

| | |
|---------------|---------------------|
| Melissa Devoe | Clarissa Sabattis |
| Norm Fournier | Patricia Sutherland |
| Diane Hines | |
| Max Lynds | |

Finance/Audit Committee - NMDC

Nancy Troeger, Chair
Dave Dionne
Paul Dudley
Norm Fournier
Max Lynds
Aubrey Michaud
Steve Pelletier
Gary Picard
Patricia Sutherland

Aroostook Partnership

Officers:

Jason House- Chair
Matt McHatten - Vice-Chair
Robert Clark - Vice-Chair (Public)
Jennifer Buckingham - Treasurer
Gina LeBlanc-Eggert - Secretary

Ex-Officio Members:

Timothy Crowley- NMCC
John Short - UMFK
Ray Rice - UMPI
Jennifer Flynn - Husson University

Other Board Members:

| | |
|-----------------|---------------------|
| Matt Bouchard | Greg LaFrancois |
| Jacob Buck | Jon McLaughlin |
| Ryan Bushey | Jason Parent |
| Dave Desjardins | Jon Prescott |
| Cal Deschene | Joy Barresi Saucier |
| Cheri Doak | Mark Wilcox |
| Tim Doak | Carter Vaillancourt |
| Kris Doody | |
| Carl Flora | |

Major Investors:

Acadia Federal Credit Union
Cary Medical Center
County Federal Credit Union
Daigle Oil Company
Dead River Company
EDP Renewables
Emera Maine
F.A. Peabody Company
Griffeth Ford
K-Pel Industrial Services
Katahdin Trust Company
KeyBank
Machias Savings Bank
MMG Insurance
Northern Lights A.R. Gould Hospital (TAMC)
Northern Maine Community College
Northern Maine Development Commission
Pattern Energy
S.W. Collins
TD Bank
Twin Rivers Paper Company
United Insurance Group (UIG)
University of Maine at Presque Isle
WAGM
York's of Houlton



Strategic Planning - NMDC

| | |
|-------------------|---------------------|
| Martin Dionne | Patricia Sutherland |
| Paul Dudley | Nancy Troeger |
| Norm Fournier | Michael Tweedie |
| Cyr Martin | Lana Voisine |
| Clarissa Sabattis | |

Committee Listing As of Sept. 13, 2018

Aroostook County Tourism



| | |
|-----------------------------|----------------|
| Patricia Sutherland - Chair | Gary Marquis |
| Alain Ouellette - Director | JJ Roy |
| Jen Brophy | Dona Saucier |
| Leigh Cummings | Mark Shea |
| Steve Dobson | Kimberly Smith |
| Sammi LaBelle | Scott Thompson |
| | Jane Torres |

Rural Transportation Planning Organization

| | |
|--------------|----------------|
| Ken Arndt | Larry Duchette |
| Paul Bernier | Tammy Gagnon |
| Keith Brown | Martin Puckett |
| Brent Bubar | Peter Forbes |
| Dave Cyr | Scott Wardwell |

Northern Maine Solid Waste Management Committee

Mark Draper - Chair- Tri-Community
Landfill



Business Counselor Ken LeTourneau works with a new 3D printer at NMDC.

| | |
|------------------------------------|---------------------------------|
| Paul Bernier - Aroostook U.T. | Town of Caswell |
| Tom Berube | Town of Danforth |
| Dana Fowler - City of P.I. | Town of Littleton |
| Jason Johnson | Town of Monticello |
| Chuck Pelletier - Valley Recycling | Town of Portage |
| Dean Lawrence - Pine Tree Waste | Town of Sherman |
| Dixie Shaw - Catholic Charities | Joey Dumond - Town of Van Buren |
| Dave Shroat - AVSWDD | |
| Rick Sirois | |

Brownfields Committee

| | |
|---------------|-------------------|
| Carol Bell | Cyr Martin |
| Fred Corey | Ryan E. Pelletier |
| Dave Cyr | Steve Pelletier |
| George Howe | Craig Staples |
| Tony Levesque | |
| Dennis Marker | |

NMDC Boardroom a Hi-Tech Resource for the Region

The boardroom at Northern Maine Development Commission's office in Caribou is unique. Featuring a long oblong table that bends inward toward the middle, a smart-board on the south wall, videoconferencing equipment and seating for about 30 make the space perfect for an Executive Board meeting, but its functionality goes way beyond just NMDC purposes.

The Maine Association of Assessing Officers utilizes this Boardroom and "Smart Board System" for on-site and distance learning opportunities.

"NMDC Staff has been extremely accommodating and always made us feel welcome," said Lewis Cousins, Assessor for Presque Isle. "This room, being centrally located and sized perfectly for our assessing group, lends itself perfectly to ensure a successful event. We always receive great feedback from our members regarding the facilities."

"We have also conducted numerous Maine Municipal Association training sessions for county municipalities saving them financial and time resources by not having to trav-

el to Augusta," said Bob Clark, NMDC Executive Director.

The boardroom also serves as a meeting place for Aroostook Partnership, Aroostook County Tourism, the NMDC Loan Review Committee and many more groups and organizations.

"NMDC is happy to allow municipalities and organizations to use the space," added Clark. "The space is open and ready for a multitude of uses."

Recent upgrades in the boardroom include a new bank of monitors, which can be elevated, to give meeting participants an up-close look at materials, such as intricate spreadsheets, detailed PowerPoint presentations and videos.

If you are interested in reserving the NMDC boardroom for a meeting or training, contact Office Manager Judy Dinsmore at 493-5752 or by email at jdinsmore@nmdc.org.



Northern Maine Development Commission

Statement of financial position for fiscal year ending June 30, 2018

| ASSETS | | LIABILITIES AND NET ASSETS | |
|--|--------------|-----------------------------------|--------------|
| CURRENT ASSETS | | CURRENT LIABILITIES | |
| Cash | \$2,152,911 | Accounts Payable | \$245,041 |
| Accounts Receivable | \$59,042 | Accrued Expenses | \$84,629 |
| Grants & Contracts Receivable | \$255,238 | Deferred Revenues | \$81,343 |
| Current Portion of Notes Receivable | \$2,411,004 | Line of Credit | \$36,000 |
| Prepaid Expenses | \$18,159 | Current Portion of Long-term Debt | \$563,703 |
| Deferred Cost Pool | \$472,165 | Total Current Liabilities | \$1,010,716 |
| Deferred Fringe Cost | \$49,689 | | |
| Interest Receivable | \$53,848 | | |
| Total Current Assets | \$5,472,056 | Long-Term Liabilities | \$5,692,430 |
| | | | |
| NOTES RECEIVABLE, net of current portion | \$6,321,354 | TOTAL LIABILITIES | \$6,703,146 |
| | | | |
| FIXED ASSETS | | NET ASSETS | |
| Land & Building | \$621,476 | Unrestricted | \$(384,537) |
| Furniture & Fixtures | \$514,060 | Temporarily Restricted | \$6,060,615 |
| Building Improvements | \$1,107,052 | Total Net Assets | \$5,676,079 |
| Total Fixed Assets | \$2,242,588 | TOTAL LIABILITIES & NET ASSETS | \$12,379,225 |
| Less accumulated depreciation | -\$1,656,773 | | |
| Net Fixed Assets | \$85,815 | | |
| TOTAL ASSETS | \$12,379,225 | | |

Northern Maine Development Commission

Statement of activities for fiscal year ending June 30, 2018

| | Total |
|---|-------------|
| REVENUES, GAINS AND OTHER SUPPORT | |
| Federal & State Grants | \$1,066,379 |
| Foundation/Donation Income | \$8,128 |
| Municipal Dues | \$136,000 |
| County Dues | \$24,695 |
| Contracted Income | \$71,455 |
| Loan Administration Funds | \$439,165 |
| Balance of Loan Fund Interest | \$443,893 |
| Financial Services | \$42,944 |
| Other Income | \$224,969 |
| Interest Savings | \$41,000 |
| Pass Thru Funds | \$160,354 |
| NMDC Cash Contributions | \$171,630 |
| In-Kind Contributions | \$83,495 |
| TOTAL REVENUES, GAINS AND OTHER SUPPORT | \$2,755,663 |
| EXPENSES AND LOSSES | |
| Community Fund | \$787,062 |
| Revolving Loan Funds | \$1,455,731 |
| Other Grants | \$872,091 |
| TOTAL EXPENSES AND LOSSES | \$3,114,884 |
| INCREASE (DECREASE IN NET ASSETS) | \$(359,221) |
| NET ASSETS - JULY 1, 2017 | \$6,035,300 |
| NET ASSETS - JUNE 30, 2018 | \$5,676,079 |

NMDC Staff

Administration



Robert Clark
Executive Director



Mary Dahlgren
Finance Director



Judy Dinsmore
Office Manager



Matt Tompkins
Accountant

Planning and Economic Development Division



Alain Ouellette
Planning & Development
Division Director



Jay Kamm
Senior Planner



Joella Theriault
Community Development
Specialist



Dana Delano
PTAC Counselor



Jon Gulliver
Director of Investor &
Community Relations

Business Finance Division



Julie Corey
Loan Officer /
Closing Agent



David Spooner
Loan Officer /
Business Development Dir.



Josh Nadeau
SBDC Counselor



Ken LeTourneau
Business Counselor

Contact us:
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PO Box 779
Caribou, ME 04736

Phone:
207-498-8736

Fax:
866-493-1388

On the web:

www.nmdc.org

Federal, State and Foundation Partners



Local and Regional Partners



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