

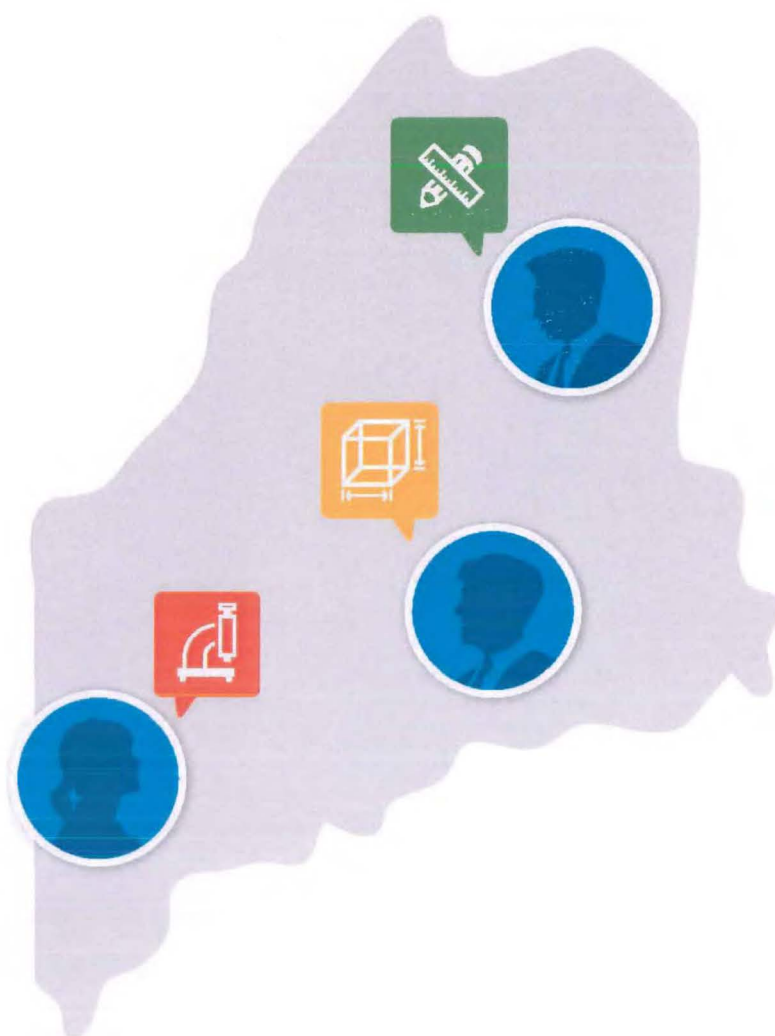
MAINE STATE LEGISLATURE

The following document is provided by the
LAW AND LEGISLATIVE DIGITAL LIBRARY
at the Maine State Law and Legislative Reference Library
<http://legislature.maine.gov/lawlib>



Reproduced from scanned originals with text recognition applied
(searchable text may contain some errors and/or omissions)

Program Evaluation Report to the Legislature's Joint Standing Committee on Labor, Commerce, Research and Economic Development



MAINE DEVELOPMENT FOUNDATION

Empowering Maine People to Power Maine's Economy

SUMMARY

The Maine Development Foundation (MDF) was created by the Governor and Legislature in 1977. Established as a private, nonprofit corporation with an IRS 501(c)(3) nonprofit status, MDF has a broad mandate from state government to promote economic development. MDF is the oldest and one of the most successful statewide public-private partnerships in the nation and has received many national awards for its accomplishments.

MDF's mission is to promote Maine's long-term economic growth by advocating new approaches to problems, building the state's leadership capacity, and providing a trusted, nonpartisan common ground for public and private leaders.

MDF's strategic goal is to improve worker productivity in Maine. All programming and research is designed to achieve this goal by improving the education, health, innovative capacity, and engagement of Maine's workforce.

MDF's Board of Directors is elected annually by its members. Half of the members are from the public/nonprofit sector and half from the private sector. MDF has eight staff and makes extensive use of volunteers and consultants to keep its overhead low.

MDF receives some funding from the state to support specific programs activities and products. State tax dollars accounted for approximately 7% of total MDF revenues in 2012.

ENABLING LEGISLATION

MDF was created under Maine statute (10 M.R.S.A. Sec. 915-928) which took effect in October, 1977. Highlights include:

- A broad mandate for economic development, enabling MDF to perform most of the functions of state and other nonprofit agencies in economic development.
- A new public-private partnership, originally conceived as an equal financial partnership between the state and private sectors (no longer the case).
- A board of directors that illustrates that public-private partnership by ensuring that seven members of the board are from the public/nonprofit sector and seven members are from the private sector.

PROGRAM REPORT

MDF works to achieve its mission through a combination of high quality programs, nonpartisan research, and statewide outreach. This section of the report provides a description of all MDF's programs (past and present), projects and reports, and other initiatives. All MDF reports can be found on our website at www.mdf.org.

PROGRAM HISTORY

MDF has gone through several programmatic and organizational transitions in the last 27 years:

A. From 1978-1983

MDF experimented with delivering several different types of programs. MDF loaned money to businesses through the SBA 504 loan program. MDF created the Potato Marketing Improvement Fund and later turned it over to the Finance Authority of Maine (FAME). MDF administered the Small Business Development Center program in southern Maine and counseled thousands of small businesses. MDF also conducted numerous studies of industry sectors and prepared an economic development strategy for the Governor and Legislature in the early 1980s.

B. From 1984-1992

MDF narrowed its focus and tried to increase the economic development capacity of Maine. As a sparsely populated rural state, MDF Board felt that the infrastructure supporting economic development in Maine was weak. Unlike urban states to the south, Maine lacked the organizational capacity to promote economic growth.

During this period, MDF organized and spun off several important economic development programs:

- Maine Capital Corporation (now North Atlantic Capital Corporation)
- Maine World Trade Association (now Maine International Trade Center)
- Maine Science and Technology Commission
- Maine Coalition for Excellence in Education (now Educate Maine)

In addition, during that time period, MDF conducted numerous studies for the state, prepared an economic development strategy for the Governor in 1987, and took the lead in improving education quality through its privately financed aspirations work in 30 school districts around Maine.

C. From 1993-2012

MDF refined its mission and focused on building its core competencies. The board of

directors and members felt that, although the capacity-building work was successful, it was time for MDF to focus its energy on building core program capacity within MDF to achieve its mission of economic growth.

Three core strategies characterize our mission statement:

- Empower Leaders
- Strengthen Communities
- Guide Public Policy

During this period two programs were spun off: Maine School Leadership Network, and The Compact for Higher Education.

In addition, during this time period, MDF conducted numerous studies for the state, including the Blue Ribbon Commission on Health Care and Performance Benchmarks for Health Care entitled, "How Well Is It Working?"

D. From 2011-2013

MDF engaged in a strategic development effort to further focus its work and message. The effort produced a strategic focus of improving workforce productivity by focusing core programming and research on four areas: education, health, innovation, and engagement. MDF continues to implement the core strategies above, expand and support existing programming, develop new programming, and have an organized statewide outreach effort to educate Maine people about their economy.

The balance of this section of the report documents the programs created since 1993, which are still in place today. These core programs, and other important initiatives of MDF, provide a vitally important asset to the economic growth of our state.

LEADERSHIP PROGRAMMING

LEADERSHIP MAINE

Leadership Maine was created by MDF in 1993 to meet Maine's need for a broader pool of talented leaders who are both committed to a vibrant, healthy future for Maine and who possess a statewide perspective that enables them to meet the challenges facing the state in the future. The program's purpose is to provide community leaders in all sectors and from all corners of the state with: a broad understanding about the dynamics of Maine's economy, refined leadership skills based on a proven model, and a broad network of people with whom to collaborate.

Each year, Leadership Maine provides intensive training to 35 - 45 leaders in business, government, education, health care, and the nonprofit sector each year. The curriculum is

designed based on the Maine Economic Growth Council's work measuring critical aspects of our economy and on the Kouzes and Posner model of leadership, which offers a view of key practices that enable effective leadership in a broad range of situations. From September to May, participants learn about the state's natural resources, innovative businesses, workforce, infrastructure, communities, and government. The learning is delivered in a highly interactive, experiential manner aimed at meeting the learning needs of busy adults.

Performance Measures

The expected outcome for each Leadership Maine participant is that, as a result of their Leadership Maine experience, they will act upon what they have learned and use their new skills, networks, and knowledge to create positive change in their neighborhood, community, region or the state.

A. Number/quality of applicants

Over the past 20 years, the number of qualified applicants has consistently exceeded the number of spaces available in the program. The current class is the largest to date with 46 participants. The current class makeup: 58% of the attendees are women, 14 of the state's 16 counties have representation, and 50% of the attendees are business people, with the balance representing various sectors of our economy. Approximately one-third of the attendees this year received some scholarship assistance in order to meet the diversity criteria.

B. Evaluation responses

Fully committed to continually updating and improving the program's curriculum, Leadership Maine asks participants to complete evaluation surveys after each session and at the conclusion of the program, in order to reflect on both effective aspects of the program and areas of opportunity. Each year, the program is improved based upon this feedback and modified in response to emerging economic trends and critical, timely issues. Alumni of the program continue to state how valuable the program has been to them and wholly endorse the experience to others.

C. Active alumni

There are more than 800 alumni and representatives from all of the 20 classes that have completed the program are engaged in recruitment efforts. Alumni are also engaged in each session of the program as presenters and sponsors. The synergy created from these efforts has contributed to a stronger program each year.

In August of 2013, MDF announced a two-year partnership with the Good Shepherd Food Bank, to engage the alumni of the program in a statewide service project with the goal of highlighting the economic impacts of hunger and advocating for food security for all Mainers. The initial response to this project has been exceedingly positive, with

around 40 alumni engaging in different capacities. Our goal is to engage as many alumni as possible in this effort, providing opportunities to participate that meet the various needs of our membership and of the effort.

Five-year Goals

- One thousand (1,000) Leadership Maine alumni who are actively engaged in leading positive change in their neighborhoods, communities, regions, and the state.
- Alumni, who are proactive in their desire to create change and growth for Maine, are in a network in a statewide organization that keeps them current on issues affecting the economy, and provides learning opportunities to enhance their skills and further their networking opportunities.
- Consistent high quality and numbers of applicants for the 45 slots.
- Establish an annual statewide service project for Leadership Maine alumni.

POLICY LEADERS ACADEMY

In 1996, MDF launched the Policy Leaders Academy. The purpose of the Academy is to educate state legislators about the dynamics of the Maine economy, how business investment decisions are made, and the impact of legislators' actions on economic growth.

The Academy is an outgrowth of an earlier program which MDF operated for ten years, the Institute on the Maine Economy. The Academy is an attempt to significantly upgrade and expand the quality and program offerings for legislators.

The Academy's curriculum development is guided by legislative leaders and program partners that include the Maine Community Foundation, the Maine Health Access Foundation, and the University of Maine System. Financial support comes from the two philanthropic partners. Legislators cover their direct expenses for participating.

The program conducts bi-annual economic tours of the state, visiting dozens of businesses to learn first-hand the opportunities for economic growth. The program also conducts forums on the basics of the economy and industry-specific briefings, to give legislators first-hand information on issues facing entrepreneurs, large businesses, nonprofits, health care providers, government, and education.

Performance Measures

The Academy uses several performance measures to assess its effectiveness:

- A. The extent to which legislators, particularly newly elected legislators, participate in learning experiences, and find those learning experiences valuable.
- B. The extent to which the private sector supports the program and participates in the education experience for legislators.

Five-year Goals

To continue to provide the following:

- Objective, nonpartisan information about the economy to all legislators and their staff.
- Responsiveness to the demanding needs of legislators who work as citizen legislators in an increasingly complex economy.
- An experiential learning experience to assist them in understanding firsthand the impact of their decisions.
- A clear demonstration that the program curriculum informs and affects policy discussions.

LEADERSHIP MAINE: EDUCATION LEADERS EXPERIENCE

The Leadership Maine: Education Leaders Experience (ELE) program was established in 2012 in partnership with Unum and the Maine Principals' Association. Each year, this program offers 30 - 40 established K-12 educational leaders an experiential learning opportunity. It is designed to build strong relationships between Maine's educational leaders and community partners and to build a collaborative support network of leaders statewide. Participants have access to key community and business leaders who provide meaningful insight into how we can both be effective leaders in education and prepare Maine students to be highly-skilled leaders ready for the workforce and capable of tackling our critical economic issues.

The program takes place from August to June. Participants build relationships with class members, explore leadership styles, and develop a personal vision for action. They are split into teams and assigned an economic project based on the *Measures of Growth* report. Throughout the year, they travel around the state to meet key leaders from various industries and communities. Each participant is paired with a business partner from the concurrent Leadership Maine class, with whom they develop a relationship that carries beyond the course and serves as an ongoing resource and link to the greater community.

Performance Measures

ELE uses several performance measures to assess its effectiveness:

- Broaden participants' understanding of Maine's changing economy and its shifting relationship with education through direct interaction with Maine leaders.
- Create new supportive networks for participants with others in education, and with businesses and the community in which they are actively engaged.
- Exploration of what it means to be a leader in education in Maine today.
- Develop participants self confidence as leaders and help them develop strong visions of the future that engage others to act.

A. Number/quality of applicants

The current class of ELE has 30 participants. The current class makeup: 19 of the attendees are women, 12 of the state's 16 counties have representation, 27% of the attendees are superintendents, 57% are principals, and the remainder are from government, higher education or hold other roles. Four of the attendees this year received some scholarship assistance.

B. Evaluation responses

Similar to Leadership Maine, ELE asks participants to complete evaluations following each session and at the conclusion of the program. As this is a new offering, this feedback is very valuable and has led to positive changes in the program, shaping it to further meet the specific needs of Maine's education community. Alumni of the Alpha class of ELE wholly endorse the program to others and are engaged as supporters and advisors of the program.

C. Active alumni

There are 30 alumni of the first class of ELE. These individuals felt so positively about the first year of the program that they became key stakeholders in recruiting for the second class and serving on the advisory board to help shape the program's second-year curriculum. ELE alumni are also engaged in the Good Shepherd Food Bank service project, engaged in sessions of the current program as presenters and advisors, and connected to the greater statewide community through partnerships with Leadership Maine alumni.

Five-year Goals

- One hundred and fifty (150) ELE alumni who are actively engaged in leading collaborative efforts connecting education and other sectors in service of economic growth and workforce preparedness in their schools, neighborhoods, communities, regions, and the state.
- Alumni who are engaged in a network in a statewide organization that keeps them current on issues affecting the economy and provides learning opportunities to enhance their skills and further their networking opportunities with sectors outside education.
- Consistent high quality and numbers of applicants for the 30 slots.

LEADERSHIP UNPLUGGED

Leadership Unplugged is designed to be a series of conversations with Maine leaders around issues of economic importance. It was first offered in 2008. It provides opportunities for leaders from all over Maine and across sectors to come together in intimate, relaxed settings to discuss pertinent timely issues and build the relationships that will allow us to move Maine

forward. Alumni of the Leadership Maine program are encouraged to attend and the events are open to all leaders in Maine. Two series are held, in the Fall and in the Spring, highlighting three speakers each cycle. Each series is sponsored by an MDF member organization or partner, and events are held statewide. Entry fees for the events contribute to MDF's budget and enable us to provide more leadership education offerings.

Participation in Leadership Unplugged has been high in the past cycle, with over 260 leaders attending our three-part series. In total, over 1,505 leaders have attended since the program's inception.

Performance Measures

Leadership Unplugged is considered effective when:

- Two series are successfully held and well-attended each year with engaging speakers who offer viewpoints of importance to current Maine leaders.
- Sponsorship of the series continues to be offered by MDF partners.
- Networking at the event leads to activities that grow the Maine economy.

EDUCATION PROGRAMMING

MAINE EMPLOYERS' INITIATIVE

The Maine Employers' Initiative (MEI) was originally a joint program of MDF and the Maine Compact for Higher Education. As the Compact was dissolved and its programs and purpose combined into the new organization, Educate Maine, MEI is now entirely an MDF program. Its purpose is to provide Maine's public and private employers with technical assistance, training and statewide recognition for supporting education, training and development of their employees. Specifically, MEI encourages and supports employers by:

- Disseminating information about best practices.
- Providing training and technical assistance.
- Publicly recognizing education-committed employers.
- Securing tuition discounts from colleges and universities for employees.

MEI was launched in late 2005 and now has 212 employers committed as members. There are now eight Maine colleges and universities offering tuition discounts to the employees of MEI members.

NEXT STEP MAINE

In 2012, MDF launched the Next Step Maine campaign as an extension of our work in the Maine Employers' Initiative. The campaign is centered around a comprehensive website resource (www.nextstepmaine.org), which lists over 700 adult-friendly programs offered by 15 Maine colleges and universities. These are programs offered online or with flexible schedules, or on

nights or weekends, to make it easier for adults balancing work or family commitments to participate. The site also provides resources on topics like paying for school and learning online for adults in Maine who are considering returning to school or starting school to pursue a degree.

Along with the website, we also launched the Next Step Maine Scholarship program with contributions from Maine foundations and businesses. The program awarded scholarships ranging from \$1,000 to \$2,500 to 17 adult learners pursuing a degree in 2012.

ECONOMIC RESEARCH AND ANALYSIS

MDF conducts a range of nonpartisan economic research and analysis to help guide economic development in Maine.

MAINE ECONOMIC GROWTH COUNCIL

The Maine Economic Growth Council was created by the Legislature in 1993 (10 M.R.S.A., Sec. 929A). The Growth Council's purpose is to prepare and maintain a long-range economic plan for the state including a vision, goals, performance measures, and alternative strategies. The Growth Council's legislation and work plan is modeled after the work of several other states.

The Growth Council's 19 members are appointed jointly by the Governor, Senate President, and House Speaker. Members serve three-year terms. Membership includes business people, educators, government officials, leaders in the labor, nonprofit, and economic development sectors, four legislators (one Democrat and one Republican from each Chamber), and the Department of Economic and Community Development (DECD) commissioner or commissioner's designee.

The Growth Council receives an annual state appropriation, which is provided by DECD. Per statute, DECD contracts with MDF to carry out the work of the Growth Council.

The Growth Council produces an annual report called *Measures of Growth In Focus*. As of 2013, the report consists of 26 indicators that measure the state's performance in the areas of economy, environment, and community. The Council sets a benchmark for each indicator and measures Maine's long-term performance relative to the benchmark. This nonpartisan report is presented to the Governor and Legislature in March of each year and is a critically important tool for policymakers in assessing economic performance. The report has widespread distribution, with approximately 2,000 copies printed annually, numerous presentations throughout the state by staff and Council members, and a frequently visited interactive web page. It is one of the most widely respected economic documents used by business, government, education, and nonprofit leaders across the state. The upcoming 2014 report will be the 20th annual edition.

Performance Measures

The Growth Council holds itself accountable for annually publishing a very high quality, objective report that benchmarks and tracks progress on the extent to which our state's economy is moving towards a vibrant and sustainable economy, vital communities and a healthy environment.

Program Development

The Council and MDF are continuously striving to improve the report and increase its relevance and reach.

- The Council has made a conscious effort in recent years to reduce the number of indicators from more than 50 to the current 26 to ensure that the most meaningful metrics and best data are included. For example, in recent years the Council added the timely indicators of Fourth Grade Reading Scores, Eighth Grade Math Scores, and Health and Wellness, and revised the environmental indicators.
- During the first session of the 126th Legislature, a *Measures of Growth Caucus* including approximately 35 legislators convened regularly to explore ways to further incorporate the report into the legislative process.
- Earlier this year, MDF and the Council partnered with the University of Maine's School of Economics to produce a Quarterly Economic Report centered on the *Measures of Growth* report. The quarterly report provides an opportunity to explore certain indicators in greater detail than is allowed in the *Measures of Growth* report, adding to the discourse on these important issues and increasing the visibility of the Council's work. The first and second reports, *Productivity in Maine* and *Personal Income in Maine*, were released in August and October, respectively, and were very well received.

Five-Year Goals

- The Growth Council's annual *Measures of Growth In Focus* will be used by legislative committees and every agency of state government to assess performance and guide future action.
- The Growth Council's work will continue to be regarded as a high quality, objective, nonpartisan, and reliable source of relevant data and will be referenced frequently in public discourse.
- The Growth Council will expand the reach of its work, perhaps engaging in an expanded public marketing campaign.
- The Growth Council will continue the current Quarterly Economic Report series and explore other methods to add to public discourse on relevant economic topics.

OTHER ECONOMIC RESEARCH

In 2010, MDF began a partnership with the Maine State Chamber of Commerce on a series of reports addressing the most critical issues for Maine's economy. The resulting series of reports, *Making Maine Work: Critical Investments for the Maine Economy*, is a comprehensive action plan for improving productivity, growing the economy, and providing a higher quality of life for all Maine people. Released in July 2010, the original report and recommendations explored the investments needed to grow the economy and the factors influencing those decisions. Along with *Making Maine Work*, MDF published two background reports, *Maine's Investment Imperative II: Unleashing the Potential*, an in-depth review of more than 100 reports on key issues influencing investments in Maine, and the results of the *Investment Imperative Survey with 1,000 Maine Businesses*.

Subsequent reports have addressed the critical role of the University of Maine System in Maine's economy (*Making Maine Work: The Role of Maine's Public University System*) and the importance of investing in early childhood development as an economic development strategy (*Making Maine Work: Investment in Young Children = Real Economic Development*). *Making Maine Work: Growing Maine's Workforce*, which looked at ways to expand the quantity of our workforce, was released in November. A companion piece addressing workforce quality will be released in the spring of 2014.

OTHER ECONOMIC INDICATORS WORK

Over the years, MDF has assisted communities and regions in preparing measurable performance standards and has conducted annual surveys to trace progress against benchmarks.

The Economic Indicators Program has also done specialized research and has published reports on topics of specific interest. Examples include:

- A statistical brief on the Education Achievement of Maine Citizens, prepared for the Task Force on Higher Education Achievement.
- Maine's Transportation System, Status and Trend Indicators of Economic Growth and Quality of Life, October 1999.
- How Well is it Working? A Vision, Goals and Performance Indicators for Maine's Health Care System, February 2003.
- Natural Resource-Based Industries 2004 Indicators of Health Report.

MAINE DOWNTOWN CENTER

The Maine Downtown Center (MDC) was created in 1999 by the Legislature (1999, c.776 § 3) to encourage downtown revitalization throughout the state utilizing the National Main Street Center's Main Street Four-Point Approach model. MDC was also created to serve as the State Coordinator for the National Main Street Center, a requirement for local community national

“Main Street” designation. MDC has been a core program of the MDF since its inception.

Structure

MDC is currently staffed by a full-time senior program director, MDF support staff, and part-time program consultants as funding and need requires. The Healthy Maine Streets program funds a 20+ hour/week professional to manage that CDC grant-funded program. A 20-member Advisory Council, representing a variety of sectors and geographical interests, and a 6 Senior Advisors provide program advice as well as technical assistance and outreach to Main Street Maine and Downtown Network communities.

Program Goals:

- Designate, assess and nationally accredit local communities as “Main Street” programs.
- Serve as a clearinghouse for information related to downtown revitalization.
- Provide technical assistance on downtown revitalization.
- Advocate and promote awareness for place-based downtown revitalization.

Objective 1: Resource Library

MDC maintains a Resource Library and Main Street Resource Cafe of information related to downtown revitalization.

Objective 2: Annual Downtown Conference

MDC hosts an annual conference to provide opportunities to learn about strategies and theories related to downtown revitalization. Over 1,250 individuals have attended these conferences from 175 towns and cities and five states.

Objective 3: Main Street Maine Program

In 2001, MDC adopted the Main Street model for downtown revitalization. “Main Street” is an economic development model created specifically for traditional commercial downtown revitalization by the National Trust for Historic Preservation in 1980. This model is both comprehensive and incremental in approach, and stresses the creation of public/private partnerships to achieve long-term, meaningful changes in downtowns. Communities are selected for the program based on a competitive application process and are assessed yearly against the 10 criteria for national Main Street designation, according to the National Main Street Center and our Letters of Agreement. Benefits include Community Development Block Grant (CDBG) bonus points and access to special grants. Main Street Maine (MSM) communities have been established, as follows:

- 2001 - Saco, Bath, Gardiner and Waterville
- 2002 - Norway and Eastport - now Maine Downtown Network (MDN) communities

- 2005 - Skowhegan and Van Buren - Van Buren is now an MDN community
- 2006 - Biddeford
- 2009 - Rockland and Sanford (Sanford is no longer involved in the program)
- 2011 - Belfast
- 2012 - Brunswick
- 2013 - Augusta

Objective 4: Maine Downtown Network

In 2009, MDC launched the Maine Downtown Network (MDN) Program, a second-tier “Main Street light” program to introduce the Four-Point Approach and introduce communities statewide to the Main Street program. For the last five years, a small group of downtowns has been added to the MDN program in every county – all through a competitive application process. A total of 25 MDN communities have become designated; three of which became official MSM communities (Augusta, Belfast and Brunswick), three have left the program (Millinocket, Farmington and Sanford). One CDBG bonus point is awarded to these communities in the application process through DECD.

Objective 4: Outreach

The senior program director and members of the MDC Advisory Council work in communities and at national, statewide and regional conferences. In addition, the Downtown Institute provides a half-day low-cost training program five times a year throughout the state. Over 500 individuals representing 125 towns and cities across Maine have participated to date.

Objective 5: Identify barriers to downtown revitalization and offer solutions

In May 2003, Governor Baldacci issued Executive Order 16 FY04/05, requesting that the Maine Downtown Center and the Maine State Planning Office research and report on barriers to downtown revitalization in the state, and make recommendations as to what both the state and local municipalities can do to increase downtown investment. Taking the lead on this project, the Maine Downtown Center solicited input from the public via our website and our email contact list, and held two public input sessions in Portland and Bangor. The resulting report, issued in 2004, was used as both an advocacy and awareness tool to address the issues that the report raised. This report, entitled “Revitalizing Maine’s Downtowns,” can be accessed through our website at www.mdf.org/downtown.

Assessment

MDC has met its stated goals and objectives. Additionally, since 2001, MSM communities have reported:

- Over \$169.7 million in new downtown investments
- 1,291 net new downtown jobs
- 269 net new downtown businesses

- Over 220,099 volunteer hours
- Leveraging an average of \$25.43 reinvested for every \$1 spent

Grants from the Betterment Fund and the USDA Rural Community Development Initiative (RCDI) program in 2005 and 2009 enabled the expansion of the Main Street Maine Program. A long-lasting partnership with DECD has provided MDC with CDBG funding support ranging from \$100,000-\$175,000/year over the last seven years. Since 2007, MDC has succeeded in securing \$25,000 - \$100,000 annually from the Legislature. Within the last four years, additional grant funding through the USDA/RCDI program, the Environmental Funders Network, and the Elmina B. Sewall Foundation have allowed MDF/MDC to expand the program's reach. The Green Downtowns program has been launched and MDC is poised to kick off a statewide awareness-raising campaign about the economic values of linking the built and natural environments.

In 2012, MDF/MDC was awarded a two-year, \$1.64 million grant from CDC's Community Transformation Grants program to launch Healthy Maine Streets, a national pilot program focused on worksite wellness for small downtown business owners.

OTHER MDF PROGRAMS AND CONTRACTS

CAPITAL RIVERFRONT IMPROVEMENT DISTRICT

The Capital Riverfront Improvement District (CRID) is a unique partnership between the City of Augusta and the State of Maine to revitalize Augusta's riverfront district. This partnership formed in 1999, after the removal of the Edwards Mill dam on the Kennebec River, ushered in new opportunities for the redevelopment of Maine's capital city.

In February 2005, CRID contracted with MDF for staffing services. MDF provided part-time program and administrative support to the group. Currently, that contract is on hold while the City of Augusta and the state reassess objectives and funding options. In the interim, MDF continues to provide administrative support and fiscal oversight as needed.

REALIZE MAINE NETWORK

The Realize Maine Network (previously REALIZE!Maine) was created by, for and of Mainers ages 20-34 to serve as a catalyst, a collaborative, and a convener of Maine's young people with a stake in our common future. Realize Maine was launched by Governor Baldacci and began with a statewide summit on youth migration issues in June 2004 with over 200 Mainers under age 35. Realize Maine became a program of MDF in the summer of 2005.

The vision of this program is that Maine will be the best place in America for young people under the age of 35 to live, work, thrive, and prosper. Goals of the Realize Maine Network are:

- Maine will attract and retain a greater proportion of people under age 35.
- Maine's economy will be more prosperous.

- Maine's communities will be more vibrant.
- Maine's population will be more highly skilled and more diverse.

ORGANIZATIONAL STRUCTURE

MDF delivers high quality programs. MDF employs a total of eight staff people – six program staff and two support staff. MDF engages the services of outside consultants as the need arises.

The following is a list of MDF staff, their positions and responsibilities:

President/CEO

- The CEO is responsible to the MDF board of directors. This position includes design, implementation and evaluation of all MDF programs and finances, and management of all staff. It also includes wide interaction and relationship building with Foundation members and constituents.
- Cheryl Miller is currently the interim President and CEO. MDF's board of directors has recently named Harold Clossey, Executive Director of Sunrise County Economic Council, as the President and CEO. He will begin in January of 2014. Prior to being the interim President and CEO, Cheryl held the position of senior program director since 2000.

Senior Program Directors (2)

- This position is responsible for designing new initiatives and coordinating membership development for MDF. This position also includes the delivery of a major MDF program, including its design, delivery, evaluation, and related fundraising responsibilities. The position usually supervises support staff and others in carrying out this function and has wide interaction with program constituents and Foundation members.
- This position currently also includes program direction for Leadership Maine, Policy Leaders Academy and the Maine Downtown Center.
- Cheryl Miller and Roxanne Eflin hold these positions; Roxanne has been with MDF for four years.

Program Directors (2)

- This position is responsible for delivering a major MDF program, including its design, delivery, evaluation, and related fundraising responsibilities. The position usually supervises support staff and others in carrying out this function, and has wide interaction with program constituents and Foundation members.
- Maggie Drummond-Bahl and Ryan Neale currently hold this position. Maggie is responsible for the Maine Employers' Initiative and Next Step Maine and has been with MDF since 2011. Ryan is responsible for Maine Economic Growth Council, Making Maine Work reports, and other research projects. He has been with MDF since 2010.

Finance Director/Board Secretary

- This administrative position is responsible for MDF finances and internal operations, advises the CEO on financial status, oversees the annual audit and generates all financial reports.
- Margo Beland has held this position since 2003.

Program Assistant II/IT Technology Manager

- This support position provides numerous administrative and program support functions including management of all web and technology for MDF.
- Amanda Roggio holds this position and has been with MDF for 13 years.

Executive Assistant

- This position supports the CEO, provides numerous administrative and program support functions, and is the database specialist for the organization.
- Dianne Heino holds this position and has been with MDF for more than 20 years.

Flow Chart/Lines of Responsibility

MDF's organizational structure is "flat". The program staff works directly for the CEO. Support staff are assigned to program staff on a project-by-project basis. The finance director reports to the CEO and is the coach for the support staff.

COMPLIANCE WITH FEDERAL AND STATE SAFETY AND HEALTH LAWS, ADA, ETC.

MDF complies with all federal and state laws, including Affirmative Action, Workers' Compensation, and the Americans with Disabilities Act.

FINANCIAL SUMMARY

MDF is a private, nonprofit corporation receiving revenue from numerous sources each year including over 250 members, state and private contracts, fee-for-service, conference registration fees, and state and federal grants. The finances are audited annually by Baker Newman & Noyes. Copies of these detailed audits are available to the committee.

Attached is a summary of revenues and expenditures for the last ten years taken from these audited statements. MDF's fiscal year ends December 31.

REGULATORY AGENDA

Does not apply to MDF.

Maine Development Foundation											
REVENUE	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Contributions and Corporate Support	\$ 438,582	\$ 316,020	\$ 266,370	\$ 219,155	\$ 271,530	\$ 232,636	\$ 224,930	\$ 204,385	\$ 167,530	\$ 192,656	\$ 265,230
Contracts	96,487	431,045	486,312	327,196	216,582	228,328	140,971	164,475	124,280	166,495	259,607
Grants	459,333	364,275	472,818	555,215	348,513	225,146	282,208	310,532	216,541	332,893	180,875
Program Fees	310,116	325,195	251,774	245,610	200,046	263,358	260,413	234,707	225,681	219,997	326,974
Other	10,771	3,978	2,932	8,460	32,975	18,047	15,018	12,708	29,223	22,169	26,806
Total Revenue	\$ 1,315,289	\$ 1,440,513	\$ 1,480,206	\$ 1,355,636	\$ 1,069,646	\$ 967,515	\$ 923,540	\$ 926,807	\$ 763,255	\$ 934,210	\$ 1,059,492
EXPENSES											
Personnel	\$ 723,434	\$ 740,176	\$ 796,592	\$ 719,344	\$ 643,379	\$ 522,820	\$ 480,816	\$ 495,831	\$ 393,590	\$ 452,131	\$ 635,675
Consultants	92,555	335,343	117,672	235,708	104,278	72,564	62,440	161,055	75,380	194,898	87,488
Program Costs	325,318	306,267	384,329	272,919	217,253	260,728	274,970	197,318	211,459	193,336	261,904
Office Operations	115,516	117,031	116,114	109,162	107,292	106,447	99,015	98,895	92,607	119,382	125,326
Total Expenses	\$ 1,256,823	\$ 1,498,817	\$ 1,414,707	\$ 1,337,133	\$ 1,072,202	\$ 962,559	\$ 917,241	\$ 953,099	\$ 773,036	\$ 959,747	\$ 1,110,393
Net Income (Deficit)	\$ 58,466	\$ (58,304)	\$ 65,499	\$ 18,503	\$ (2,556)	\$ 4,956	\$ 6,299	\$ (26,292)	\$ (9,781)	\$ (25,537)	\$ (50,901)
Information is for calendar year; taken from audited statements.											

AGENCY COORDINATION

A hallmark of MDF's work is its coordination with existing organizations. Dozens of government, education, and business organizations coordinate with MDF every year in delivering MDF's programs. Some Examples Include:

Maine Downtown Center: Works regularly with the Maine Department of Economic and Community Development, the Maine Department of Transportation and municipal government organizations.

Policy Leaders Academy: This is developed in partnership the Legislative Council, the University of Maine System, Maine Health Access Foundation and the Maine Community Foundation.

Leadership Maine: Works in partnership with Legislative Leadership, the University and Community College Systems.

Maine Employers Initiative: Works with the University system, private colleges, FAME, and private employers.

Maine Economic Growth Council: Membership includes business people, educators, government officials, leaders in the labor, nonprofit, and economic development sectors, four legislators (one Democrat and one Republican from each Chamber), and the Department of Economic and Community Development (DECD) commissioner or commissioner's designee. Works with and regularly consults with representatives from Maine Department of Labor, Maine International Trade Center, the Mitchell Institute, University of Maine, Maine Children's Alliance, Maine Better Transportation Association, Maine State Housing Authority, Maine Health Access Foundation, Maine Forest Service, Maine Department of Environmental Protection, Office of Policy and Management, and Maine Department of Agriculture, Conservation, and Forestry.

In all program areas, private companies and nonprofits are included in program planning and delivery.

CONSTITUENCIES SERVED

MDF was created in statute to serve as an economic development partner with the State of Maine, Executive and Legislative Branches, and to convene business, government, education, economic development, and nonprofit entities to develop long-term, sustainable economic development strategies and programs for Maine. Throughout its 35-year history, MDF has always sought to engage multi-stakeholder groups from across all sectors of the economy.

ALTERNATIVE DELIVERY SYSTEMS

Does not apply to MDF.

EMERGING ISSUES

Emerging Issues Facing MDF

Sustainable funding is the biggest issue facing MDF (as well as all nonprofits). State monies represent a small but important share of MDF's overall funding. State budget pressures have resulted in cuts to these funds annually. MDF seeks out additional funding through a variety of sources including corporate donations, fee-for-service, and grants. These sources are affected by the same factors moving the economy and are not always predictable. The most valuable asset in conveying value to these various funding sources is a healthy and robust partnership with the state and MDF's 35-year old network of private sector supporters. This is where the value resides and continued growth here will help in securing adequate funding. Within MDF, MDC has flourished, due in large part to the DECD Office of Community Development securing CDBG funds to support the core functions of the program. This has allowed staff to leverage other monies to build out the number of communities and services which have led to excellent and documented returns on investment. It is critical to continue this financial support through federal CDBG dollars to protect and build upon the considerable investment to date. That support keeps the effort whole and means a great deal to other private supporters who see government as a valued partner in this proposition.

Emerging Issues Facing the State of Maine

There are a number of economic and demographic changes that are placing pressure on Maine. In order to be an effective partner in long-term economic development, MDF must be flexible and maintain a core set of programs that can capitalize on the opportunities that these changes present while also maintaining its role as a source of trusted and useful economic information. The programs and work of MDF are geared toward driving productivity through education, health, innovation, and engagement of Maine people. Issues of importance include:

- Improving educational opportunities and building a healthy workforce pipeline by investing in high quality early childhood education and continuing sound investments in proven strategies throughout K-12 and well into adulthood.
- Growing the Maine workforce by improving participation of the existing population while also engaging in proactive efforts to attract more people from around the world to live and work in Maine.
- Continue making strategic investments in R&D and entrepreneurial systems to support innovation, job creation, and opportunities for Maine people.
- Supporting investments in Maine communities that drive restoration, small business development, arts and cultural offerings, and that build leadership capacity statewide.

Maine people must have the tools to succeed. The greatest success will grow up from the local level. Maine must acknowledge that when implementing strategies.

OTHER INFORMATION REQUESTED BY THE COMMITTEE

MDF staff would be happy to answer your information requests.

RELATED FEDERAL LAWS AND REGULATIONS

Does not apply to MDF.

FAIR INFORMATION PRACTICE PRINCIPLES

MDF's personnel policies include provisions for collecting, managing, and using personal information over the internet. An excerpt from MDF's personnel policy reads as follows, "Information and statements made via electronic communications systems should be consistent with MDF's values, beliefs, mission, and/or programs. Employees should safeguard against any communication which may damage an individual's or MDF's reputation, or hold a person up to ridicule, scorn, or contempt. Every e-mail should be treated as though it was going to also be read by people other than the intended receiver." Copies of MDF's personnel policies are available to the committee.

An evaluation of MDF's adherence to the Fair Information Practice Principles has not been performed.

FILING REQUIREMENTS WITH THE AGENCY BY THE PUBLIC

Does not apply to MDF.

This report was prepared by:

Cheryl Miller, Interim President/CEO

MAINE DEVELOPMENT FOUNDATION

295 Water Street, Suite 5

Augusta, ME 04330

Tel: 622-6345 Fax: 622-6346 E-mail: mdf@mdf.org

Web address: www.mdf.org