



About Penguis

Penquis is a nonprofit organization dedicated to helping Maine people be safe, healthy, connected, and financially secure. It is a community action agency, a licensed mental health agency, a community development corporation, and a community housing development organization. Its subsidiaries include a community development financial institution, a sexual assault services agency, and housing development organizations. Programs and services work together to enable individuals and families to achieve economic security, safe and affordable housing, reliable transportation, school readiness, and healthy lives.

Penquis primarily serves individuals and families in Penobscot, Piscataquis and Knox counties. It has an even broader impact across all of Maine's sixteen counties through its programs, subsidiaries and community partnerships. Penquis touches the lives of 6,000 people each day and more than 30,000 each year.

Penquis is a chartered member of NeighborWorks® America and a member of the Housing Partnership Network. Penquis has consistently earned an "exemplary" rating from NeighborWorks America for attaining the highest level of performance and impact. Other recognition includes a 2018 Nonprofit of the Year Award from the Bangor Region Chamber of Commerce, a 2018 Rural Community Transportation System of the Year award from the Community Transportation Association of America, and a 2020 Stephen B. Mooers Award from MaineHousing.

Services Offered by Penquis

Penquis focuses its efforts in five strategic areas: Economic Security, Safe and Affordable Housing, Reliable Transportation, School Readiness, and Healthy Lives. Services offered within each area as follows.

Economic Security: Programs supporting economic security create financial stability and increase assets through education and access to capital. They include financial coaching and matched savings programs; homebuyer education and housing counseling; small business advising and entrepreneurship classes; and home and business lending.

Safe and Affordable Housing: Programs within this area of focus increase health, safety, and stability through affordable housing access and availability. They consist of heating and utilities assistance; home improvement programs, including repair, replacement, and testing; affordable housing options,

including rental housing, rental assistance, and rent-to-own properties; and weatherization, including above ground tank replacement, heating system repair, heat pumps, and weatherization services.

Reliable Transportation: Penquis transportation programs support health, independence, and access to resources through safe, reliable transportation options. These include the arrangement of non-emergency transportation for MaineCare-covered appointments, general public transportation to meet every day needs, and transportation reimbursement options.

School Readiness: Services and supports help children enter kindergarten ready to be successful in school and later in life. Children receive high quality early childhood education and childcare services, healthy nutrition, and benefit from home visiting, which supports families in providing nurturing care that promotes healthy development.

Healthy Lives: Programs in this area help individuals achieve optimal health and development in safe, nurturing environments. They include individual and family support services such as assisted living, case management, parenting education, supervised visitation, whole family services, and behavioral health and disability supports, including residential, day, in-home, and community support services, clinical counseling, and behavioral health navigation; victim services, including services for sexual assault survivors and child victims of sexual abuse, education for male perpetrators of domestic violence, transitional housing and civil legal assistance for survivors of domestic violence, sexual assault, and stalking; volunteer programs for older adults; and youth programs, including youth engagement, restorative justice, homeless youth services, programming for youth victims of the opioid crisis, and services to support employment success and financial security.

Environmental Scan

The following tables provide an overview of the community that Penquis serves in their service area. For more detailed statewide data by county, please see the full 2021 MeCAP Statewide Community Needs Assessment.

Figure 1: Social Vulnerability Index

Measure	United States	Maine	Penobscot County	Piscataquis County	Knox County
Population	324,697,795	1,335,492	151,774	16,836	39,759
Median Age	38.1	44.7	42.0	51.5	48.4
Below Poverty	13.4%	11.8%	14.8%	18.5%	9.9%
Median Household Income	\$62,843	\$57,918	\$50,808	\$40,890	\$57,751
Age 65+	15.6%	20.0%	18.0%	25.9%	24.3%
Age 17 or Younger	22.6%	18.9%	18.3%	17.3%	18.1%
Unemployment (July 2021)	5.4%	5.0%	5.4%	4.9%	4.3%
Households with Disability	12.6%	16.0%	19.0%	26.3%	15.4%
Single Parent Household	14.0%	21%	26.5%	22.7%	27.6%
Speak English less than "very well"	8.4%	1.5%	0.8%	0.9%	0.7%
Housing Units - Mobile Homes %	6.2%	9.5%	22.9%	24.8%	15.5%
No Vehicle	8.6%	7.1%	7.7%	7.4%	6.3%

SOURCE: American Community Survey, 2019 5-Year Estimates; 2021 County Health Rankings

Figure 2: Age and Demographics

Measure	United States	Maine	Penobscot County	Piscataquis County	Knox County
Under 5 Years	6.1%	4.8%	4.7%	4.3%	4.4%
5 to 9 Years	6.2%	5.2%	4.9%	4.6%	4.9%
10 to 19	12.9%	11.3%	12.2%	10.4%	10.3%
20 to 34	20.7%	17.5%	20.3%	12.6%	15.0%
35 to 54	25.6%	25.3%	24.7%	23.9%	24.4%
55 to 64	12.9%	15.7%	15.0%	18.4%	16.6%
65+	15.6%	20.0%	18.0%	25.9%	24.3%
Race and Ethnicity					
White alone, Not Hispanic or Latino	60.7%	98.3%	96.4%	97.1%	98.1%
Hispanic or Latino	18.0%	1.7%	1.4%	1.5%	1.5%
Black or African American	12.7%	2.0%	1.5%	1.0%	1.3%
American Indian or Alaska Native	0.8%	1.7%	2.2%	1.4%	1.4%
Asian	5.5%	1.7%	1.5%	1.2%	0.9%
Other	5.5%	0.4%	0.4%	0.7%	0.5%
Foreign Born Population	13.3%	3.6%	2.9%	2.0%	2.3%

SOURCE: American Community Survey, 2019 5-Year Estimates

Figure 3: Household Income and Poverty

	United States	Maine	Penobscot County	Piscataquis County	Knox County
Median Household (HH) Income	\$62,843	\$57,918	\$50,808	\$40,890	\$57,751
Total Below 100% Federal Poverty Level (FPL)	13.4%	11.8%	14.8%	18.5%	9.9%
Under 5 years	20.3%	17.0%	17.5%	28.3%	24.4%
5 to 17 years	17.9%	14.4%	17.8%	24.2%	12.9%
18 to 34 years	16.3%	16.0%	23.0%	24.9%	12.0%
35 to 64 years	10.5%	9.9%	12.0%	19.0%	7.4%
65 years and over	9.3%	8.7%	8.4%	9.8%	8.3%
Below 50% of FPL	5.5%	4.0%	4.7%	ND	ND
Below 125% of FPL	16.3%	14.6%	16.2%	ND	ND
Below 150% of FPL	20.3%	18.6%	21.1%	ND	ND
Below 185% of FPL	26.3%	24.8%	28.8%	ND	ND
Below 200% of FPL	28.9%	27.7%	31.6%	ND	ND

SOURCE: American Community Survey, 2019 5-Year Estimates

Figure 4: Social Characteristics Measures

igure 4: Social Characteristics Measures						
	United	Maine	Penobscot	Piscataquis	Knox	
	States		County	County	County	
Total Households	120,756,048	559,921	62,156	7,025	17,020	
Homeownership Percentage	64.0%	72.3%	69.4%	75.9%	77.2%	
Single Parent Household ¹	14%	21%	26.5%	22.7%	27.6%	
Living Alone	13.3%	15.1%	14.7%	16.1%	16.7%	
Grandparents Responsible for Grandchildren	34.1%	34.1%	45.6%	36.8%	35.0%	
Veteran Status	7.3%	9.6%	9.1%	12.6%	9.0%	
Educational Attainment						
Less than 9th grade	5.1%	2.6%	2.7%	3.5%	1.6%	
9th to 12th grade, no diploma	6.9%	4.8%	5.4%	6.2%	4.8%	
High school graduate/ GED	27.0%	31.5%	33.6%	40.7%	32.9%	
Some college, no degree	20.4%	19.3%	20.2%	18.2%	19.3%	
Associate degree	8.5%	10.1%	10.6%	12.9%	7.8%	
Bachelor's degree	19.8%	20.0%	17.5%	12.9%	21.2%	
Graduate degree	12.4%	11.8%	10.2%	5.5%	12.4%	
HS Graduation rate (202)	88.0%	87.4%	86.7%	87.2%	91.3%	
No Health Insurance	8.8%	7.9%	8.8%	10.2%	9.4%	
Receiving SNAP Benefits	11.7%	13.5%	16.8%	20.7%	9.9%	
Food Insecurity – All Ages	10.9%	12.1%	20.0%	25.4%	18.1%	
Median Mortgage (2019)	\$1,595	\$1,398	\$1,231	\$1,087	\$1,368	
Median Rent	\$1,062	\$853	\$1,094	\$618	\$856	
Housing Cost Burdened ²	32.88%	29.75%	29.44%	31.24%	30.26%	
Children Eligible for Free/Reduced Price Lunch	49.5%	38.3%	39.5%	54.4%	36.3%	

SOURCE: American Community Survey, 2019 5-Year Estimates; Source: Feeding America, State-By-State Resource: The Impact of Coronavirus on Food Insecurity, 2019; Annie E. Casey Foundation, Kids Count Data Center, County Graduation Rates 2014-2020 Maine.

¹ 2021 County Health Rankings.

 $^{^{\}rm 2}$ The percentage of households that spend 30% or more of their income on housing.

Figure 5: Health Overview

rigure 5: Health Overview	United	Maine	Penobscot	Piscataquis	Knox
	States		County	County	County
Poor Mental Health Days	3.8	5.0	5.1	5.2	4.5
Poor Physical Health Days	3.4	4.2	4.5	4.8	3.8
Frequent Mental Health Distress	11.7%	12.7%	16%	17%	14%
Ratio of Primary Care Providers	880:1	900:1	770:1	1,680:1	990:1
Ratio of Mental Health Providers	170:1	200:1	180:1	450:1	190:1
Ratio of Dentists	1,210:1	1,480:1	1,170:1	3,360:1	1,370:1
Chronic Disease Prevalence (per 100,00	0)				
Adults with Heart Disease	26.81%	22.48%	23.03%	23.34%	23.43%
High Blood Pressure	57.20%	48.71%	49.39%	47.69%	46.50%
Adults with Asthma	4.97%	4.68%	4.79%	3.21%	4.93%
Diagnosed Diabetes	26.95%	22.55%	24.55%	23.74%	19.06%
Leading Causes of Death (deaths per 100,000) ³					
Heart Disease	166.0	147.9	163.2	180.4	154.1
Cancer	155.5	169.2	171.5	201.2	174.7
Unintentional Injury	45.7	59.1	61.3	76.5	60.6
Diabetes	21.2	22.3	24.1	25.3	18.8
Alzheimer's	29.4	27.6	20.5	29.3	28.2
Suicide Rates (Age-Adjusted Rate per 100,000)	14.5	18	17	25	20
Adult Obesity Prevalence (Age- Adjusted Rate per 100,000)	42.2	31.7	33.2	35.2	29.3
Maine Adults Past Month Binge Drinking	25.8%	17.9%	19.9%	14.5%	17.6%
Percent Adults Current Smokers	16.1%	22.6	24.2%	33.2%	17.8%
COVID-19 Confirmed Cumulative Cases (as of 9/12/21)	41.3M	57,752	5,594	439	1,254
COVID-19 Deaths (as of 9/12/21)	662K	897	108	7	9

Source: County Health Rankings & Roadmaps, 2018; National Institute on Minority Health & Health Disparities HDPulse; Death Rate Report for Maine by County 2014 – 2018; National Center for Chronic Disease Prevention & Health Promotion; Division of Population Health Places Database, 2018; The State Epidemiological Outcomes Workgroup, Tobacco Prevention & Control Dashboard, 2015 – 2017

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³ NIH, HDPulse. Death Rates Table.

Qualitative Research Findings

	Number of Participants
Focus Group Participants	17
Stakeholders Interviewed	18
Community Survey Respondents	537

Key Stakeholder Interview Quotes

A total of 18 stakeholders were interviewed from the Penquis service area. A selection of quotes that provide some insight into the strengths, needs, and challenges and barriers include the following:

- "Overall, there is a lot of opportunity here. We have great art opportunities, recreation for kids and adults, and lots of nature walks."
- "It's a pretty supportive community, especially the schools. People don't hesitate to pinch in to help with volunteers and funding."
- "We're largely a service and recreation region. Seasonal employment, small mom and pop businesses by large. A few large companies in the area that are owner-operated with limited employment and keeping hours under 35 so they don't have to pay for health insurance."
- "The trades are pretty hot right now. If I was a parent right now, then I won't recommend a liberal arts college. There is still some stigma around trade schools, but mostly gone now."
- "Childcare is a barrier to gaining and maintaining employment."
- "For rural areas, [transportation] is the most challenging. If you live in the Greater Bangor area then you have a lot more options. If you're in rural Piscataquis [County] then it's very limited."
- "The bus system [in Bangor] is pretty inadequate at the moment. Many people told us it doesn't meet their system. Buses stop at 6 pm and don't run on Sundays. Many wage workers can get to work [at the mall] but can't get home."
- "Housing requires an application that asks about their past. Criminal record is a barrier to housing."
- "[Older] individuals living alone and on a fixed income upkeep of the homes, steps that need to repaired, roof leaks, bathrooms not on the first floor. Maine's housing stock is old. Some of these people have lived in these houses for years."
- "For the tribes, there is limited [housing] stock. People are often waiting at one to two years. Surrounding towns don't have affordable housing stock either."
- "Housing affordability is creeping up north. Penquis has done a good job historically with affordable housing."
- "Multigenerational families or people taking in youth is very, very common. We don't know how
 many there are as we can't count them. It's becoming more of an issue."
- "If they could apply for a 9 to 5 job then childcare could be easier to find. Frontline workers then working outside of the 9 to 5 schedule then no childcare is available. There are a few places that are popping up that do outside hours."
- "Social determinants of health is the three-legged stool with physical health and mental health."
- "We lost a lot of care facilities. Some are underground and providing care without a license. The
 DHHS website isn't accurate. We only know by word of mouth so we're trying to do a survey.
 We have had a great number of women leave the workforce due to childcare and jobs. They
 want to go back to work."

- "Nursing homes cost is a huge barrier, availability is limited, and if you're low income individual then it's very limited."
- "Dental is a way bigger need than health."
- "Therapists are hard to find in the area. A lot of pediatricians lack knowledge of [childhood] development."
- "Mental health is a huge problem depression, isolation, loneliness. I don't know how we can
 get our arms around it."
- "Mental health is no different than chronic disease and managing. It's so, s important to identify the condition and early intervention. We don't have enough money for early detection."
- "Very few residential substance misuse services in the state."
- "Alcohol is a huge issue in the area."
- "There's the mentality 'I don't need it, and someone needs more than me.' It's something we hear often in the senior population, and we heard it more during COVID-19."
- "Technology lack broadband services available everywhere."

Key Focus Group Quotes

	Comments and Ideas
Top Challenges Mentioned	TransportationSheltersChildcare
Unique Strength or Challenge Mentioned	 Hard to teach older people how technology works, and many don't want to learn. Internet access spotty in rural area and could be more affordable and better.
Housing	 Housing has gone insane. Not enough low income housing. I got HUD voucher but hard to find somewhere to live because you can only have \$500 or less and it's in the worst part of town. Homelessness and housing instability is a problem. I'm surprised so many homeless. Shelter doesn't have enough beds.
Mental Health	 In the 1990's we had preventative care for mental health, but now we don't. Funding cancelled by governments who don't understand needs. We need more education about mental health, especially depression during pandemic. Social media and Zoom created connections but not always for the better.
Childcare	 Childcare isn't affordable for anybody, ever. Can't make enough money to pay for childcare. There are programs out there, but people don't know about them.
Transportation	 Hard to get a job without traveling or transportation. Link's transportation's hours aren't convenient if you don't have a job.
Employment	 No livable wage - hard to pay rent and save. A few people got jobs during COVID-19. Not much changed due to COVID-19.
Basic Needs	 Overcoming stigma. I think some people don't know where to start their search for help. Then Pride gets in the way. There are Resources, it's just a struggle for some to reach out.
Magic Wand Highlight	 Make the government see the people's perspectives. Subsidized or private co-housing opportunities
Noted Policy Area	Childcare. I need another full time job just to pay for daycare. Hard to get vouchers.

Community Survey Results

Figure 6: Top Needs Identified in the Community Survey

rigure	6: Top Needs Identified in the Community Survey Penquis	
	Need	Dorsont
1	Increasing the number of affordable apartments	Percent 75.0%
2	Making dental care more affordable	70.7%
3	Increasing the number of mental health providers in rural communities	65.7%
4	Reducing the amount of opioid misuse	64.7%
5	Reducing the amount of other drug misuse (heroin, cocaine, etc.)	64.2%
6	Developing more livable-wage jobs	64.0%
7	Expanding crisis services for mental health and substance use disorders	63.3%
8	Creating higher quality rental apartments and houses	61.6%
9	Increasing programs for major housing repairs (roofs, windows, etc.)	60.8%
10	Developing rental and mortgage assistance programs	60.8%
11	Increasing the number of affordable houses for sale	60.6%
12	Reducing the amount of childhood obesity	60.2%
13	Providing more flexible and affordable childcare options for working parent(s)	59.7%
14	Creating more emergency shelter beds for people who are homeless	59.7%
15	Increasing the number of dentists who serve MaineCare patients	59.5%
16	Providing job growth opportunities	59.5%
17	Improving access to high-speed internet and technology	59.2%
18	Creating more shelter beds for certain populations (children, women, families, LGBTQ, veterans, etc.)	59.2%
19	Increasing the number of substance use disorder providers and services	59.1%
20	Reducing stigma associated with mental health and substance misuse	58.8%
21	Creating technical school, trade school, or other job training options	57.2%
22	Making public transportation available in rural communities	56.9%
23	Providing more senior housing options	56.7%
24	Providing more after-school programs for school-aged children	56.3%
25	Increasing the number of affordable childcare providers	56.1%
26	Providing more recreational opportunities for youth	54.9%
27	Reducing building costs of new affordable housing units	54.3%
28	Providing help with weatherization	53.3%
29	Increasing the number of landlords who accept housing vouchers	53.3%
30	Providing help with utility assistance (heating fuel, electricity, etc.)	52.9%
31	Increasing the number of high quality licensed childcare providers	51.9%
32	Increasing the availability of prepared foods for seniors (Meals on Wheels, etc.)	50.4%
33	Reducing stigma associated with the housing voucher program	49.9%
34	Reducing the amount of adult obesity	49.8%
35	Helping more people who are homeless to find their missing identification documents (driver's license, social security number, etc.)	49.6%
36	Providing soft skills education (customer service, showing up on time, etc.)	49.5%
37	Increasing the number of detox facilities	49.3%
38	Reducing the amount of alcohol misuse	48.7%
39	Increasing the number of childcare providers who offer age-appropriate education	48.4%
40	Reducing the amount of smoking and vaping	47.0%
41	Increasing programs for minor housing repairs (paint, upgrades, etc.)	46.8%
42	Creating more affordable public transportation options	45.1%

43	Expanding food options for people with dietary restrictions or allergies at food banks	44.2%
44	Providing help with the cost of vehicle repairs	43.4%
45	Providing more transportation options to childcare services	42.9%
46	Adding better routes and time schedules to current public transportation system	42.5%
47	Expanding open hours at food banks	41.2%
48	Reducing MaineCare transportation limitations (i.e., limited to one parent and child)	35.5%
49	Providing help with the cost of vehicle insurance and regular maintenance	35.0%

Figure 7: Top 5 Needs by Household Incomes - Penquis

Need							
	Under \$15,000	Between \$15,000 and \$29,999	Between \$30,000 and \$49,999	Between \$50,000 and \$74,999	Between \$75,000 and \$99,999	Between \$100,000 and \$150,000	Over \$150,000
1	Making dental care more affordable	Making dental care more affordable	Making dental care more affordable	Reducing the amount of opioid misuse	Increasing the number of affordable apartments	Increasing the number of mental health providers in rural communities	Expanding crisis services for mental health and substance use disorders
2	Increasing the number of affordable apartments	Reducing the amount of opioid misuse	Increasing the number of affordable apartments	Increasing the number of mental health providers in rural communities	Making dental care more affordable	Increasing the number of affordable apartments	Reducing the amount of other drug misuse (heroin, cocaine, etc.)
3	Developing more livable- wage jobs	Developing more livable-wage jobs	Increasing the number of mental health providers in rural communities	Reducing the amount of other drug misuse (heroin, cocaine, etc.)	Making public transportation available in rural communities	Expanding crisis services for mental health and substance use disorders	Reducing the amount of opioid misuse
4	Reducing the amount of other drug misuse (heroin, cocaine, etc.)	Increasing the number of substance use disorder providers and services	Expanding crisis services for mental health and substance use disorders	Increasing the number of affordable apartments	Reducing the amount of opioid misuse	Increasing the number of substance use disorder providers and services	Reducing the amount of childhood obesity
5	Reducing the amount of opioid misuse	Increasing the number of affordable apartments	Reducing the amount of other drug misuse (heroin, cocaine, etc.)	Making dental care more affordable	Creating higher quality rental apartments and houses	Reducing the amount of childhood obesity	Reducing stigma associated with mental health and substance misuse

Needs Prioritization

The following table contains the list of prioritized needs for the Penquis service area.

Figure 8: Penguis Prioritized Community Needs

Rank	Penquis Prioritized Community Needs Need	Score	Level of	Locus of
Name	Need	30016	Need	Control
1	Increasing the number of affordable housing units	6.857143	C,F	2
2	Making dental care more affordable	6.142857	C,F	3
3	Developing more livable-wage jobs	5.142857	C,F	1,2,3
4	Increasing the number of mental health providers in rural communities	6.142857	C,F,A	2,3
5	Providing more flexible and affordable childcare options for working parent(s)	6.285714	F,A,C	1,2
6	Reducing the amount of opioid and other drug (heroin, meth, cocaine, etc.) misuse	6.142857	C,F	2,3
7	Expanding crisis services for mental health and substance use disorders	6.333333	C,F	3
8	Increasing the number of dentists who serve MaineCare patients	6.428571	С	3
9	Increasing the number of affordable childcare providers	5.833333	C,F	2,3
10	Providing job growth opportunities	5	F,C,A	1,2
11	Improving access to high-speed internet and technology	6.142857	F,C	3
12	Creating technical school, trade school, or other job training options	4.428571	F,A,C	2,3
13	Increasing programs for housing repairs	5.571429	F,A	1,2
14	Increasing the number of substance use disorder providers and services	6.333333	C,F,A	2,3
15	Reducing stigma associated with mental health and substance misuse	6.285714	C,F,A	1,2,3
16	Reducing the stigma around poverty and asking for help	6	C,F,A	1,2,3
17	Reducing the amount of childhood obesity	4.714286	C,F	1,2,3
18	Creating more emergency shelter beds for people experiencing homelessness	5.857143	С	2,3
19	Increasing public transportation	6.142857	F,A,C	1,2
20	Developing rental and mortgage assistance programs	5.857143	A,F	2
21	Providing more after-school programs for school-aged children	5.571429	F,C,A	1,2 W/FUNDING
22	Increasing the number of high quality licensed childcare providers	5.857143	F,C,A	1,2,3
23	Making public transportation available in rural communities	5.857143	F,C,A	1,2,3
24	Providing more senior housing options	6.428571	A,F,C	2
25	Reducing MaineCare transportation limitations (i.e., limited to one parent and child)	5	F	1
26	Providing additional utility assistance (heating fuel, electricity, etc.)	5.428571	F,A	2
27	Increasing the number of childcare providers who offer ageappropriate education	5.285714	F,C,A	1,2,3

28	Providing soft skills education (e.g., interview skills, customer service, punctuality, etc.) to job seekers and others	4.714286	A,F	1,2
29	Providing help with home weatherization	4.857143	F,A	1,2
30	Helping people find or replace missing identification documents (e.g., driver's license, social security number, etc.) as part of their application for services	4.714286	F	1
31	Providing help with the cost of vehicle repairs	5.571429	F	1,2
32	Increasing community awareness of Community Action Agencies and the services they provide	5.571429	A,C	1,2
33	Increasing the number of detox facilities	5.833333	С	3
34	Increasing the collaboration between community providers	5.285714	A,F	2
35	Increasing the collaboration/partnerships/funding opportunities between multiple (or all) CAP agencies in the state	4	А	2

Key

Level of Need

Family [F] -Does the need concern individuals and families who have identified things in their own life that is a challenge/barrier/lacking?

Agency [A] -Are there areas where Penquis does not have resources or capacity to respond to an identified need?

Community [C] -Does the issue impact the community as a whole?

Locus of Control:

- 1 = "We could do it ourselves"
- 2 = "We could do it with collaboration"
- 3 = "We could support, but others would need to lead."

Timeline:

- 1 = "Impact within Year 1"
- 2 = "Impact in Year 2 or Year 3"
- 3 = "Impact would be long-term, 3+ years"

Stakeholder Interview Participants

Name	Organization
Jayne Martin	Legal Services for the Elderly
Joanna Russell	North Eastern Workforce Development
Dyan Walsh	Eastern Area on Aging
Susan Hammond	Four Directions
Scott Oxley	Northern Light Acadia Hospital
Sharisse Roberts	Division for the Blind
Darcy Cooke	Food & Medicine and Transportation for All
Meredith Batley	Knox Clinic
Lee Umphrey	EMDC
Sarah Marx	Welcoming Our Immigrant Neighbor
Sue Mackey Andrews	Helping Hands with Heart
Tom Peaco	PenBay Chamber
Rebecca Kirk	Bangor Rotary / Habitat for Humanity
Amanda Cost	Partners for Peace
Wade Betters	Bangor Police Department
Amy Bragg	Maine Child Development Services
John McDonald	RSU #13 (Rockland)
Danielle Malcolm	Maine Ombudsman