



IMPACT 2020



LOOKING FORWARD TO

*the work ahead*



**Good Jobs**

**More broadly  
shared prosperity**

**Environmentally  
sustainable  
enterprises**

CEI provides innovative financing, business development services and pragmatic policy solutions to realize its vision of a world in which communities are economically and environmentally healthy, enabling all people, especially those with low incomes, to reach their full potential.

**Together, since 1977, the CEI family of organizations has invested**

***\$1.46 billion  
in 3,039  
businesses  
and projects***

that are changing the employment landscape and creating positive economic and environmental ripple effects in Maine and rural regions throughout the U.S.



**WE MADE IT WORK IN 2020. IN 2021, WE WILL**

Over the past year, the CEI team shored up small businesses, in rapidly changing circumstances, all while working remotely—many sharing workspaces with children and partners. We could not be prouder of the way our colleagues met this moment.

We believe the recovery ahead presents unprecedented opportunity—another moment CEI is uniquely prepared to meet.

As the U.S. begins to rebuild our economy, CEI draws inspiration from the rural areas we serve. These resilient, resourceful communities know that to bring back businesses fallen on hard times, you don't just rebuild what you have lost. You build what you hope to have.

CEI has hoped for and helped to build an economy that lifts all people through good jobs and environmentally sustainable enterprises since 1977. There has never been a better time to achieve it than right now.

COVID-19 put a spotlight on significant stress points in our society—like racial inequity, access to fair wages, working capital, quality child care, healthcare, education and reliable internet. A real recovery requires working together to solve them.



  
**Betsy Biemann**  
CEO

  
**Keith Bisson**  
President

  
**Chip Newell**  
Chair, Board of Directors

***make work better.***

**Transforming the way our economy works is the true work ahead of us. We must:**

***Empower people.*** A significant number of our community members are losing and changing jobs, and need skills, training, credentials and supports like child care and broadband internet access to gain a foothold and advance in the post-pandemic economy.

***Invest in innovation.*** Entrepreneurial people, particularly those of us who aren't served by the traditional business support ecosystem, need advice and financing to start up new businesses, while established businesses hit hard by this health and economic crisis need capital and expertise to power a pivot or fuel a new venture.

***Build in equity and sustainability from the beginning.*** The recovery needs to be boosted by policies designed to address racial, gender and economic inequities, and climate change, in order to achieve a more inclusive society and equitable economy.

**Together, we will make sure that everyone—no matter where we were born and who we are—can build wealth and livelihoods. Join us.**

**Within days  
of the first  
COVID-19 case  
in Maine, CEI:**

- + **Responded to small business owner requests by developing an online library with accurate and timely information to address their needs.**
- + **Launched a webinar series to walk entrepreneurs through the maze of small business relief programs and eligibility requirements.**

- + In the first two months, CEI business advisors held over 2,000 individual coaching sessions with business owners—nearly double the number in a typical year.
- + Throughout the pandemic, CEI's lending team has worked closely with borrowers, providing over \$1 million in loan relief to over 65 percent of our portfolio as of March 2021.
- + CEI's Small Business Development Center advisors and food systems team stepped up to review and distribute nearly \$19.5 million in 827 CARES Act relief grants from the State of Maine to small business owners.



Maine Crisp Company, Waterville, ME. Photo by Gregory Rec, Portland Press Herald





American Roots, Portland, ME. Photo by Michelle Smith

“

***The first few weeks of COVID, we talked about running a marathon, not a sprint.***

Frankly, it was grueling, and we're not done yet. We supported each other internally so we were able to bring our best work forward externally. It has been an exhausting, humbling experience, and I am very proud of our team and the resilience and strength of all the small business owners we have the great privilege to work with."

—Daniel Wallace, SVP Lending and Investment

## 2020 Impact at a Glance

The CEI family of organizations deployed over

**\$44 million**

to 117 businesses and projects

in the form of loans, microloans, equity and tax credit financing. This lending and investment helped create and preserve 632 jobs, strengthening sustainable agriculture, aquaculture, fisheries, manufacturing and food systems businesses; and expanding renewable energy, technology solutions, health and child care, and mixed-use real estate development.



### CEI

**Provided advice to 2,315 Mainers**

- Business advisors at Maine Small Business Development Centers hosted by CEI in Augusta, Bangor, Brunswick, Ellsworth, Waterville and Wiscasset worked with 1,404 entrepreneurs.
- 761 entrepreneurs through the CEI Women's Business Centers in Farmington, Machias and Portland
- 128 food industry entrepreneurs who received resources to help scale fisheries, aquaculture, agriculture and food systems
- 89 immigrant and refugee entrepreneurs received advice from CEI's StartSmart team in Lewiston and Portland

**Counseled and provided financial education to 642 people**, helping them purchase homes, avoid foreclosures and improve credit scores

**Made 73 loans and investments totaling \$17 million to 71 businesses**, bringing CEI's loan portfolio to \$51 million, our largest loan portfolio to date

**Provided temporary debt relief to nearly 55% of CEI's small business loan portfolio**, including 21 farm borrowers, 10 borrowers who access CEI's fee-for-service product, and 73 microloan borrowers



**Made 36 Wicked Fast Loans**, providing \$685,652 in much-needed small business capital during the pandemic and earning CEI recognition as the U.S. Small Business Administration 2020 Maine Microlender of the Year

**CEI staff advocated for pragmatic national and state policies** expanding equitable economic growth while serving on the Governor's Economic Recovery Committee; the Permanent Commission on the Status of Racial, Indigenous, and Maine Tribal Populations; and contributing to the Maine Historic Tax Credit Economic Impacts Report.



## CEI Subsidiaries



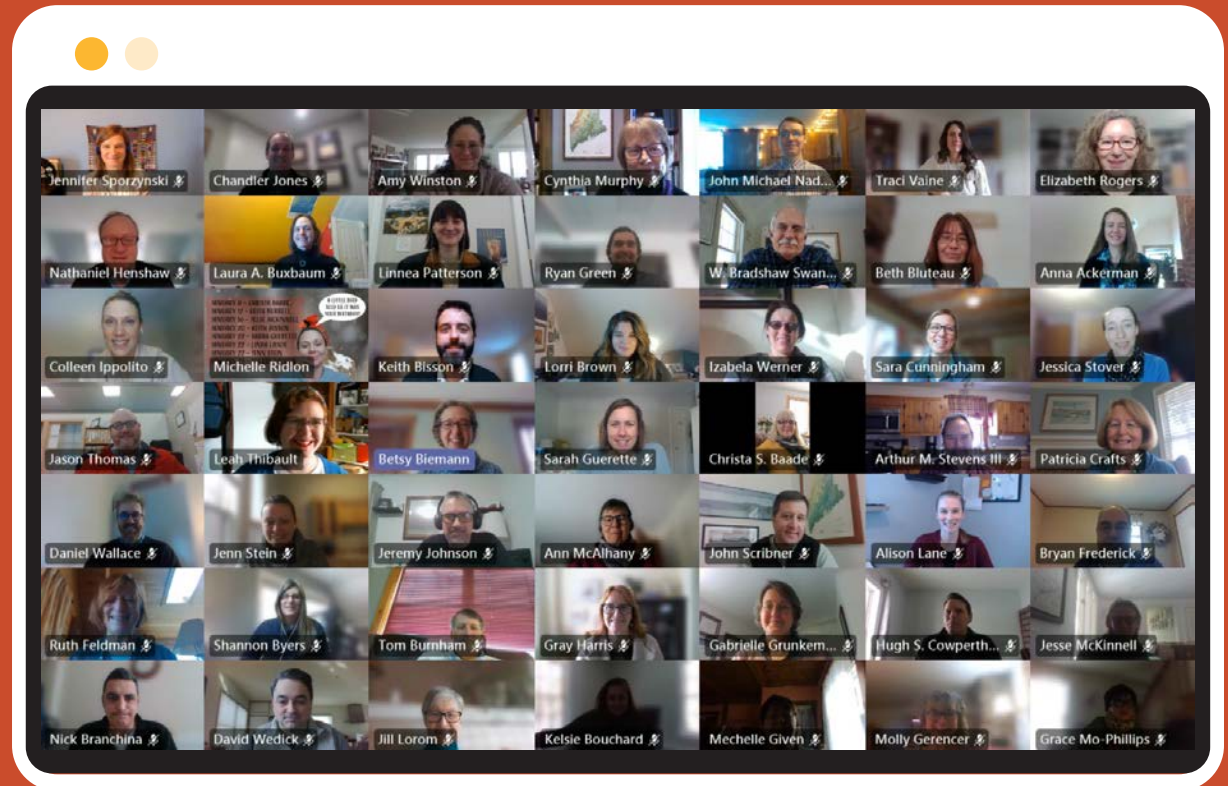
**CEI Capital Management managed a portfolio of \$260 million** in New Markets Tax Credit investments and received \$1.49 million in state credits from the Maine New Markets Capital Investment Program.

**CEI Ventures made 9 equity investments totaling \$900,000**, helping portfolio companies maintain employment levels and grow during the pandemic, while managing a \$14 million portfolio and raising an additional \$14.8 million for a fifth venture fund.

**CEI's subsidiary, Bright Community Capital, invested over \$3 million**, advancing community solar on affordable housing rooftops in Roxbury and Leicester, MA.

**30 Federal Street Investments deployed over \$4 million** in historic tax credit financing for the rehabilitation and reuse of historic properties, revitalizing Maine's downtowns.

**CEI-Boulos Capital Management placed \$14 million** through the award-winning Woodforest CEI-Boulos Opportunity Fund in Opportunity Zone investments in seven high-impact real estate projects in Evansville and Indianapolis, Indiana; Pembroke, North Carolina; Philadelphia, Pennsylvania; Selma, Alabama; Rochester, New York; and Washington, DC.







THE WORK AHEAD

## *new growth*

**Looking around, it is easy to see the landscape has changed significantly.**

These adjustments go far beyond mask-wearing or mastering videoconferencing. In many industries, the very nature of the work itself evolved almost overnight. Few were forced to adapt as quickly and dramatically as food production. From farms to grocery stores to restaurants, these vital businesses had to find entirely new ways to hold fast or foster growth. In 2020, CEI staff supported a tremendous effort to retain jobs, provide critical information and find flexible financial resources. We will leverage the lessons learned during this effort in the work ahead.

AGRICULTURE, AQUACULTURE,  
FISHERIES AND FOOD SYSTEM  
BUSINESSES MAKE UP

# 25%

**OF CEI'S \$51.5 MILLION  
LOAN PORTFOLIO**

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CEI'S PORTFOLIO INCLUDES  
**FARMS IN 11 OF  
MAINE'S 16 COUNTIES**



## EMPOWER PEOPLE

***“Farmers are some of the smartest business people on earth. We have to keep changing to stay in business and thrive.”***

—LISA HANSCOM, CO-OWNER AND MANAGER, WELCH FARM

**WELCH BLUEBERRY FARM IN ROQUE BLUFFS, MAINE**, a working farm since the 1700s, has seen many changes across the seasons and centuries. Focusing on Maine’s iconic low-bush blueberry, for one. Selling jams and jellies for another. And most recently, expanding into agritourism by offering overnight stays and farm tours. Welch Farm’s diversified revenue stream and value-added products were designed to protect it against almost anything...and then the pandemic struck.

*You don’t want a generational farm to be lost on your watch.* This mantra motivated Lisa Hanscom, co-owner and manager, and her father, Wayne, as they made rapid adjustments to respond to the new normal. Buoyed by support from her business advisors at CEI, Lisa quickly got up to speed on health and travel requirements, streamlined operations and created cabins designed for 14-day quarantines and family staycations—cabins that stayed booked at full capacity through September.

Another one of Lisa’s mantras? *No blueberry season is ever the same.* This one took extra time and effort to plan and strategize and its eventual success is as sweet as those small, wild berries. “Sometimes you must change direction quickly and adapt,” Lisa explains. “Even though you’re running a family farm, you need to think quickly and be willing to try new things.”



Photo by Ruth Feldman

## INVEST IN SUSTAINABILITY

**WHEN RYAN MCPHERSON BOUGHT GLIDDEN POINT OYSTER CO.** in 2016, the company had provided premium Maine oysters, primarily for the high-end restaurant market, for 30 years. In February 2020, the company was thrilled to be selected for the Tastemakers Initiative, a CEI / FocusMaine business cultivator boosting Maine’s food economy.

Ryan planned to use the funding to develop Glidden Point’s distribution channels, which would create downstream benefits for other smaller oyster farms. But when COVID all but shut down dining out, the company had to make a sudden shift from a growth strategy to a survival strategy.

“With restaurants closed, we had to move into a direct-to-consumer model,” said General Manager Jonathan Turcotte. “CEI did more than give us much-needed capital. They offered us critical flexibility in how we used the Tastemakers Initiative funding, too.”





#### BY MIDSUMMER, MANY MAINE RESTAURANTS

found themselves on slightly steadier ground. Drawn by Maine's low transmission rates and easing travel restrictions, some tourists had returned, eager to enjoy outdoor dining during the storied Maine summer. But as autumn approached, everyone felt a chill.

With help from the Federal Home Loan Bank of Boston and Norway Savings Bank, the CEI Women's Business Center distributed \$50,000 in grants to help hard-hit, Portland-based restaurants stretch their season by winterizing their businesses.

For the co-owners of LB Kitchen, the generous grant was a game-changer. Forced to close their recently renovated space in Portland's West End and to shutter indoor dining in their East End location, LB Kitchen was relying on takeout orders, delivery services, and an expanded grocery menu of their delicious organic dishes to make ends meet and safeguard their staff.

"We used our grant to extend and winterize our entry with a covered awning and two doors," explains co-owner Bryna Gootkind. "It streamlined our takeout operation and kept us trucking through so many pick-up orders."

Photo by Nora Ibrahim

#### BUILD IN RESILIENCE

*"Not only will debt relief keep our employees working during our slow time, it will improve our production next year. We are overwhelmed by the generosity and support."*

—VANESSA S. DUNNING, OUT ON A LIMB MAPLE FARM



**SPRING IS A BUSY TIME** for Maine farmers, and a spendy one. After months of slow revenue, farmers must purchase equipment and seeds and staff up to prepare for the growing season ahead. The timing of the pandemic was particularly punishing for Maine's food economy. Farmers found many customers and markets had closed after making these investments but before the ground had thawed.

A generous \$100,000 grant from the Henry P. Kendall Foundation in May 2020 allowed Maine farms with active CEI loans three months' worth of debt relief—principal and interest payments—at a critical time. "The Foundation is pleased to support CEI's farm partners so they can not only weather this unprecedented storm, but emerge from it stronger and more resilient," said executive director Andrew Kendall.

CEI's food systems and Small Business Development Center team members responded quickly to a November request from the Maine Department of Agriculture,

Conservation and Forestry to administer a grant program, ultimately reviewing, approving and distributing nearly \$18 million in CARES Act grants to 533 farmers and food producers, helping them cover unexpected business costs during the pandemic.





***It has been a pleasure and an honor to work closely with CEI.*** Our clients appreciate CEI's focus on rural communities and environmental sustainability and your long and impressive history, as do we at NorthStar. We offer our congratulations on so many successes and accomplishments during an extremely difficult year, and we look forward to many more years of good work."

—Leslie Christian, Senior Investment Advisor, NorthStar Asset Management



Welch Farm, Roque Bluffs, ME. Photo by Sean Alonzo Harris





THE WORK AHEAD

## *build up*

**The economic and health care crisis led to pivots, realignments and a lot of hard work.**

Starting or growing a business during a crisis can be not just a bold choice but a brilliant one. Stepping forward when others pull back can let you crack a crowded market. Hiring when so many have lost jobs may give you access to great talent. And when times are difficult, everyone wants to see a dream succeed. In 2020, CEI provided advice and/or financing to 96 brand-new businesses, helping their owners set a firm financial foundation in Maine's rocky soil and build toward better days.

*Photo by Stacey Cramp*

**7,785+**

HOURS OF  
ONE-ON-ONE ADVICE  
PROVIDED TO SMALL  
BUSINESS OWNERS

**43%**

OF LOANS INVOLVED  
DEVELOPMENT  
SERVICES FROM A BUSINESS  
ADVISOR

**33**

BUSINESSES WERE  
COACHED AN AVERAGE OF  
14 HOURS EACH ON  
GROWING GOOD JOBS



## EMPOWER PEOPLE



**A CRISIS CAN CREATE OPPORTUNITIES.** Aury Souvenir, a University of Southern Maine graduate who immigrated from Burundi in 2012, is always thinking bigger. After gaining experience as a painter and then as a painting company franchise-owner, Aury was poised to launch GSD Home Improvement—a painting, carpentry, landscaping and snowplowing business in Portland, Maine—when COVID cases began to spread. Should he pause his plans?

“Everyone is forced to look at their house all the time since they’re not going out to work. They really notice all the things that need fixing. They either have to do it themselves or call someone to fix it,” he reasoned. “And much of our work is done outdoors.”

The strong fundamentals overcame his fears. Aury saw opportunity and decided to push ahead.

CEI’s StartSmart program director helped Aury apply for a Wicked Fast small business loan to purchase equipment, allowing him to take advantage of affordable business capital offered by the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Ten months in, Aury has three people on payroll and four subcontractors, business is strong, and he is still thinking bigger, like a second truck to double his landscaping capacity. “It’s never easy to start a business,” he says. But every time we make it easier, we make our economy stronger.

## BUILD IN ACCESS TO HEALTH CARE



**THE PANDEMIC MADE CLEAR THE IMPORTANCE OF LOCAL, TRUSTED SOURCES OF HEALTH INFORMATION.** In 2014, when CEI Capital Management used the New Markets Tax Credit program to attract private capital to build a new clinic on Lānaʻi, Hawaiʻi’s smallest, publicly accessible inhabited island, the goal was to help the nonprofit Lānaʻi Community Health Center (LCHC) bring quality healthcare closer to home.

Throughout the COVID-19 Pandemic, LCHC has served as an important community resource, both for testing, and for information shared in an accessible and culturally sensitive way. This includes providing resources in English, Hawaiian and Tagalog, as well as an emphasis on protecting the health of the community’s Kūpuna, or elders.

As LCHC keeps the community safe, staff members remain focused on the clinic’s motto: E Ola nō Lānaʻi – Life, Health and Well Being for Lānaʻi.

## INVEST IN INNOVATION

**WOMEN OFTEN FACE STIFF HEADWINDS IN TECH**, making it harder to get even the greatest business ideas off the ground. The pandemic has only added to the pressure.

A propeller can provide a powerful push.

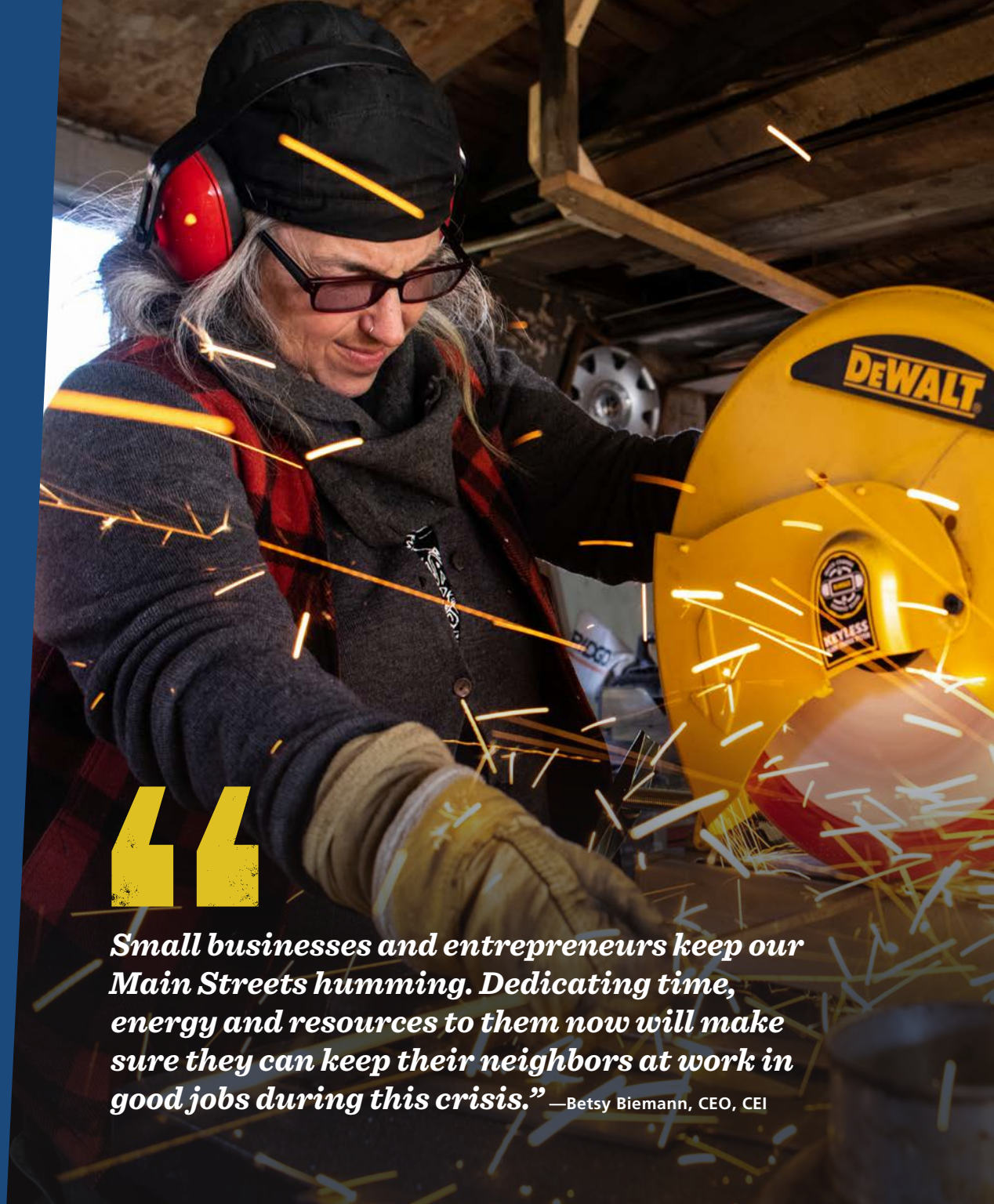
Propeller is a hands-on, 8-week program designed by the CEI Women's Business Centers to help women take their business ideas in the technology sector from zero to lift-off.

Propeller participants receive guidance from developers, designers, and business advisers, as well as round-the-clock support from program facilitators, at no cost. Program graduates receive ongoing support and join a growing community of other exceptional alumnae in Maine who can help them to build their business. Participants do not need a background in technology or any specific experience or expertise to participate.

"The pandemic has taken more women out of the workforce than men," says Anna Ackerman, program developer at CEI's Women's Business Centers. "There's no better time to build a pipeline for women in tech."

“

***Small businesses and entrepreneurs keep our Main Streets humming. Dedicating time, energy and resources to them now will make sure they can keep their neighbors at work in good jobs during this crisis.*** —Betsy Biemann, CEO, CEI





## EMPOWER PEOPLE

**CHILDREN OF WORKING PARENTS CAN SPEND UP TO HALF OF THEIR WAKING HOURS IN CHILD CARE.** When that child's first language is something other than English, it can mean missed opportunities to practice and learn their native language – a vital loss of connection to family and culture.

That diminished opportunity was something Juana Rodriguez-Vazquez experienced as child, when her parents immigrated to Maine, and as a parent, with her now school-age children. Juana, director of the Migrant Education Program at Mano en Mano/Hand in Hand in Milbridge, knows her experience is a common one. Juana's background in education and knowledge of community needs made her the perfect candidate to head Mano en Mano's new child care initiative, Rayitos de Sol (Little Sunbeams).

CEI's Child Care Business Lab helped Juana develop policies and business plans. But the biggest benefit was the connection to her classmates and others in the industry. "It was really nice to work with others around the state. Everyone came from various communities, which allowed us to share our diverse and shared challenges," Juana said.

Rayitos de Sol opened with 12 slots for toddlers and preschoolers. Juana has plans to expand, with an eye toward providing year-round care that embraces culture for Spanish-speaking and migrant families in seasonal jobs, including blueberry harvesting, wreath-making and lobster processing.



*Rayitos de Sol, Milbridge, ME*

## BUILD IN ACCESS TO CHILD CARE



**OVER 2.5 MILLION WOMEN LEFT THEIR JOBS** during the pandemic, many to care for young children when child care programs closed and schools went remote. The unmet need for child care kept parents out of the workforce long before COVID, however. The number of home-based programs in Maine—the most common type of child care available in rural areas—has declined by almost 30% since 2010.

To grow new child care programs in underserved areas, CEI launched the Child Care Business Lab in 2020, a five-year initiative offering entrepreneurs the tools and one-on-one advising they need to start and run a sustainable child care program that balances good salaries for employees with accessible costs for families.

"Access to quality child care is key to building an economy that works for everyone," says Cynthia Murphy, CEI's senior program developer, workforce solutions. "This program will help more parents get back to work."



THE WORK AHEAD

# *catalyze change*

“

***We are absolutely thrilled to make this phase of the Sharswood/Blumberg transformation plan become reality.***

From the beginning, the revitalization of the Ridge Avenue corridor has been key to making Sharswood a neighborhood in which families would choose to live. The redevelopment of this site will provide housing services and jobs that disappeared from the neighborhood decades ago.” — Philadelphia Housing Authority President and CEO, Kelvin A. Jeremiah

*Sharswood Ridge Groundbreaking, Philadelphia, PA*





## INVEST IN COMMUNITIES

### THE HISTORICALLY BLACK, UNDERINVESTED NORTH PHILADELPHIA

**NEIGHBORHOOD OF SHARSWOOD** has a rich history, drawing the likes of Dizzy Gillespie and Charlie Parker to its Golden Strip of jazz clubs from the 1920s to the 1960s. But steady divestment since the 1960s has resulted in a community that, today, bears little resemblance and suffers from food insecurity, an absence of medical care and a dearth of economic opportunity.

Yet, Sharswood's spirit is much stronger than the many injustices and challenges it has faced. Residents, local nonprofits and government agencies came together to identify what the community needed most to succeed: affordable housing. A grocery store. Medical care.

As the majority private equity investor in the Sharswood Ridge mixed-use development project, the Woodforest CEI-Boulos Opportunity Fund played a key role in making sure the community had the resources it needed to create a critical community core. Established in 2019 by Woodforest National Bank® and CEI-Boulos Capital Management, the Woodforest CEI-Boulos Opportunity Fund closed on \$1.33 million in the first private equity committed to the Sharswood Ridge project, which began construction in October 2020.

Sharswood Ridge will build affordable and workforce housing and retail development, including a grocery store, a bank branch, and an urgent care medical clinic. The 234,000 square foot project is a key component of a comprehensive plan spearheaded by the Philadelphia Housing Authority (PHA) to invest in a neighborhood that has been passed over for investment for far too long.



Rendering of Sharswood Ridge

***CEI-Boulos Capital Management is committed to harnessing the Opportunity Zone incentive to serve its intended purpose – to truly benefit and revitalize underinvested communities, like Sharswood.***

The neighborhood was once an important national center of American jazz music and we are excited to play a role in its comeback. The investment in Sharswood Ridge is a great example of the fund's efforts to leverage private capital to help address the nation's renewed focus on racial and economic disparity."

—Sam Spencer, CEO and Managing Director, CEI-Boulos Capital Management







CEI'S WORK HAS ALWAYS BEEN ABOUT

## *leaving no one behind*

The CEI team is committed to gaining a deeper understanding of how structural bias, racism, power and privilege impact all aspects of our work, and what we can do to advance greater equity in our economy. **Economic opportunity is not a zero-sum game.** The barriers and bias in the financial system that keep so many people from participating also keep our communities and country from achieving their fullest potential. Acknowledging and actively fighting racism and injustice and breaking down structural barriers helps create the level ground and collective effort we need to build a more equitable future that benefits everyone.

**We know that we can and must do more. Here a few ways we are taking action:**

- + Responding to urgent demand for technical assistance from business owners and entrepreneurs of color who were left out of mainstream supports and program assistance during the pandemic
- + Expanding business assistance and financing for diverse business owners through Wells Fargo's Diverse Community Capital program
- + Advocating for African American representation on the Maine Governor's Economic Recovery Committee to ensure that everyone recovers
- + Working closely with women, who immigrated to Lewiston from Somalia, Rwanda and Burundi, to open culturally supportive child care programs through our Child Care Business Lab
- + Serving as a member of the Permanent Commission on the Status of Racial, Indigenous and Maine Tribal Populations, sponsored and chaired by Rep. Rachel Talbot Ross of Portland, to address structural racism and other systems that perpetuate inequity and prevent Maine from achieving shared prosperity for everyone
- + Beginning a diversity, equity and inclusion inquiry and learning process with our staff and board
- + Providing time for our colleagues to vote on Election Days as a bedrock of our democracy
- + Changing how we hire and retain colleagues to ensure that our practices are welcoming and supportive of diverse community members and that our organization has the diverse perspectives and talents needed to expand economic opportunity

# FY20 Financials

CEI posted a net gain of \$348,594, a significant outperformance of budget. Total assets grew by \$1.5 million to a total of \$106.7 million. The loan portfolio grew by \$3.5 million to a record \$51,466,033. Portfolio quality remained solid, with low nonperforming loans at year-end, helped by CEI's ability to provide COVID-related debt relief to portfolio clients.

## REVENUE & EXPENSES

### INCOME

Lending & Investing	3,593,339
Subsidiaries	543,091
Other Earned Income	1,359,233
Grants & Donations	6,275,609

<b>Total Revenue</b>	<b>11,771,272</b>
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### EXPENSES

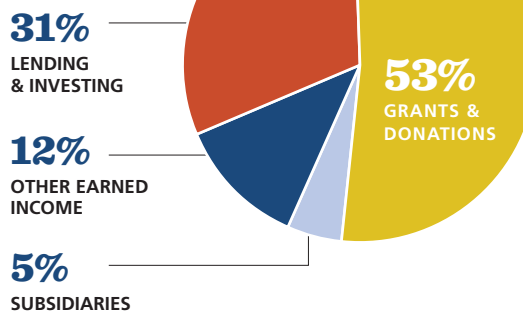
Lending & Investing	2,538,381
Salaries & Fringe	5,901,605
Occupancy, Business & Admin	1,236,304
Outreach, Professional Services & Other	1,746,388

<b>Total Expenses</b>	<b>11,422,678</b>
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<b>Net Gain</b>	<b>348,594</b>
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Audited financials for October 1, 2019–September 30, 2020 available upon request.

## 2020 REVENUE



## ASSETS & LIABILITIES

### ASSETS

Cash, cash equivalents & CDs	16,585,042
State Historic Tax Credits receivable	13,369,156
Loans receivable (net of allowance for loan loss)	47,300,734
Land, property & equipment	6,759,868
Restricted cash	5,295,257
Investments in subsidiaries	13,842,179
Other assets & receivables	3,590,282

<b>Total Assets</b>	<b>106,742,518</b>
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### LIABILITIES

Notes payable	57,111,145
Due to related party (SHTC refund owed to 30 FSI)	7,581,676
Other liabilities	1,086,325

<b>Total Liabilities</b>	<b>65,779,146</b>
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Net assets, without restrictions	34,179,539
Net assets, with restrictions	6,783,833

<b>TOTAL NET ASSETS</b>	<b>40,963,372</b>
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<b>TOTAL NET ASSETS &amp; LIABILITIES</b>	<b>106,742,518</b>
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## KEY FINANCIAL METRICS

<b>38.4%</b>	NET ASSETS / TOTAL ASSETS
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<b>8.1%</b>	LOAN LOSS RESERVE
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<b>19</b> months	OPERATING LIQUIDITY
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## CEI ENTERPRISE 44-YEAR IMPACT

**\$1.46**  
BILLION  
IN FINANCING

**42,501**  
FULL-TIME JOBS AT TIME  
OF FINANCING

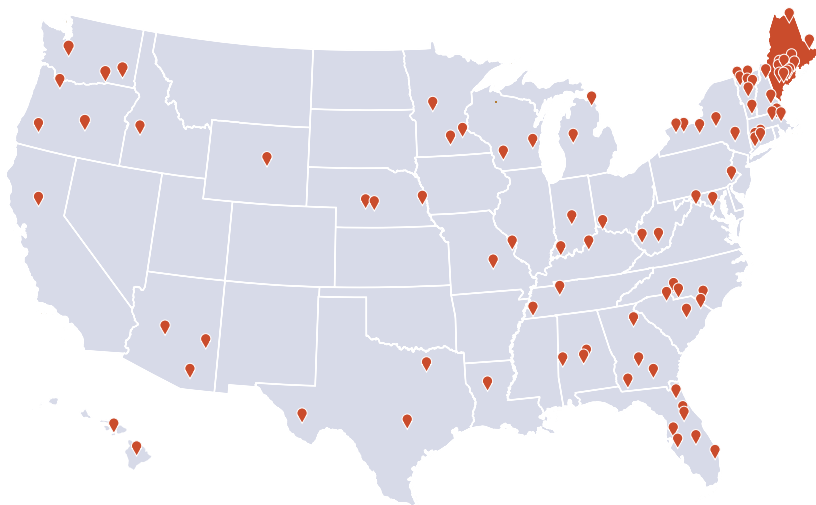
**3,039**  
BUSINESSES FINANCED

**3,152**  
AFFORDABLE HOUSING UNITS  
CREATED/PRESERVED

**63,685**  
BUSINESSES/PEOPLE  
ADVISED AND COUNSELED

**6,859**  
CHILD CARE SLOTS  
CREATED/PRESERVED

## MAINE ROOTS...RURAL, NATIONAL REACH



Wandering Goat Farm, Union, ME

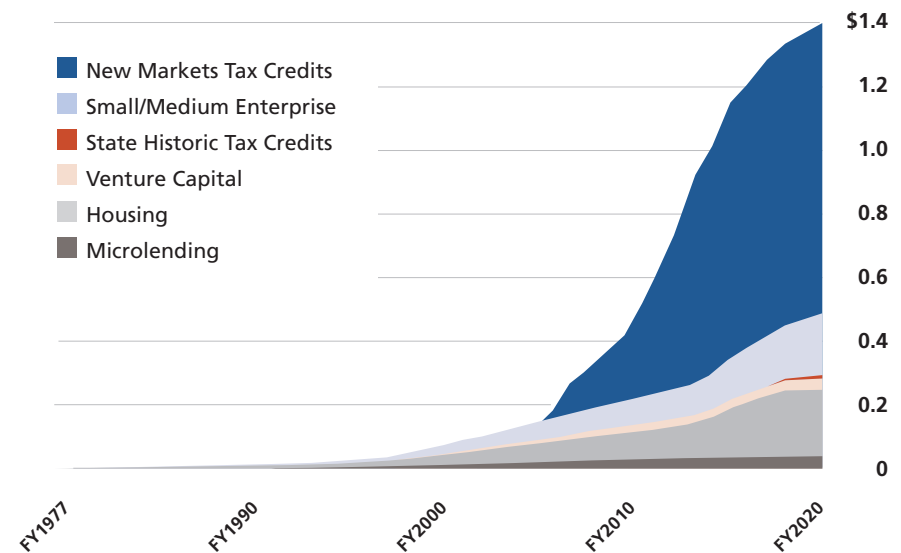
## CEI FAMILY FINANCIAL ASSETS 9.30.20

**\$129**  
MILLION  
TOTAL ASSETS

**\$445**  
MILLION  
CAPITAL UNDER MANAGEMENT

## CUMULATIVE INVESTMENT VALUE OF CEI FAMILY OF ENTERPRISES

BILLIONS



*The CEI family of organizations advance a shared mission: grow good jobs, expand environmentally sustainable enterprises and increase more broadly shared prosperity.*

**Betsy Biemann, CEO | Keith Bisson, President**

**Elizabeth Rogers,**  
Chief Communications  
Officer

**David Wedick,**  
Chief Financial Officer

**Laura Buxbaum,**  
Senior Vice President,  
Public Policy and  
Resource Development

**Gray Harris,**  
Senior Vice President,  
Food Systems

**Jennifer Sporzynski,**  
Senior Vice President,  
Workforce and Business  
Development

**Daniel Wallace,**  
Senior Vice President,  
Lending and Investment

## COASTAL ENTERPRISES, INC.

MAINE AND NEW ENGLAND | 63 STAFF

Business Lending and Investment  
Business and Workforce Development Advice  
Natural Resources Based Industry Expertise  
Federal and State Policy Advocacy  
Housing and Financial Wellness Counselling

**CEI VENTURES**  
NORTHEAST | 3 STAFF

**Nat Henshaw,**  
**CEO and**  
**Managing Director**  
Equity Investments

**CEI CAPITAL  
MANAGEMENT**  
NATIONAL | 8 STAFF

**Traci Vaine, CEO**  
New Markets Tax  
Credit Financing

**BRIGHT COMMUNITY  
CAPITAL**  
NATIONAL | 2 STAFF

**Niels Zellers, CEO**  
Solar Project  
Investments

**CEI-BOULOS CAPITAL  
MANAGEMENT**  
NATIONAL | 5 STAFF

**Sam Spencer,**  
**CEO and**  
**Managing Director**  
Opportunity Zone  
Investments

**ADDITIONAL  
SUBSIDIARIES**  
MAINE | STAFFED BY CEI

**30 Federal St.**  
**Investments**  
**CEI Housing**

## BOARD OF DIRECTORS

**Jeannette Andre** (starting Nov 2020)  
**President & CEO**  
Maine Philanthropy Center  
Portland, ME

**Angela Butler**  
**Senior Vice President,**  
**Commercial Services Officer**  
Katahdin Trust Company  
Bangor, ME

**Devin Cook** (starting Nov 2020)  
**Associate Director**  
MIT Initiative on the Digital Economy  
Cambridge, MA

**Josh Davis**  
**Co-Founder & CEO**  
Gelato Fiasco  
Brunswick, ME

**John Dorrer**  
**Independent Consultant**  
Workforce Development Economics  
Brunswick, ME

**Catherine Godschalk**  
**Vice President, Investments**  
Calvert Impact Capital  
Bethesda, MD

**Karin Gregory** (through May 2020)  
**General Partner**  
Blue Highway Capital  
Biddeford, ME

**Susan Hammond**  
**Executive Director**  
Four Directions Development Corporation  
Orono, ME

**Scott Kenney**  
**Senior Vice President**  
Farm Credit East  
Auburn, ME

**Kevin Lewis**  
**CEO**  
Community Health Options  
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**Executive Director**  
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*CEI channels financing, technical assistance and policy advocacy towards the urgent challenges of an increasingly inequitable economy and a changing climate.”*

—Keith Bisson, president, CEI



*Resonant Energy installs a solar array on one of 17 affordable housing and community facilities buildings, owned by Madison Park Development Corporation in Roxbury, MA, now providing a steady stream of low-cost, renewable energy to residents thanks to an investment from Bright Community Capital.*





*Coastal Enterprises, Inc., integrates financing, business and industry expertise and policy solutions to grow good jobs, environmentally sustainable enterprises and more broadly shared prosperity in Maine and other rural regions.*

COVER: Beacon Community Fitness, Portland, ME. Photo by Nora Ibrahim; BACK COVER: Glidden Point Oysters, Edgecomb, ME. Photo by Leah B. Thibault



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