



2019 Grant Report

Dear Friends of the Harold Alfond Foundation:

This is our 2019 Grant Report. Drafted in the midst of the coronavirus pandemic, it is late for publication as we struggled to understand and respond to the implications of the virus and its challenges for our work on behalf of the people of Maine. So we begin by extending our deepest sympathies to those who have lost loved ones, and our heartfelt wishes to all Maine people during this difficult time.

In response to this crisis, the Harold Alfond Foundation has joined other Maine funders in supporting short-term, emergency needs of the state's charitable organizations. We are doing this in at least three ways.

- To start, we are standing by our existing grantees, making all grant payments as promised, in 2020 and beyond. As this report is published, we have paid over \$14 million in grants to our philanthropic partners and will spend at least another \$36 million before year's end.
- Second, when possible and appropriate, we are modifying existing grant agreements to help those grantees most under stress. These modifications may accelerate payments or reallocate grant funds to more pressing needs. As an example, grant funds slated for long-term capacity building at **Jobs for Maine's Graduates (JMG)** were reallocated to address short-term food needs of JMG students. As another example, in Waterville, with the **Harold and Bibby Alfond Youth and Community Center (AYCC)**, we enlarged the period within which donations to the AYCC would count toward our Foundation's annual fundraising matching challenge. This modification accelerated community fundraising to the organization.
- Third, we have made new grants to organizations on the front lines of COVID-19. These include a \$1,000,000 grant to the **Good Shepherd Food Bank** and a \$100,000 grant to **Full Plates Full Potential**, both to help provide food to Maine families in urgent need. The Foundation awarded \$200,000 to **MaineGeneral Health** to help defray the short-term childcare costs of healthcare workers in Central Maine.

In the weeks and months ahead, the Foundation will consider other ways to help, and we will do this with a special focus on using this challenging time as an opportunity to invest for Maine's future at funding levels unprecedented in the Foundation's history. So stay tuned.

For now, we are sharing this Grant Report—late as it is—to summarize the Foundation's work in 2019 and offer guidance on our grantmaking policy and the types of grant projects of interest going forward.¹ For updates throughout the year and additional information on the Foundation's work, please visit our website at www.haroldalfondfoundation.org.

Financial Data and 2019 Grant Funding

In 2019, the Foundation's grants totaling \$47.1 million were paid to 55 organizations, with spending (on a dollar basis) highly concentrated among seven recipients. Geographically, over 89% of the Foundation's funding was paid to Maine institutions. Consistent with Harold Alfond's long-time preference for supporting Central Maine communities, nearly 48% of funding was awarded in this region of the state. Once again, the Foundation invested significant dollars (\$21.5 million) in Waterville. Since Harold Alfond's passing over 12 years ago, the Foundation has awarded over \$400 million in grant support, primarily in Maine.

After payment of all grants and operating expenses in 2019, the Foundation closed the calendar year with assets of nearly \$900 million, up significantly from the \$819 million at year-end 2018. The increase was due to a return of 15.3% on the Foundation's investments.

As we cautioned a year ago, while one might hope Foundation investments steadily increase each year, markets—reflective of the world—are volatile, and we must expect to have times in which returns are negative. We were not hoping to be right so soon or for such an unexpected cause. As we publish this report, Foundation assets have decreased to approximately \$860 million, as our investments have declined in response to the pandemic. This decline in value, however disappointing, will not decrease Foundation grant spending in the short-term. As noted above, the Foundation is making immediate grants and funding modifications in response to the pandemic. This emergency support, combined with payments toward pre-existing multi-year commitments, will push 2020 grant spending north of \$50 million, a record high for the Foundation. Most of this spending will be paid to Maine institutions. The \$50 million in 2020 grant spending against a reduced asset base means that, at least over the next year, the Foundation's spending as a percentage of assets (our "spending rate," in philanthropic terms) will be elevated. We welcome this change.

¹ Committed to operating in a transparent manner, the Foundation is sharing this report as one of several means by which we distribute information about our grantmaking and other significant financial, operational, and programmatic activities.

Looking further ahead, the Foundation closed 2019 with binding grant commitments—money payable to charitable institutions for projects in *future* years—of \$101 million.² That figure will dramatically increase in 2020 as we use this time of uncertainty and change to initiate large multi-year grant investments to promote innovation and rebuilding of our state for a better future.

Foundation Mission as a Guide for Grantmaking

The coronavirus pandemic has greatly intensified funding needs in Maine. This will remain the case for months and years to come, given the pervasiveness of the virus and the breadth of its impact on Maine's economy and the lives of our citizens. In assessing and prioritizing among the state's needs, the Foundation's mission is as poignant as ever and will continue to guide us.³ While purposefully broad, our mission does specify three core components, which inform all grant decisions: the values of our founder, our areas of giving, and our interest in transformative investments for the benefit of Maine. We comment on each below.

First, all Foundation grant projects must be consistent with the values of our founder, Harold Alfond. While every project is different, we look for those that serve young people or promote the 'underdog'; we look to empower and promote high-quality leadership and entrepreneurial thinking; we fund initiatives with partners who have 'skin in the game,' through challenge fundraising matches; and we require teamwork in our grantees. Above all, like Harold Alfond, we look for great opportunities to make a difference for Maine and its people.

Second, the Foundation's grant projects must fit into one of our areas of giving: Education, Health Care, and Youth and Community Development. These broad categories represent Harold Alfond's own pattern of giving in his lifetime. Of the three giving areas, Education has long been and continues to be our 'bread and butter,' encompassing the largest share of grant funding each year. Historically, Education grants have often supported athletic causes, in recognition of Harold Alfond's love of sports and appreciation for the positive values athletics instill in young people. Colby College and the University of Maine have been major recipients of these athletic grants and, consistent with this history, their athletic programs and facilities continue to be of significant interest to the Foundation today. In 2019, 70% of all grants were for educational causes, a level consistent with prior years. The Foundation's Health Care and Youth and Community Development funding represented 12% and 19%, respectively, of the Foundation's total giving in 2019.

² The Foundation's \$101 million of unpaid grant commitments *does not* include the Foundation's commitment to backstop MaineGeneral Medical Center's "Debt Service Reserve Fund" in the approximate amount of \$23 million (see details in the 2011 and 2012 Grant Reports) and ongoing support of the College Challenge program beyond one year.

³ The Foundation's Mission Statement is as follows: *The Harold Alfond Foundation honors and promotes the values of its founder through transformative investments for the benefit of Maine in education, health care, and youth and community development.*

Third and finally, the Foundation seeks grant projects that can be [transformative for Maine](#) by producing positive, long-lasting change. We recognize that, to be transformative, we must focus our grant dollars where we feel the highest ‘return on investment’ can be generated. Toward this end, the Foundation is seeking to make large-scale grants within a set of focused, coordinated ‘investment themes,’ tied to the state’s needs and opportunities, as described below.

Observations and Current Thinking

In last year’s Grant Report, we discussed a series of “longer-term challenges” hindering the U.S. economy.⁴ These included low labor force participation among prime-age men and women, stagnant incomes for many families, and a lack of upward economic mobility among people with lower incomes.⁵ We highlighted how well over half our citizens are at risk of being left behind in an increasingly global and competitive economy, and how this poses enormous cultural, economic, and political risks. Moreover, we underscored the special challenges we saw for our nation’s middle class, and less-advantaged youth and young adults, in particular. At the close of 2019, modest signs of progress could be seen as to income growth, and opportunities were emerging for enhancing skills of many workers.

Now well into 2020, and with the emergence of the coronavirus, those flickers of progress have been erased. The longer-term challenges are greater than ever, and the nation faces major, immediate social, political, and economic pressures.

The situation is especially acute in Maine. In the wake of the virus, Maine has nearly 80,000 citizens out of work.⁶ In April, the *Portland Press Herald* reported that more than one of every seven workers in Maine had claimed jobless benefits.⁷ The job losses have been highly concentrated in industries, such as tourism and food service, hardest hit by the virus and least resilient to the kind of cultural and economic shock we are experiencing. These industries also happen to comprise an outsized share of our state’s GDP. Many of these jobs may return as our economy reopens for business, but too many will not.

Unfortunately, the shock of the coronavirus has exacerbated the long-term challenges of the state we have described in prior reports. As the nation’s oldest state, we have a significant portion of Maine workers nearing retirement. Yet, in Maine, the number of graduating high school students is declining, too few of our state’s citizens are completing higher education in any form, and too many of those with higher education credentials leave Maine for more prosperous opportunities elsewhere. This means that, while we should be growing the size of

⁴ You can read the 2018 Grant Report by clicking [here](#). See pages 2-4 for the discussion of longer term challenges.

⁵ “Semiannual Monetary Policy Report to the Congress.” Federal Reserve Chairman Jerome Powell. February 26, 2019. <https://www.federalreserve.gov/newsevents/testimony/powell20190226a.htm>

⁶ Source: <https://bangordailynews.com/2020/08/13/business/maine-sees-new-jobless-claims-fall-again-as-congress-remains-deadlocked-on-aid-package/>

⁷ Source: <https://www.pressherald.com/2020/04/30/maine-unemployment-claims-down-prior-to-benefits-expansion/>

our workforce, we lack the employment pipeline to even replace those set to retire. Economists predict Maine's workforce will shrink in size over the next decade.⁸

The challenge of a declining workforce is compounded by a related challenge: a significant portion of our workers lack the skills required by the modern economy and Maine's employers. By "skills" we mean both the "middle skills," such as those required of plumbers, construction workers, welders and medical assistants, and the "upper skills," such as those needed by professionals who lead Maine's engineering, technology, business, legal, and health care institutions. In each case, employers struggle to find the talent they need to grow their businesses.

In the midst of a pandemic, as we consider Maine's workforce challenges, it is no wonder that one study has named Maine the most economically vulnerable state in the union.⁹ Our state is no longer facing a "perfect storm," as we have written in past reports.¹⁰ Today, we are in one!

Transformative Investment Themes

When the Foundation considers the challenges described above, exacerbated by the pandemic, we also see at least three dynamics that present opportunity for transformative change.

First, given the acceleration of virtual communication and remote work capabilities, living and working in Maine has become more attractive.

Second, until now, a select few of American cities have had a monopoly on the most promising and lucrative sectors of the modern STEM economy.¹¹ With the pandemic, the population density of these urban centers has diminished their attraction as places to live and work. Consequently, the lower density of states like Maine make living and working here more attractive.

Finally, a growing number of businesses, both start-ups and more mature, have found a prominent and growing place in Maine, creating an inviting environment for new businesses to develop and relocate here.¹²

⁸ "Making Maine Work: Critical Investments for the Maine Economy." December, 2018. Maine State Chamber of Commerce, Maine Development Foundation, and Educate Maine. https://www.mdf.org/wp-content/uploads/2019/01/MMW_2018_FullReportsml.pdf

⁹ McGuire, P. "Maine's Economic Fallout Could be Nation's Worst." Portland Press Herald. April 26, 2020.

<https://www.pressherald.com/2020/04/26/maines-economic-fallout-from-coronavirus-could-be-nations-worst/>

¹⁰ Three examples are the 2018 Grant Report (pages 3-4), the 2017 Grant Report (pages 2-3), and the 2013 Grant Report (page 3). All reports are available at <http://www.haroldalfondfoundation.org/history.htm>

¹¹ Henry-Nickie, M. Sun, H. "Skills and Opportunity Pathways: Building an Inclusive Workforce for the Future." July 2019. Brookings.

¹² See the video "Maine Tech Economy at the Bicentennial: A Panel Discussion with State and National Technology Entrepreneurs and Thought Leaders." Hosted by David Shaw, Managing Partner of Black Point Group and Founder and former CEO of IDEXX Laboratories and Dr. Glenn Cummings, President, the University of Southern Maine. <https://www.youtube.com/watch?v=eAB0owQ3xcM&feature=youtu.be> See also

"Waterville-based tech startups mark milestones in their development." June 28, 2020. *Morning Sentinel*.

<https://www.centralmaine.com/2020/06/28/waterville-based-tech-startups-mark-milestones-in-their-development/>

With these and other observations in mind, we see opportunities to award grant funds in a targeted, coordinated manner to achieve high returns for Maine. Toward this end, the Foundation is prioritizing grants across a set of ‘transformative investment themes,’ as described below.

Theme 1: Building Maine’s Workforce. The Foundation is making a range of grants to help build Maine’s workforce for long-term prosperity. These grants are predicated on a set of fundamental realities:

- ✓ That greater higher education attainment among our citizens is necessary to increase both the size and quality of our workforce;
- ✓ That there has been inadequate alignment between higher-education programs and the needs of employers;
- ✓ That Maine employers often cannot find the skilled workers they need to grow their businesses; and
- ✓ That Maine’s workforce has been ill-equipped and unprepared to compete in an increasingly innovative and technology driven economy.

In response to these realities, and through this funding theme, we are making grants to: (a) increase higher education access and completion; (b) accelerate the development of academic programs and industries most poised for job growth in the modern economy, such as computer technology, engineering, artificial intelligence, and the life sciences; and (c) support efforts to incentivize skilled workers to live and work in Maine.

Our thematic approach to grantmaking means we are coordinating grants with similar or overlapping goals across our standard areas of giving. Grants for Education, Health Care, and Youth and Community Development all serve the same needed outcome: a stronger Maine workforce and, with that, the promise of a more prosperous Maine.

Sixty-five percent of all 2019 grants were paid within this investment theme. Here is a sampling.

- The Foundation’s signature grant project, to help increase higher education access over the long term, is the Harold Alfond College Challenge, now also known to Maine families as ‘**My Alfond Grant.**’ Established in 2008, the College Challenge awards a \$500 grant to every Maine resident baby for education beyond high school. The program, run in partnership with the Alfond Scholarship Foundation (ASF) and Finance Authority of Maine (FAME), seeks to increase early awareness of the importance of higher education and inspire Maine families to save on their own, including through opening and contributing to a State of Maine NextGen 529 Investment Plan[®]. In 2019, \$6.15 million in grants were awarded to over 12,300

children. Since the program's inception, the Foundation has awarded \$55 million in grants to 110,000 Maine children. For their part, Maine families have contributed \$99 million of their own funds to their children's NextGen accounts. Finally, our partners at FAME have contributed an additional \$15 million. In total, nearly \$170 million has been saved for the future higher education of Maine children. Going forward, we and our partners are redoubling efforts to increase savings by Maine families, prioritizing the promotion of account openings and savings within Maine's NextGen 529 program. For additional information on the program, visit MyAlfondGrant.org.

- Further down the educational spectrum, the Foundation is funding the launch and build-out of [CyberPanthers](#), a pilot project and computer science course program at Waterville High School being spearheaded by the **Center for Curriculum Redesign** in partnership with [Waterville Public Schools](#). CyberPanthers is designed to provide students (freshman and sophomores, currently) with immediately employable computer science skills while also preparing them for higher education in a promising career field. The course has a heavy focus on the "soft skills" so important to a student's success. Though a Waterville pilot, CyberPanthers has the potential for statewide dissemination. Consistent with the values of Harold Alfond, CyberPanthers is working closely with community partners, such as Thomas College, Colby College, and Jobs for Maine's Graduates.
- As noted at the outset of this Grant Report, the Foundation continues to support **Jobs for Maine's Graduates**. We see JMG's mission as essential to addressing the social, emotional, and financial barriers facing many Maine young people and, in so doing, helping them transition successfully to higher education. The Foundation's JMG support is primarily focused on the 'College Success' program, helping to provide students the support they need to prepare for, enroll in, and ultimately complete college. Because of our funding, the program is now available at all of Maine's public colleges and universities, and Thomas College in Waterville.
- Like JMG, **Thomas College** is committed to increasing access to higher education for young Mainers from all economic backgrounds. Well over half of Thomas students are the first in their families to attend college. At a time when many question the value of higher education, Thomas offers a "personal," "relevant," and "guaranteed" higher education experience. The Foundation's current Thomas grants are focused on workforce training and development, including through the [Harold Alfond Institute for Business Innovation](#). This Institute aims to strengthen area businesses by offering high-demand training and skills certification, covering the costs of student internships, and promoting Waterville as an entrepreneurial hub in Central Maine. (As such, Thomas and the Institute are also central to our strategy within the Waterville Economic Revitalization theme, discussed further below.) In the coming weeks, we will double down on our Thomas commitment with a focus on expanding affordability and enhancing academic programs tied to workforce needs.

- In recognition of the significant need for professional workers by Maine employers, the Foundation continues to support the development of the **Maine Center for Graduate Professional Studies** (the “Maine Center”), a high priority initiative of the University of Maine System. In the spirit of Harold Alfond’s love of teamwork, the Center is bringing together the University System’s MBA program, Law School, and Muskie School of Public Service to transform the way graduate and professional education is delivered in Maine. Interdisciplinary, experiential business, law, and policy courses and programs are now prominent in the curriculum.

A critical component of this initiative is the build-out of a single, fully-accredited UMaine MBA program, based in Portland but with statewide and national reach through technology. Real progress is being made: the ‘MaineMBA’ is now a top 50 MBA program in the country and getting bigger and better every day with a projected 2020 enrollment of over 300 students. Meanwhile, at the Law School, Chief Justice Leigh Saufley of the Maine Supreme Court has been recruited to serve as Dean. As those who know her would expect, she is leading with huge vigor and passion.

Integral to the Maine Center’s continued success and growth is the ability of the integrated, cross-taught academic programs to anticipate, understand and respond to the professional needs of employers. On this front, Maine Center Ventures, an independent nonprofit led by business entrepreneur Terry Sutton, is charged with coordinating the three graduate schools, helping them engage with each other as well as the Maine business and professional communities. You can read more about the Maine Center and Maine Center Ventures by [clicking here](#).

- The Foundation has continued to support the **Maine Community College System** (MCCS) initiative to design, market, and deliver new short-term, non-academic credit offerings for underemployed and unemployed adult learners. These offerings are being created in the high-demand, middle-skill sectors described above. The effort is already proving effective at mobilizing and upgrading the skills and wages of disengaged workers across socioeconomic levels.

In this regard, we are pleased to report that the MCCS has put the Foundation’s \$3.6 million grant to work to create five new credentialing and certification programs. The demand for these programs has been so high that the MCCS has accelerated the project’s timeline twice to roughly double the number of students served compared to the original plan. Over the past year, almost 200 learners enrolled, roughly 60% of whom were women. One-quarter were older than age 45. Eighty-four have earned a certificate or credential, and an additional 100 whose training was delayed because of COVID-19 are on track to complete the program this summer or fall. Five large Maine-based employers have signed on to participate, two new trainers have been hired, and

System-wide training for MCCA faculty is underway, enabling an increase in “micro-credential” programs made with, and for, Maine’s business community.

These programs are geared towards upskilling incumbent workers and allowing adult learners the option to stack credentials/certifications and apply their on-the-job experience towards college credit. In fact, the comprehensive system of workforce training that MCCA is building, with HAF support, could be a game-changer for Maine, enabling more working Mainers to obtain Associate’s degrees and more. MCCA is now offering scholarships of two free for-credit courses to any student who completes a short-term workforce program. In an exit interview, 92% of completers indicated they were likely to take advantage of this scholarship. HAF grant money is funding a pilot project to help award college credit to adult learners with significant prior work-based learning experiences. And MCCA is partnering with the University of Maine system to build a comprehensive statewide micro-badging system that integrates degree and non-degree coursework.

As Maine recovers from the pandemic, MCCA is well positioned to play an outsized role. As a testament to both the potential and success of this program, the State legislature approved a \$2.5 million grant to support MCCA’s workforce development efforts that helped fund emergency COVID-19 training for more than 2,000 out-of-work hospitality workers. As further testament, the state’s Economic Recovery Committee proposed a \$30 million investment into the MCCA. Looking ahead, MCCA expects to use HAF funds to train 250 workers through 21 new programs in the coming year. All seven campuses will offer programs and 37 new micro-credentials will be developed. Nearly all participating students will have an opportunity to earn both an MCCA micro-credential and an industry-recognized credential (e.g., welding program participants can earn the American Welding Society’s Certified Welder certification).

- To help keep high-quality STEM workers in Maine, or to attract them to the state, our **Alfond Leaders Student Debt Reduction Program** awards student debt reduction to selected STEM workers of up to \$60,000 or 50% of each worker’s debt obligation. The award is contingent upon the worker remaining employed in Maine in a STEM occupation for three years. Through the program’s first four years of operations, 133 Maine STEM workers have been selected as Alfond Leaders. They have student debt totaling over \$9.6 million and a median student debt load of over \$59,000. They live in 15 Maine counties and are employed by over 93 Maine companies ranging from large publicly-traded firms to small start-ups. All 133 are living and working here in Maine, contributing to our economy and, through our award, have an incentive to continue to do so. In a study of this pilot program last year, economist Michael LeVert—who we are thrilled to report has joined the Foundation’s team as Director of Evaluation and

Impact¹³—estimated that the first 90 or so Alfond Leaders had a cumulative “economic footprint” in Maine of over \$50,000,000 annually.¹⁴

The long-term success of the Alfond Leaders program continues to hinge on the elimination of the tax liability incurred by the Leaders when their student debt is paid down with Foundation funds. Surely, we imagine, such a tax liability was not contemplated by our government leaders. Imagined or not, we continue to hope, as a matter of public policy, that the state and federal governments will address the inequity of taxing Foundation dollars to valued STEM workers.

In the meantime, we look forward to further selections of Alfond Leaders. The next standard application process is anticipated to run from September 15 to November 15, 2020). In addition to accepting applications from current STEM workers, the program is open to undergraduate and graduate students who will be completing their academic programs by December 31, 2020; if selected for a student debt reduction award, these graduating students must begin in a STEM occupation for a Maine-based employer by July 1, 2021. To learn more about the program or to apply, visit AlfondLeaders.org.

- As a final example within our Building Maine’s Workforce theme, the Foundation continues to support **FocusMaine**. FocusMaine has become a statewide leader in facilitating a unique collaboration of nonprofit partners in agriculture, aquaculture and biopharmaceuticals, and promoting the importance of “knowledge workers” to Maine’s economic growth. The fundamental mission of FocusMaine perfectly complements the Foundation’s skill-building grants by creating jobs for those with skills. To do so, it is helping existing businesses in targeted sectors improve and scale, introducing companies outside of Maine to our state, and administering internship programs that, while supporting the immediate needs of Maine employers, showcases Maine as the ideal place to live and work. FocusMaine’s targeted, coordinating role is just what Maine needs at this challenging time. In the coming weeks, we will announce renewed support for the group’s efforts.

In 2020, the Foundation will announce new, long-term grant commitments aimed at building Maine’s workforce. These commitments will focus on workforce development in key workforce areas and on strengthening the capacity of our higher education institutions to help students and our economy succeed.

Theme 2: Waterville Economic Revitalization. In addition to grants with a statewide interest, the Foundation continues to work closely with partners on the economic revitalization of the City of Waterville. Waterville was the home of Harold and Bibby Alfond who, throughout

¹³ You can read more about Michael LeVert [here](#).

¹⁴ This figure takes into account their estimated earnings, the economic output (i.e. the business sales) generating those earnings, and the total impact of all earnings and sales activity as the dollars flow through the Maine economy.

their lifetimes, helped support the City and the institutions that made it great. During those days, Waterville was a thriving manufacturing town with a bustling Main Street. However, like so many small towns and cities across America, Waterville fell on hard economic times with the loss of the paper and textile industries. Since 2016, the Foundation has worked to bring new vibrancy to Main Street through strategic grants to local organizations exhibiting strong leadership and dedication to community teamwork.

As noted earlier, the Foundation directed \$21.5 million, roughly 45% of total 2019 funding, to Waterville-based institutions. Of the \$21.5 million, nearly \$7 million was awarded specifically for *economic improvement* efforts in the City, with an emphasis on Main Street revitalization. Funding within this theme relies heavily on the leadership and hard work of our higher education and arts partners, including **Colby College**, **Thomas College**, and the local arts consortium **Waterville Creates!**. Good progress has been made since our last report.

Of special note, under the leadership of President David Greene, Colby has been unwavering in its commitment to a stronger Central Maine, with Waterville the focus. As noted on Colby's website, "over the past five years, the College's operations, investments, and visitor and student spending supported nearly \$1.5 billion in economic output across Maine, of which the majority—\$1.1 billion—occurred in the Greater Waterville region."¹⁵ (You can read more about Colby's impact [here](#).) The Foundation continues to support Colby's leadership of the downtown revitalization through targeted, project-specific grants on Main Street, including for the completion of the Lockwood Hotel, to be located at the site of the old Levine's department store and set to open this fall.

We also continue to fund the operations of Waterville Creates! ("WC!"), in recognition of the importance of a strong, coordinated arts sector to a vibrant downtown. At WC!, we have the kind of leadership the Foundation reveres in Board Chair Jim LaLiberty and CEO Shannon Haines. Under their leadership, along with former Board Chair Larry Sterrs, the Waterville Opera House and Maine Film Center merged into WC!, and WC! is now the hub of Waterville's arts and cultural activity uniquely suited to manage and deliver high-quality arts programming.

In 2020, the Foundation will further its Waterville efforts through the commitment of new grant funds to Colby to support its partnership with WC! on the Paul J. Schupf Art Center, a center for the arts on Main Street that will house the Maine Film Center, Common Street Arts (WC!'s programming arm), new Colby contemporary art space, and new Waterville Opera House rehearsal space. The Schupf Center will share an entrance with the Opera House and sit adjacent to Castonguay Square, where outdoor events will be held. The project is on track for a 2021 completion.

To be sure, the coronavirus, with its implications for social distancing, presents a major obstacle to continued economic progress in Waterville. We are optimistic, however, that in the

¹⁵ Colby College "Economic Impact Report." <http://www.colby.edu/president/reports/economic-impact-report/>

not-so-distant future people will seek the kinds of experiences Colby and WC! are building on Main Street, and that, because of the investments to date and those to follow, the City is well positioned to rebound.

Theme 3: High-Quality Cancer Care. The Foundation's interest in health care dates back decades, and its more recent focus on cancer care stems directly from our founder, Harold Alfond. Mr. Alfond battled cancer and could have sought treatment anywhere in the world. He chose to be treated here in Maine, close to home, instilling confidence in a vision of high-quality care for people in Maine, a largely rural state. His cancer experience inspired philanthropic gifts to help improve cancer care delivery in Central Maine, including through the construction of the Harold Alfond Center for Cancer Care at MaineGeneral Medical Center. In 2016, the Foundation picked up Harold's torch and began a multi-year strategic focus to improve the access to, and quality of, Maine-based cancer care. We did this by funding two complementary initiatives, the **Maine Cancer Genomics Initiative**, led by the Jackson Laboratory ("JAX"), and the **MaineHealth Cancer Care Network**, led by MaineHealth and MaineGeneral Health. Both efforts continue to press ahead and further their impacts across the state as described below.

- The JAX program (the "Initiative") launched in 2016 with an \$8.4 million grant from the Foundation and the goal of improving patient access to advanced cancer treatment therapies. The Initiative is headquartered at MaineGeneral in Augusta, but has a statewide reach, connecting patients with hard-to-treat cancers with state-of-the-art personalized genomic-based cancer therapies. It does this at no cost to those patients. To date, over 1,550 patients have enrolled in the Initiative, and virtually all of Maine's oncologists are now participating in the Initiative's genomic cancer tumor boards. Impressed by all that JAX has accomplished through the Initiative and what it means for Maine cancer patients, the Foundation is in the process of 're-upping' our grant support for the next phase.
- The MaineHealth Cancer Care Network (the "Network") connects nearly 300 cancer care providers to ensure that Maine cancer patients can receive the "right care, in the right locations, as close to home as possible." The Foundation is supporting this initiative through a five-year, \$10 million grant awarded in 2018 to MaineHealth and MaineGeneral. The Network's early results are outstanding: Maine cancer patients within the Network have improved coordinated care thanks to the hiring of additional patient navigators. These patients are gaining expanded access to specialty oncology-care physicians and modalities, clinical trials, cancer screenings, and a best-in-class medical oncology group.

The coordinated efforts of JAX, MaineHealth, and MaineGeneral are raising Maine's visibility as a model in rural population health and a contender for prestigious grant investments. Examples include a \$5.1 million grant awarded to MaineHealth from the National Cancer Institute to enhance cancer research and clinical trials in Maine; and an invitation to JAX

by the American Society of Clinical Oncologists to organize and lead a large precision medicine clinical trial in Maine (“TAPUR”). Our congratulations to both of our partners!

The coronavirus is testing the capacity of Maine’s health care system to meet the health care needs of our citizens. The crisis has highlighted the importance of a strong pipeline of health care workers to ensure that, even in the face of a major disruption like the coronavirus, we can continue to provide regular, preventive and specialty care. In the months ahead, we will continue to invest in boosting the number and quality of health care workers and expanding access to high-quality care for all Maine people.

Looking to 2020 and Beyond

As noted at the outset of this Grant Report, the Foundation expects to make grants exceeding \$50 million in 2020 and to make unprecedented additional commitments to capitalize on today’s pandemic challenges for a stronger, more prosperous future. We recognize the unprecedented economic uncertainty brought on by the coronavirus, but we have faith in the resiliency of our state and will be part of Maine’s robust recovery. As always, we are committed to making all future grants in a manner consistent with our Mission, honoring Harold Alford’s values and pattern of giving, and focusing on large-scale projects we feel can generate transformative, enduring contributions to our state.

To support the Foundation’s ongoing efforts, we are fortunate to have added three new trustees to our Board, each of whom brings great value and passion to our work.

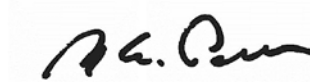
- **Katharine B. Alfond**, a granddaughter of Harold Alfond, joins us from California where she is a board member of the Nueva School, an innovative and award-winning private independent school for gifted learners. She holds degrees from Brown University and Columbia University.
- **Justin L. Alfond**, a grandson of Harold Alfond, is an entrepreneur and former member and President of the Maine State Senate. He also serves as a director of the Bill and Joan Alfond Foundation and co-founded Full Plates, Full Potential to help end childhood hunger in Maine. Justin is a graduate of Tulane University.
- **Michael E. Dubyak**, the former chairman and CEO of WEX Inc., brings his considerable business and nonprofit board experience to our team. He currently serves as co-chair of FocusMaine and is a graduate of Baldwin Wallace University in Ohio.

A warm welcome to Kat, Justin, and Mike! Details on our other eight trustees are available on our website [here](#).

As the end of this report draws near, we reflect on the challenges of this moment in time: the loss of cherished lives, jobs and businesses, and the uncertainty and anxiety brought on by a pandemic. We are also mindful that Harold Alfond was born four years before the Spanish flu, launched his first shoe company in the midst of World War II, and created this Foundation for Maine as the Korean War erupted and the Pandemic of 1957 took hold. Reflecting on the life story and entrepreneurial spirit of our founder, we find hope and see a great and promising future for Maine and its people.

On the following pages, our 2019 grants and future grant commitments are summarized.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Powell", is centered on the page.

Gregory W. Powell
Chairman of the Board

Harold Alfond Foundation – 2019 Grantees

<i>Areas of Giving and Organization</i>	<i>Amount</i>	<i>Theme</i>
Education		
Alfond Scholarship Foundation (<i>MyAlfondGrant</i>)	7,051,246	◆
American University in Bulgaria	10,000	
Brunswick Community Education Foundation	3,000	
Cathance River Education Alliance	5,000	
Center for Curriculum Redesign	938,000	◆●
Cobscook Community Learning Center	100,000	◆
Colby College	14,500,000	◆●
Educare	250,000	◆
Jobs for Maine's Graduates	1,081,716	◆
Rollins College	4,000,000	
Saint Joseph's College	475,858	◆
Thomas College	740,947	◆●
University of Florida Foundation	500	
University of Maine Foundation	500,000	◆
University of Maine School of Law	2,000	
University of Maine System	3,000,000	◆
Health Care		
Belgrade Regional Health Center	15,000	
Kennebec Behavioral Health	2,000	
Jackson Laboratory	2,750,000	❖
Maine Medical Center	15,000	
MaineGeneral Health	430,650	❖
MaineHealth	2,569,350	❖
Mid Coast Hospital	15,000	
Youth and Community Development		
Alfond Youth Center	4,204,786	
Aroostook Teen Leadership Camp	500	
Beth Israel Congregation (Bath)	2,000	
Beth Israel Congregation (Waterville)	50,000	
Boys and Girls Clubs of Puerto Rico	500,000	
City of Waterville	560,000	
Coastal Maine Botanical Gardens	2,000	
Eagles Nest Camp	1,000	
FAME Leaders, Inc. (<i>'set-aside' for Alfond Leaders program</i>)	276,585	◆
FocusMaine	1,656,452	◆
Friends of Maine State Museum	5,000	
Gloucester Maritime Heritage Center	20,000	

Kennebec Valley YMCA	250,000	
Maine Children's Home for Little Wanderers	15,000	
Maine Development Foundation	3,000	
Maine Irish Heritage Center	5,000	
Maine Sports Hall of Fame	2,000	
Ogunquit Museum of Art	2,000	
Olympia Snowe Women's Leadership Institute	400,000	
Paul Taylor Dance Foundation	40,000	
Seeds of Peace	25,000	
Spectrum Generations Meals on Wheels	1,200	
Susan Curtis Foundation	14,700	
The Arts Foundation of Cape Cod	4,000	
The Cahoon Museum Of American Art	10,000	
The Children's Center	15,000	
The Gulf Shore Playhouse	15,000	
The Nature Conservancy in Maine	3,000	
The Pioneer Institute	20,000	
United Way of Mid Maine	12,500	
Waterville Creates!	500,000	•
Waterville Opera House	15,000	•
<i>Total Foundation Funding in 2019</i>	\$47,085,990	

Investment Themes

Building Maine's Workforce ◆

Waterville Economic Revitalization ●

High-Quality Cancer Care ❖

Harold Alfond Foundation – Outstanding Grant Commitments¹⁶

As of 12/31/19

<i>Areas of Giving and Organization</i>	<i>Amount</i>	<i>Theme</i>
Education		
Alfond Scholarship Foundation (<i>MyAlfondGrant</i>)	6,938,774	◆
Carrabassett Valley Academy	500,000	
Center for Curriculum Redesign	497,000	◆●
Colby College	18,500,000	◆●
Educare	750,000	◆
Foundation for Maine’s Community Colleges	2,200,000	◆●
Governor’s Academy	1,000,000	
Husson University	4,000,000	◆●
Jobs for Maine’s Graduates	2,745,147	◆●
Maine Maritime Academy	750,000	◆
Rollins College	36,000,000	
Saint Joseph’s College	524,142	◆
Thomas College	1,526,166	◆●
University of Maine Foundation	1,500,000	◆
University of Maine System	3,500,000	◆
Health Care		
MaineGeneral Health	574,200	❖
MaineHealth	3,425,800	❖
Youth and Community Development		
Alfond Youth Center	4,816,963	
Coastal Maine Botanical Gardens	6,000,000	
FAME Leaders, Inc. (<i>Alfond Leaders</i>)	744,850	●
Maine Children's Home for Little Wanderers	223,000	
Maine Community Foundation	400,000	◆
Waterville Creates!	3,500,000	●
Waterville Development Corporation	400,000	●
Total Foundation Outstanding Commitments	\$101,016,042	

Investment Themes

Building Maine’s Workforce ◆

Waterville Economic Revitalization ●

High-Quality Cancer Care ❖

¹⁶ This list does not include the Foundation’s commitment to backstop MaineGeneral Medical Center’s “Debt Service Reserve Fund” in the approximate amount of \$23 million.