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BOARD MEMBER ORIENTATION Monday, January 9, 2023 | 3:30 pm - 5:00 pm AGENDA

- 3:30 Welcome/Introductions | Kirk Gafill
 - Board Job Description, Responsibilities & Expectations (1-4) (and on portal Board & Staff tab)
- 3:40 Our Community Foundation (<u>www.cfmco.org</u>) | Dan Baldwin
 - What is a Community Foundation?
 - o About Us CFMC (5-6)
 - Articles of Incorporation and Bylaws (board portal Governance tab)
 - Strategic Plan 2020 (7-14) (and on board portal Governance tab)
 - Grantmaking
 - Types of Funds
 - o Grant Programs
 - Center for Non-Profit Excellence (CNE)
 - Philanthropic Services How We Grow
 - FAQs on Investment Management (15-21)
 - o Investment Policy Statement (board portal Governance tab)
 - Financial Summary (board portal Financial & Packets tabs)
 - o 2023 Operating Budget (board portal Financial tab)
- 4:10 For Board Members General Governance | Dan Baldwin
 - The Guide for Community Foundation Board Members (board portal Board Orientation tab)
 - Web Portal log-in information (welcome email)
 - Board of Directors
 - o Roster, Biographies and Terms of Office (22-33) (and on portal Board & Staff tab)
 - Committees and Advisory Groups (board portal Committees Tab)
 - Meeting dates (board portal)
 - Meeting packets (board portal Packets Tab)
 - Policies & Guidelines (board portal Governance Tab)
- 4:25 Current Initiatives and Pending Business | Dan Baldwin
 - Diversity, Equity, and Inclusion
 - Disaster Response
 - o COVID-19
 - County-Wide Collaborative
 - Covid-19 Relief Fund
 - o Fire Funds
 - Advocacy
 - Donor Advised Fund Legislation
 - Endorsements
 - Community Impact Investments
 - Affiliate Funds
 - Scholarships/College Futures Monterey County
 - General Trends
 - o Philanthropic Environment: Diversity, Equity and Inclusion, Donor Advised Funds
- 4:40 Staff Introductions | Dan Baldwin
 - Organization Chart (34) (and on portal Board & Staff Tab)
- 4:45 Overview of the Community Foundation Field | Dan Baldwin
 - National Standards for U.S. Community Foundations (35-59)
 - Community Foundations in California
 - o League of California Community Foundations (60-61)

2022 Community Foundation Profiles (62-63)

4:55 Wrap up/Questions



Board of Directors Responsibilities & Expectations

I. BOARD GOVERNANCE

The Community Foundation for Monterey County (CFMC) is governed by a Board of Directors chosen from various parts of Monterey County. The Board can consist of up to 21 members. The Board's job, on behalf of the CFMC, is to define and expect appropriate organizational performance, to achieve its mission and ends, and avoid situations and activities that are unacceptable.

The Board has certain duties it cannot delegate to staff: it is responsible for developing and approving the CFMC Strategic Plan, approving governing policies and the annual operating budget, assurance of executive performance, and maintaining linkages with the public it serves.

The Board commits itself to ethical, business-like, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. The Board represents the residents and organizations within Monterey County and, therefore, must educate itself regarding the diverse values held by the persons it represents and must always act under the influence of those values.

II. BASIC RESPONSIBILITIES

A. Determine the Foundation's Mission and Purposes

The Board has the fundamental responsibility of defining the overall mission, long-range vision, and objectives of the Foundation. Periodic review of the Foundation's Mission Statement, including its adequacy, relevance, and accuracy, is necessary to maintain the Foundation's public purpose and utility as a fiduciary and to serve as a guide for long-range planning.

B. Recruit, Support, and Assess the Performance of the President/CEO

The Board is responsible for hiring the President/CEO and clarifying the CEO's responsibilities, powers, and relationships with the Board. In collaboration with the Compensation Committee, the Board should provide feedback to the President/CEO and conduct an annual written performance review. The Board should seek ways to support the President/CEO by providing professional development opportunities, making connections with community leaders and potential donors, and assisting with management issues as needed.

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C. Ensure Effective Organizational Planning

Board members must be actively involved in strategic planning and help implement both shortand long-term objectives. Participation in periodic planning retreats and review of the strategic plan, the Mission Statement, the operating budget, the committee and governance structure, and the facility and staffing needs of the Foundation are all Board responsibilities.

D. Ensure Adequate Resources to Fulfill the Foundation's Mission

Fund-raising and personal giving to provide support for the annual needs of the Foundation are responsibilities of all Board members. In addition, assistance with attracting new funds, either from living donors or by encouraging bequests, by referring potential donors, and using professional or corporate contacts, is an ongoing responsibility of all Board members. When a special campaign or new initiative is underway, Board members should participate personally to assist the staff in achieving the fund-raising goals of the campaign or initiative.

E. Manage Resources Effectively

With the assistance of the Finance Committee, the Board must approve and periodically review the annual operating budget of the Foundation. In addition, with the assistance of the Investment Committee, they must monitor the performance of the Foundation's investments and the work of outside consultants. The Board must hire an independent outside auditor, review and approve the annual audit, and determine that any recommendations made in the auditor's management letter have been implemented.

F. Determine and Monitor the Foundation's Programs and Services

The Board has the ultimate responsibility for determining what the Foundation offers to the non-profit and donor communities. Periodic review of the Foundation's various grant programs, management assistance and other services for agencies, and relationships with financial and estate planning professionals and other local, statewide, and national foundations is a Board function. The Board should also determine if the Foundation's services for donors are appropriate, cost-effective, and delivered professionally.

G. Enhance the Foundation's Reputation and Visibility

Board members should be articulate ambassadors for the Foundation and its achievements. They should promote the reputation of the Foundation in their contacts with donors, elected officials, government representatives, other foundations, and the media whenever possible. When needed, Board members may be asked to speak to community groups and participate in the production of radio and TV promotions.

H. Adhere to Legal and Ethical Standards and Maintain Accountability

The Board must adopt the highest standards of professional operating procedures for the Foundation. These standards include maintaining the confidentiality of the Board's deliberations, the Foundation's donor lists, and all personnel discussions (see attached Confidentiality Policy). They must adopt comprehensive personnel policies, updated bylaws, conflict of interest policies, and investment policies; purchase appropriate directors and officers insurance coverage;

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submit annual reports and tax returns. The Board must oversee adherence to National Standards (adopted by the Council on Foundations) and best practices promoted by the League of California Community Foundations.

I. Recruit and Elect New Board Members and Evaluate the Board's Performance

With the aid of the Governance Committee, the Board must oversee the process of analyzing the needs of the Board, identifying and cultivating prospective Board members, maintain an orientation program, and conduct a periodic self-assessment. The Board has the ultimate responsibility for electing new members and the annual slate of officers. They should also periodically assess their own performance, committee structures, relationships with constituents, and overall effectiveness.

III. INDIVIDUAL BOARD MEMBERS' RESPONSIBILITIES

A. Fundamental Assumptions

Every Board member should understand the mission and goals of the Foundation. They should understand its policies, programs, and services and have a clear vision of its strengths and its place in the not-for-profit community.

All Board members must perform their duties responsibly and at the level of care, loyalty, and stewardship expected of all trustees of community foundations.

Board members are expected to serve on at least one standing committee and take on special assignments as needed.

B. Meetings and Events

Board members are expected to attend all Board meetings or to inform the Foundation if they are not able to attend. Failure without excuse to attend three consecutive regular meetings of the Board of Directors shall operate as a tender of resignation, unless excused by the Board of Directors. Board members are encouraged to attend events such as the Celebration of Philanthropy, the Legacy Society Luncheon, and the Women's Fund Luncheon. They should actively participate in committee and Board meetings and maintain the confidentiality of executive sessions or other matters that are discussed in confidence or anonymously.

C. Avoiding Conflicts

Board members must serve the Foundation's broadest interest without representing any constituency or special interest group, and they must follow the Foundation's written Conflict of Interest Policy in evaluating grants and annually complete the Foundation's information form for this purpose.

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D. Fiduciary Responsibilities

The Board must exercise prudence in conformity with the Uniform Prudent Management of Institutional Funds Act (UPMIFA) in managing the Foundation's investments. Board members must read and understand the Foundation's financial statements and audit.

E. Fund-Raising and Donor Development

Board members are expected to make an annual financial contribution to the Foundation according to their personal means.

Community Foundation for Monterey County About Us – Here for Good



The Community Foundation for Monterey County (CFMC) is a nonprofit created by and for the people of Monterey County. Its mission is to inspire philanthropy and strengthen communities. Hundreds of generous families, individuals and businesses have chosen to partner with the CFMC by creating charitable funds in their lifetimes and through their estates. The CFMC stewards these assets and makes grants to nonprofits working to improve lives in Monterey County and beyond.

Grantmaker and Community Leader

- The CFMC grants more than \$35 million each year to strengthen our communities. The foundation meets changing community needs through the Fund for Monterey County and provides resources and support beyond grantmaking through the Center for Nonprofit Excellence and Community Impact Investment.
- The CFMC is a community leader working on important issues such as COVID-19 relief and recovery, homelessness and affordable housing to create healthy, safe, vibrant communities throughout Monterey County.

Partner in Giving

- The CFMC helps each donor or family create their unique giving plan and leverage their giving for greater impact.
- Customized giving solutions provide a variety of options for individual and family philanthropy, including donor advised, scholarship or other charitable funds.
- You can make a bequest or establish a named fund with a wide variety of assets including: cash, stocks, bonds and mutual funds; real estate; life insurance; IRAs and other retirement assets; closely held securities and more.
- The CFMC connects donors with grantmaking opportunities to support causes in their areas of interest.
- Charitable estate planning helps donors leave a legacy through planned giving.
- Private foundation services offer administrative and grantmaking support.
- Corporate philanthropy programs help companies give back.
- The CFMC is a trusted steward of charitable assets and our donors' intent.

"The CFMC is a design studio for philanthropy that invites you to pull up a chair at the table. You would be simply amazed at the possibilities." —Bill Tyler



William H. Tyler III, fund holder, Legacy Society member and 2016 Distinguished Trustee Recipient

The CFMC offers a variety of giving options to help you achieve your philanthropic goals. To integrate charitable giving into your financial planning, please give us a call at 831.375.9712.



Community Foundation for Monterey County — Here for Good

Top 10 reasons to give through the CFMC:

- We are a local organization with deep community roots.
- Our professional staff has broad expertise regarding local issues and needs.
- We provide personalized service tailored to each individual's charitable and financial interests.
- Our funds help you invest in the causes you care about most.
- We accept a wide variety of assets and can facilitate even the most complex gifts.
- We partner with professional advisors to create highly effective approaches to charitable giving.
- We offer maximum tax advantage for most gifts under federal law.
- 8 We multiply the impact of gift dollars by pooling them with other gifts and grants.
- We build endowment funds that benefit the community forever and help create personal legacies.
- We are a community leader, convening agencies and coordinating resources to create positive change.











Mission

To inspire philanthropy and be a catalyst for strengthening communities throughout Monterey County

Vision

Healthy, Safe, Vibrant Communities

Values

We advance positive change through grantmaking, community engagement and collaboration.

We **build a legacy for future generations** through responsible stewardship of the resources entrusted to us.

We **operate with the highest standards** of integrity, ethics and accountability. We **embrace diversity, equity and inclusion**.

We **commit to fairness and respect** for the dignity of all people.

We are open and honest with our philanthropic partners, grantees and the community. We strive for excellence in all that we do.

2021 Highlights:

\$36.6 Million granted to nonprofits in Monterey County and beyond

\$268 Million in cumulative grantmaking since 1981 \$1.5 Million in scholarships awarded to 375 students

13% investment return for long-term portfolio through 12/30/21

(Medium-Term 13.1%, ESG 12.1%)

670 charitable funds established by individuals, families and businesses

\$44.8 Million received in new contributions from more than 6,500 gifts

\$385 Million total assets

Top 100 in Community Foundations in U.S. (asset size, 2021)

Visit

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Salinas

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Click f **y** in ⊙ cfmco.org



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Community Foundation for Monterey County Strategic Plan 2020

CFMC Vision, Mission and Values

Vision

Healthy, safe, vibrant communities

Mission Statement

To inspire philanthropy and be a catalyst for strengthening communities throughout Monterey County

Values

- We advance positive change through grantmaking, community engagement and collaboration.
- We **build a legacy for future generations** through responsible stewardship of the resources entrusted to us.
- We operate with the highest standards of integrity, ethics and accountability.
- We embrace diversity, equity and inclusion.
- We **commit to fairness and respect** for the dignity of all people.
- We are open and honest with our philanthropic partners, grantees and the community.
- We strive for excellence in all that we do.



PLANNING ASSUMPTIONS

The Community Foundation for Monterey County (CFMC) continues to evolve in conjunction with our changing society and expanding best practices in our field. As a community leader, philanthropic partner, trusted steward of assets and donor intent, and a valued champion of nonprofits, the CFMC should build on its successes, and strive to provide deeper impact to all of Monterey County.

The CFMC must:

- Remain committed to a truly countywide delivery on its mission.
- Continue in its unique role as a trusted convener, partner and community leader.
- Have the board of directors and staff aligned with respect to vision, values and culture.
- Implement focused, yet creative, grant making that will continually strive to create greater impact.
- Proactively seek philanthropic partners for impactful community investments on shared priorities.
- Implement a strong asset development plan in order to grow the resources with which to address pressing community needs now and in the future.
- Remain committed to building capacity and new leaders for our nonprofit partners.
- Enhance fund holder education, support and services to create higher philanthropic impact.
- Continually reevaluate its structure so staff works seamlessly across departments and maximizes skill sets for increased mission delivery.
- Embrace best practices as they evolve in the community foundation field.
- Stay apace of changing communications strategies to elevate community awareness by effectively telling its story to a wider audience.
- Be a strong steward of its financial assets.
- Be a steward of donor intent.
- Be a responsible steward of the environment.
- Operate with accountability to diversity, equity and inclusion.
- Be a partner in seeking a just and equitable society.



GOALS

Goal One: Community Impact
Invest in healthy, safe and vibrant communities across
Monterey County.

Goal Two: Philanthropic Leadership
Inspire and facilitate philanthropy throughout Monterey County.

Goal Three: Community Leadership

Recognize and act upon opportunities for facilitation of solutions to community issues.

Goal Four: Organizational Excellence
Optimize performance and stewardship for maximum impact.



Goal One: Community Impact Deploy charitable and intellectual capital towards healthy, safe and vibrant communities across Monterey County.

Good grant making is fundamentally the effective deployment of charitable assets. Through the ever-evolving Community Impact program, the marked increase in scholarship funds and closely working with donor advisors, the CMFC's grant making invests in solutions to Monterey County's greatest needs. The CFMC remains committed to developing and implementing grant programs that have focus and result in tangible and demonstrable impact, utilizing creativity and an entrepreneurial orientation. All grant programs will align with investing in *Healthy, Safe, Vibrant Communities* across Monterey County.

Goal one will be driven by the following five statements:

- 1. Initiate, partner and lead in addressing and bringing resources to community challenges.
- 2. Seek efficiencies in discretionary grant programs that allow for expanded utilization of program staff in all grant activities, community initiatives and needs assessments.
- 3. Work closely with donor advisors to align their interests with community need.
- 4. Strengthen nonprofit sector excellence.
- 5. Focus on opportunity/achievement gaps to increase equity in Monterey County.



Goal Two: Philanthropic Leadership Inspire and facilitate philanthropy for equitable outcomes throughout Monterey County.

The Community Foundation for Monterey County has a growing asset base and an enviable percentage of endowed and/or discretionary assets. The CFMC's commitment to building endowed funds, primarily through planned gifts, has never waned. Greater, lasting impact can be achieved through gifts that name the Fund for Monterey County (unrestricted and field of interest assets). The gift life cycle of creating these funds through estate planning requires tremendous patience.

The CFMC's commitment to stronger relationships with donor advisors is producing greater impact. We must continue to build on this success and adhere to a resource development plan that actively engages and updates the professional advisor community, and always offer philanthropic value to individuals, families, corporations and private foundations.

Diversity in Monterey County takes many forms, including geography, ethnicity, gender, and philanthropic interests. The CFMC must be aware of the everchanging nature of Monterey County and the importance of developing lasting and sincere relationships while promoting philanthropy to all our communities.

All resource development efforts should celebrate the power of philanthropy and reinforce that a strong culture of philanthropy in Monterey County creates lasting, positive impacts.

Goal two will be driven by the following six statements:

- 1. Seek and align funding partners, both internal and external, to realize greater community impacts and a more just and equitable Monterey County.
- 2. Educate the public about philanthropy and its impacts. Engage professional advisors in a thoughtful and strategic way.



- 3. Grow discretionary assets (Fund for Monterey County) in order to resource the CFMC's ability to make targeted investments and respond to changing needs over time.
- 4. Enhance fund holder philanthropy through responsive service and donor education; continue to seek greater alignment between donor advised grant making and prioritized need.
- 5. Engage a more diverse philanthropic donor base.
- 6. Elevate CFMC visibility countywide; tell our story more effectively to targeted and general audiences.



Goal Three: Community Leadership Utilize CFMC's position as a trusted leader to facilitate solutions to community issues.

The Community Foundation for Monterey County is a recognized leader. As the CFMC increased its transparency, reached out to diverse audiences across the county, enhanced the work and profile of the Center for Nonprofit Excellence, and developed stronger partnerships with agencies and regional funders, many sectors look to the foundation as an honest broker on difficult issues. Community leadership requires diplomacy, marked by a desire to achieve positive outcomes rather than work toward pre-conceived CFMC solutions.

Goal three will be driven by the following five statements.

- 1. Be aware of emerging circumstances and issues for which the CFMC can play a positive role in finding community solutions.
- 2. Utilize our voice for a just and equitable society.
- 3. Prepare for and respond proactively to emergencies, disasters, civic unrest, and other circumstances in which the staff and board of directors feel the CFMC can use its expertise in gathering and dispersing resources or offering voice.
- 4. Utilize advocacy as a tool to support initiatives that align with the CFMC's core values. This may be accomplished through participation in the League of California Community Foundations advocacy work, working with the Council on Foundations or other national lobbying groups, partnering with local organizations, or, when appropriate, developing our own initiatives.
- Continue to seek opportunities to deploy CFMC financial assets for community impact beyond grant making.



Goal Four: Organizational Excellence Optimize performance and stewardship for maximum effectiveness and continuing trust.

The CFMC must be an exceptional organization. It is not only our standard, but it is expected by donors, grantees and the community. This requires a commitment to excellence and constant reappraisal of our systems. Our operations and organizational structure (including governance) must stay on the cusp of evolving best practices, whether in technology, internal systems, governance, or staffing.

Organizational excellence informs our ability to be effective grant makers, stewards of trust and assets and be nimble in the face of changing community need.

Goal four will be driven by the following six statements:

- 1. Continue to identify and invest in scalable infrastructure (people, financial and technological) improvements aligned with CFMC's goals.
- 2. Maintain an inclusive, engaged and innovative board of directors and staff that reflect a diverse Monterey County.
- 3. Foster an organizational culture with which people (donors, board members, staff, volunteers) want to align.
- 4. Be driven by and transparent about the CFMC's mission, vision and values.
- 5. Be a strong steward of CFMC financial assets and donor intent.
- 6. Operate in an environmentally responsible way.



Community Foundation for Monterey County Investment Management Frequently Asked Questions

Overview

Assets at the Community Foundation for Monterey County (CFMC) are pooled for investment purposes. These assets comprise more than 500 charitable funds that are in the CFMC's Long-Term Fund. A system of unitization, much like a mutual fund, allocates total return to each component fund. These charitable funds represent the charitable interests of donors and agencies who seek to increase effectiveness and assure future support for Monterey County or the region of their choice. An advantage of pooling funds is greater diversification of investments. This, in turn, provides for greater opportunities while reducing risk.

What is the CFMC's investment objective?

The CFMC's investment objective for the **Long-Term Portfolio** and **ESG (Environmental, Social and Governance) Portfolio** is to earn a return that allows a significant distribution of grants while maintaining a Portfolio's future purchasing power. Our goal is to preserve the principal while allowing for inflation and expenses. Accordingly, the current target for total return, net of investment fees (total return is defined as income plus change in market value), is equal to, or exceeding, the policy index.

The investment objective for the **Medium-Term Portfolio** is to exhibit lower volatility than a portfolio with an "in perpetuity" time horizon. Relative to the Long-Term Portfolio, the Medium-Term Portfolio will have a greater emphasis on capital preservation while maintaining some potential for capital appreciation. The Medium-Term Portfolio is appropriate for donors expecting to grant a significant percentage of their funds in the intermediate term (3-7 years) and willing to tolerate moderate levels of risk to get an enhanced rate of return (versus cash) over a full market cycle. It is also appropriate for Stewardship Funds whose assets are not endowed.

How are investment returns measured?

Investment returns are measured in terms of total return, which includes interest and dividend income, as well as realized and unrealized gains and losses.

What is the role of the Investment Committee?

The Committee is responsible for governance and best practices in overseeing the investment management of the foundation's funds. Committee members are CFMC board members and non-board members with significant business and investment management experience. The Committee utilizes an investment consultant, Verus. The Committee's top priority is risk control (primarily through diversification and due diligence). The Committee establishes a target asset allocation, selects funds, and monitors the investment performance of these funds. The Committee meets quarterly; between meetings committee members and CFMC staff confer with Verus regarding foundation investments.

What is the role of the CFMC's investment consultant?

Verus is a Seattle-based investment consulting firm. Verus works with more than 150 institutional clients across the U.S. and consults on more than \$664 billion in assets.* They provide a deep level of research, recommend fund managers, monitor the performance of managers selected, and assist the Investment Committee in determining the appropriate asset allocation. They are an independent fiduciary, free of conflicts of interest. To learn more, visit www.verusinvestments.com*(as of 9/30/2021).

How are funds for investment selected?

When the Investment Committee seeks a new fund for a particular asset class (domestic large cap, for example), our consultant identifies funds with a three- to five-year outstanding track record for this asset class. The Committee reviews these funds' organizational profiles, investment philosophies, investment processes, fees, professional staff, and investment performance in up and down markets. Based on this review, the Committee selects funds for investment.

How are funds' investment performances monitored?

At each quarterly meeting of the Investment Committee, our consultant provides an in-depth analysis of each fund's investment performance. This analysis includes comparisons with other funds in the same asset class, as well as with the appropriate benchmark. In addition, the committee monitors any organizational changes within an investment firm that may influence performance in the future, and confirms that each fund continues to adhere to the CFMC's investment guidelines.

Does the Investment Committee ever change funds?

Yes. New funds are selected when the Investment Committee seeks greater depth in a particular asset class. Reasons for removal of a fund include poor performance over a period of time, moving away from the investment discipline for which the fund was included, unfavorable changes in the organizational structure of the investment firm, and loss of the fund's investment talent. However, given the rigorous process by which funds are selected and how consistently their investment performance is monitored and compared, the Investment Committee's practice is to retain a fund for a minimum of three years. In other words, the fact that a fund does not have a good quarter, or even year, compared to the appropriate benchmark for that asset class, does not in itself provide reason for dismissal.

Why is the CFMC invested in different asset classes?

The Investment Committee has determined that a more consistent return can be gained, with less risk, if the portfolio is well diversified. Asset classes include international as well as domestic stocks, global as well as domestic bonds and real assets (see Target Asset Allocations).

What is an asset allocation strategy?

The Investment Committee determines the best ways to allocate the assets of the portfolios among varied asset classes. The Committee reviews the target asset allocations to determine if they are likely to meet the investment return goals, net of investment fees. As new assets come to the CFMC, they are invested across the CFMC's portfolios.

Why are there four different Portfolios?

The **Long-Term Portfolio** is invested for the long term. The **ESG Portfolio** is intended for donors who seek both long-term growth and positive social or environmental impact through a diversified portfolio. The **Medium-Term Portfolio** has a greater emphasis on capital preservation while maintaining some potential for appreciation. It may be a good choice for those wishing to grant a large percentage of their fund within 3-7 years. The **Money Market** is designed to preserve principal, protect assets from market volatility, and produce a small return. It may be a good choice for those who wish to grant a significant percentage of their fund within 1-2 years, or who prefer lower levels of risk.

Why does the CFMC have a board-approved payout rate, rather than granting whatever is earned in a given year?

The payout rate determines the dollar amount available for distribution annually from endowed funds. To determine this amount, we multiply the average of the fund balances at the last three year-ends by the payout rate. This methodology smooths out the peaks and valleys that would be experienced if income and dividends earned (or not earned) by a fund were distributed each year. This is a strategy that has been adopted by most major endowments. **The payout rate for 2022 is 4.25%**.

What fees does a donor pay to the CFMC?

Funds at the CFMC are assessed fees for Foundation costs (see page 6). Foundation fees support the CFMC's administration of the fund, including grantmaking. In addition to the CFMC administrative fee, funds are charged a small fee that pays for our investment consultant. This fee is 7 basis points (.07%).

What historical rates of return have CFMC investments earned?

YTD 12-31-21 1 Year 3 Year 5 Year	<u> 10 Year</u>			
CFMC Long-Term Portfolio				
13% 13% 14.1% 10.1%	8.6%			
Medium-Term Portfolio				
4.4% 4.4% 10.5% 7.5%	NA			
ESG Portfolio (Environmental, Social and Governance)				
10.8% 10.8% 13.7% 9.8%	NA			

Target Asset Allocation - Long-Term Portfolio

(board approved 12/17/19)

The asset allocation of the foundation shall be reviewed at least quarterly to ensure that the target allocation is in compliance with the following guidelines. The asset allocation target and acceptable minimum and maximum ranges established by the Investment Committee represent a long-term view. Rapid and significant market movements may cause the foundation's actual asset mix to fall outside the policy range.

Asset Class	<u>Target</u> <u>Allocation</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Equity</u>	58%	48%	68%
Large Cap Domestic Equity		15%	50%
Small/MidCap Equity		0%	15%
International Equity – Dev.		10%	55%
Emerging Markets		0%	20%
Fixed Income	27%	17%	37%
Core/ Core Plus Fixed Income		10%	30%
TIPS		0%	15%
Short Term Fixed Income		0%	25%
Global Fixed Income		0%	15%
Emerging Market Debt		0%	15%
Alternative Asset Classes	13%	3%	23%
Commodities		0%	10%
Real Estate		0%	15%
REITS		0%	10%
Infrastructure		0%	10%
CFMC CII ¹ (Board approved ²)	00/	0%	10%
<u>Cash Equivalents</u>	<u>2%</u> 100%	0%	10%
	100/0		

¹ Community Impact Investments

² Board approved via Community Impact Investment Policy Statement

<u>Target Asset Allocation - Environmental. Social and Governance (ESG) Portfolio</u> (board approved 12/17/19)

The Investment Pool will emphasize Socially Responsible Investing (SRI) and be considerate of the standards of Environmental, Social and Governance (ESG) criteria.

The Environmental, Social and Governance Investment Pool assets shall be invested in diversified asset segments, the performance of which shall be measured against the indices specified in the IPS with an understanding that the social criteria may impact performance relative to more broadly-based segments.

The Environmental, Social and Governance Investment Pool's assets will be invested in equities and fixed income investments as set forth in the Target Asset Allocation table below. The blended allocation has historic performance characteristics that are in line with portfolios with long-term objectives. This pool will have a risk of loss. Rapid and significant market movements may cause the Environmental, Social and Governance Investment Pool's actual asset mix to fall outside the policy range. The asset allocation of the portfolio shall be reviewed at least quarterly to ensure that the target allocation is in compliance with the following guidelines.

Asset Class	<u>Target</u> <u>Allocation</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Equity</u>	60%	50%	70%
Large Cap Domestic Equity		5%	50%
Small/MidCap Equity		0%	15%
International Equity – Dev.		10%	55%
Emerging Markets		0%	20%
Fixed Income	38%	28%	48%
Core/ Core Plus Fixed Income		10%	48%
TIPS		0%	20%
Short Term Fixed Income		0%	20%
Global Fixed Income		0%	20%
Emerging Market Debt		0%	15%
Alternative Asset Classes	0%	0%	10%
REITS		0%	10%
Infrastructure		0%	10%
Cash Equivalents	2%	0%	7%
	100%	_	

Target Asset Allocation - Medium-Term Portfolio

(board approved 12/17/19)

The Medium-Term Portfolio's assets shall be invested in diversified asset segments, the performance of which shall be measured against the indices specified in the IPS. The Medium-Term Portfolio's assets will be invested in equities, fixed income and alternative investments as set forth in the Target Asset Allocation below.

The blended allocation has historic performance characteristics that are less volatile than portfolios with longer term objectives. This pool will have a risk of loss. The asset allocation of the Foundation portfolios shall be reviewed at least quarterly to ensure that the target allocation is in compliance with the following guidelines. Rapid and significant market movements may cause the Medium-Term Portfolio's actual asset mix to fall outside the policy range.

Asset Class	<u>Target</u> <u>Allocation</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Equity</u>	35%	25%	45%
Large Cap Domestic Equity		5%	30%
Small/MidCap Equity		0%	15%
International Equity – Dev.		10%	55%
Emerging Markets		0%	20%
Fixed Income	63%	53%	73%
Core/ Core Plus Fixed Income		10%	68%
TIPS		0%	20%
Short Term Fixed Income		0%	50%
Global Fixed Income		0%	30%
Emerging Market Debt		0%	15%
Alternative Asset Classes	0%	0%	10%
REITS		0%	10%
Infrastructure		0%	10%
Cash Equivalents	2%	0%	10%
	100%		

What if I have more questions?

The CFMC's financial audits and form 990s are available online at cfmco.org/Finances and investment reports are available on request. Or you may contact Dan Baldwin, President/CEO, at 831.375.9712 x115 or danb@cfmco.org or Kim Drabner, Vice President of Finance and Human Resources, at 831.375.9712 x116 or kimd@cfmco.org.



Overview of CFMC Fund Types & Fees

FUND TYPE	MINIMUM	FEES*
DONOR ADVISED FUNDS		
Non-endowed	\$5,000	1.25% up to \$1,000,000 1% amounts between \$1-\$3MM .50% amounts over \$3MM
Endowed	\$25,000	Same as above
ENDOWED FUNDS (SPECIFIC PURPOSE)		
Field of Interest	\$25,000	2%
Designated to benefit specific agency(ies)	\$10,000	1.25% first \$1MM 1% next \$2MM .50% amounts over \$3MM
Scholarship	\$25,000	2%
FUNDS CREATED BY NONPROFIT AGEN	CIES	
Stewardship (assets may be retrieved through vote of agency board of directors)	\$50,000	1% up to \$1,000,000 .75% amounts between \$1-3MM .50% amounts between \$3-5MM .25% amounts between \$5-7MM .10% amounts between \$7-10MM .05% amounts over \$10MM
Agency Endowment	\$10,000	Same as above
OTHER GIVING OPTIONS	-	
Unrestricted Gift	none	2%
Bequest with specific purpose (see above)	none	2% one-time contribution to CFMC Operating Fund. Fees are assessed based on the type of fund created.
IRA Qualified Charitable Distribution (QCD)	none	No fee for contributions to qualifying funds or Monterey County Gives! campaign. 2% pass through fee to nonprofits (a single QCD can be split among multiple nonprofits)
Charitable Remainder Trust	varies	Kaspick Investment Managers 1% Community Foundation .2% Total CRT Fees 1.2%

Please contact us at (831) 375.9712 for more information.



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Charitable Remainder Trust	varies	Kaspick Investment Managers 1% Community Foundation .2% Total CRT Fees 1.2%

Please contact us at (831) 375.9712 for more information.



2023 Board Roster

CHAIR	Kirk Gafill	President-CFO, Nepenthe/Phoenix Corporation Big Sur, C/	
VICE-CHAIR	Elsa Mendoza Jimenez	Director of Health, Monterey Health Department	Salinas, CA
TREASURER	Jesse Lopez, CPA	CPA, Managing Parner of Bianchi, Kasavan & Pope, LLP	Salinas, CA
SECRETARY	Loren Steck	Retired Psychologist	Carmel, CA
	Deneen Guss		
	Dr. Romero Jalomo	Vice President Student Affairs, Hartnell College	Salinas, CA
	Kathleen Lee	Executive Director, Point Lobos Foundation	Monterey, CA
	Giff Lehman	Founding Partner (retired), Integris Wealth Management	Monterey, CA
	Adriana Melgoza	Director of Organizing and Education, Center for Community Advocacy	Salinas, CA
	René Mendez	City Manager, City of Gonzales	Gonzales, CA
	Larry Oda	Chair Emeritus of the National Japanese American Memorial Foundation	Monterey, CA
	Colby Pereira	Chief Operating Officer, Braga Fresh Family Farms	Soledad, CA
	Joe Pezzini	Senior Director of Ag Operations, Taylor Farms	Salinas, CA
	Francine Rodd	Executive Director, First Five Monterey	Marina, CA
	Julie Roth	Wealth Manager, Monterey Private Wealth	Monterey, CA
	Abby Taylor-Silva	Executive VP, California Agricultural Leadership Foundation	Salinas, CA
	Jan Vanderbilt	Vanderbilt Certified Public Accountants	Salinas, CA
	Jennifer Walker	Attorney, Leach & Walker, a Professional Corporation	Salinas, CA
	Tyller Williamson	Monterey City Councilmember	Monterey, CA



2023 Confidential Board Roster

	HOME ADDRESS	BUSINESS ADDRESS	CONTACT
	CHAIR		
3 Victorian Distriction	Kirk Gafill	President/Chief Financial Officer	W: 831-667-2345 Main
		Nepenthe/Phoenix Corporation	W: 831-667-7326 Direct
		48510 Highway 1	kgafill@nepenthebigsur.com
		Big Sur, CA 93920	
	VICE CHAIR		
	Elsa Mendoza Jimenez	Director Health Services	W. 924 755 4526
	17865 Northwood Place	Monterey County Health Department	W: 831-755-4526
		1270 Natividad Road	H: 831-663-3047
	Salinas, CA 93907		C: 831-594-5536
		Salinas, CA 93906	jimenezem@co.monterey.ca.us
			elsammendoza@gmail.com
	TREASURER		
	Jesse Lopez	CPA, Managing Partner	W: 831-757-5311
		Bianchi, Kasavan & Pope, LLP	H: 831-235-4477
		450 Lincoln Avenue, Suite 200	jessel@bkpcpa.com
		Salinas, CA 93901	
	SECRETARY		
	Loren Steck	Retired Psychologist	H: 831-626-3620
N 3	27205 Meadows Road	Consultant in the Entertainment Industry	lorensteck@gmail.com
	Carmel, CA 93923		
	Deneen Guss	Monterey County Superintendent of Schools	W: 891-755-0301
	1905 Whitman Street	Monterey County Office of Education	C:831-229-4664
	Salinas, CA 93906	901 Blanco Circle	dukdukguss@aol.com
		Salinas, CA 93912-0851	dguss@montereycoe.org
	_		
	Romero Jalomo	Vice President Student Affairs	W: 831-755-6822
	512 San Felipe Street	Hartnell College	H: 831-442-0247
	Salinas, CA 93901	411 Central Avenue	C: 831-214-2024
		Salinas, CA 93901	rjalomo@hartnell.edu
	•		romero jalomo@yahoo.com
	Kathleen Lee	Executive Director	W: 866-338-7227
	1134 Wildcat Canyon Rd	Point Lobos Foundation	H: 831-645-9454
	Pebble Beach, CA 93953	80 Garden Court, Suite 106	C: 831-578-0437
	I CODIC DEGOII, OA 30300		
		Monterey, CA 93953	KathleenMGLee@gmail.com

Kathleen@PointLobos.org



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Adriana Melgoza P.O.Box 991 Castroville, CA 95012	Director of Organizing and Education Center for Community Advocacy 22 West Gabilan Street Salinas, CA 93901	W: 831-753-2324, ext. 13 C: 831-585-7205 amelgoza@cca-viva.org melgoza29@gmail.com
René L. Mendez P.O. Box 1568 Gonzales, CA 93926	City Manager City of Watsonville 275 Main Street, Suite 400 Watsonville, CA 95076	W: 831-768-3010 H: 831-675-2276 C: 831-580-7149 renexg3@sbcglobal.net
Larry Oda 859 Foam Street Monterey, CA 93940	Retired	H: 831-375-3314 C: 831-970-8246 tsuneo1@msn.com
Colby Pereira 36540 Colony Rd Soledad, CA 93960	Chief Operating Officer Braga Fresh Family Farms P.O. Box 425 Soledad, CA 93960	W: 831-675-2154 C: 831-594-0691 colby.pererira@bragafresh.com
Joe Pezzini 28013 Mesa De Tierra Salinas, CA 93908	Senior Director of Ag Operations Taylor Farms 150 Main Street Salinas, CA 93901	W: 831-970-3090 H: 831-484-4600 C: 831-970-3090 jpezzini@taylorfarms.com
Francine Rodd 3258 Estrella del Mar Way Marina, CA 93933	Executive Director First 5 Monterey County 1125 Baldwin Street Salinas, CA 93906	W: 831-444-8549 H: 831-384-7811 C: 831-915-1736 Francine@first5monterey.org
Julie Roth 1111 Sinex Ave Pacfici Grove, CA 93950	Wealth Manager Monterey Private Wealth 2340 Garden Rd, Suite 202 Monterey, CA 93940	W: 831-372-3426 C: 703-549-0862 eilujnoslo@msn.com jroth@montereypw.com



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Jan Vanderbilt 61 West Garzas Road Carmel Valley, CA 93924	President Vanderbilt CPAs PC 126 Clocktower Place Suite 200 Carmel, CA 93923	W: 831-620-0811 H: 831-659-1213 C: 831-594-1624 jan@vanderbiltcpa.com
Jennifer Walker 25205 Baronet Road Salinas, CA 93908	Attorney and Shareholder Leach & Walker, a Professional Corporation 24591 Silver Cloud Court, Suite 250 Monterey, CA 93940	W: 831-373-2500 C: 831-594-0892 jwalker@leachandwalker.com
Tyller Williamson 912 West Franklin Street Monterey, CA 93940	Monterey City Councilmember City of Monterey Co-Chair, Monterey Peninsula Pride	W: 831-760-5173 C: 831-760-5173 tyllerwilliamson@gmail.com

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Seaside, CA 93955

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2023 Board of Directors

Board Chair Kirk Gafill President/CFO / Nepenthe/Phoenix Corporation

Kirk Gafill, a native of Big Sur, is President/CFO of Nepenthe/Phoenix Corporation, a family business. He worked his way up from dishwashing to the helm of Nepenthe restaurant, founded by his grandparents.

"I am honored to join the Board of Directors of CFMCO to learn more about the challenges communities throughout Monterey County face and to support the foundation's mission to engage and address these needs through philanthropy and community support."

Gafill graduated from University California, Los Angeles with honors with a degree in economics. He is president of the Big Sur Chamber of Commerce, board member of the Monterey County Visitors and Convention Bureau and is Co-Race Director for the Big Sue River Run. Other board service includes the Big Sur Land Trust and the Carmel Chapter of the American Red Cross.

Vice Chair Elsa Mendoza Jimenez Director of Health Services/Public Administrator/Public Guardian / Monterey County Health Department

Elsa Mendoza Jimenez is the Director of the Monterey County Health Department, an organization with an annual operating budget of about \$270 million and 1,100 employees. Elsa earned a bachelor's degree in biology with a minor in sociology from Santa Clara University, and a master's degree in public health with an emphasis in community health from San Jose State University. She started her public health career at the Community Health Partnership in San Jose, coordinating a diabetes self-management program serving the underserved in Santa Clara County.

Elsa started her public service in Monterey County in 2001 and has served in various administrative, finance, management, and programmatic roles. Mrs. Jimenez was born and raised in South Monterey County and is proud to make this County home again, residing in North Monterey County.

Elsa is dedicated to improving the population's health through upstream approaches so that every person has an opportunity to achieve their fullest potential.

Treasurer Jesse Lopez CPA - Managing Partner / Bianchi, Kasavan & Pope, LLP

Jesse Lopez is the Managing Partner of Bianchi, Kasavan & Pope, LLP. He was born and raised in South Monterey County and attended Fresno State University. Tax laws change often and nearly every financial decision leads to tax ramifications. Using his 20 years of experience Jesse can help you develop a strategy around your financial situation to minimize income tax and stay in compliance with federal and state income tax laws. When he's not servicing his clients or working with his partner's on firm projects, Jesse and his family enjoy time at the lake and supporting their favorite team, the Oakland Raiders.



Secretary Loren Steck Retired Psychologist

Loren Steck spent most of his career as a consultant in the entertainment industry, where his primary job was to improve television programming. His clients included each of the major television networks, as well as numerous cable networks and production companies. Among his personal highlights: being a member of the team that "discovered" Oprah Winfrey; playing a role in the film colorization controversy; bringing the first HDTV system to the United States from Japan; and helping create several cable networks.

Loren has a PhD in psychology from UCLA. He graduated from UC Santa Cruz in 1973 and has been associated with the campus for his adult life, including a stint as the President of its Alumni Association, 10 years as chair of the UCSC Foundation's Investment and Finance Committee, and 16 years as a member of the faculty. Loren is a member of the Governing Board of Trustees at Monterey Peninsula College, and has also served on the boards of Community Human Services, the Carmel Valley Association, the Carmel Valley Forum and the Carmel Red Cross. He has long admired the Community Foundation for its good work throughout Monterey County, and is excited about the opportunity to become more closely involved with the organization.

Board Members

Deneen Guss

Monterey County Superintendent of Schools / Monterey County Office of Education

Dr. Deneen Guss was first elected and sworn in as the Monterey County Superintendent of Schools in January 2019. She was reelected in June 2022 and began her second term of office in January 2023. Dr. Guss continually supports Monterey County's 24 local school districts and the over 74,000 students they serve.

Dr. Guss is a 35-year veteran educator with a doctorate degree in Educational Leadership. She has been an administrator here in Monterey County for over 25 years, and has received numerous awards for her service in education and her service to the community, including the 2021 Ruth Vreeland Memorial Public Official of the Year award.

With a lens on community and equity, Dr. Guss is focused on strengthening community engagement and improving educational outcomes for Monterey County's youth.

Romero Jalomo Vice President for Student Affairs / Hartnell College

Romero Jalomo has served as the Vice President for Student Affairs at Hartnell College since 2013. He is the former Associate Vice Chancellor of Institutional Effectiveness for the San Jose/Evergreen Community College District. He previously served as the Dean of Counseling and Support Programs at San Jose City College and was Dean of Counseling and Matriculation at Evergreen Valley College. He served in several other college administrative and faculty positions and is a former Assistant Professor of Higher Education Administration and Urban Community College Leadership at New York University.



Kathleen Lee

Executive Director / Point Lobos Foundation

Kathleen Lee grew up in Pacific Grove where she developed a profound love for the coast, open spaces, and community service. Kathleen is the Executive Director of the Point Lobos Foundation. Prior to joining the Foundation, Kathleen worked in public policy as the District Director for Rep. Jimmy Panetta and Chief of Staff to Monterey County Supervisor Dave Potter. Since 2011, Kathleen has served on the Monterey Peninsula Regional Park District. After working in public service for twenty-two years, she is enjoying working closely with California State Parks and the dedicated docent corps that volunteer their time at Point Lobos State Natural Reserve. Kathleen enjoys working on issues involving open space management, fiscal stability, equity, and health benefits of nature.

Kathleen holds a B.A. in Political Science and an Executive Masters in Public Administration.

Kathleen lives on the Monterey Peninsula with her husband Rob and their two children. Both feel blessed to be active members of the community and enjoy community and public service.

Giff Lehman

Founder - Retired / Integris Wealth Management, LLC

Giff Lehman founded Integris Wealth Management, a Monterey based financial planning and investment advisory firm in 1997. Prior to founding Integris, Giff spent 20 years in New York City working as an institutional investment professional.

Giff currently serves as a trustee for York School and on the investment committees for the Monterey Peninsula College Foundation and the California State University at Monterey Bay Foundation. He has previously served on the boards of Pacific Repertory Theater, the Center for Photographic Art, and both the Silicon Valley and Monterey chapters of the Financial Planning Association. Giff has a BA from the University of Washington and an MBA from Carnegie-Mellon University.

On a personal note, Giff has been married to his wife, Pam, since 1977 and they are the proud parents and grandparents of two adult children and one granddaughter. Outside of work, Giff and Pam try to take a "lifelong learning" approach to life and are interested in history, genealogy, performing and visual arts, photography, and nature, which they pursue through hiking, reading, lectures, and travel.

Giff and Pam also appreciate that they have been very fortunate in many ways, and that Monterey County has been especially good to them. Being able to give back a little by serving on the Community Foundation board is a great honor.

Adriana Melgoza Director of Organizing and Education / Center for Community Advocacy

Adriana Melgoza is an immigrant who grew up in Castroville, CA. She is proud to come from a family of farm workers. She graduated from CSUMB with a major in Human Communications, emphasis in Ethical Professional Responsibility. She is also a LEAD graduate. She worked for the Watsonville Law Center as Chief Programs Officer. She has worked with community leaders to provide thousands of hours of volunteer service in the Central Coast. She organizes, provides community education and staff training for community organizations serving families in the Central Coast. She also worked with the American Civil Liberties Union Like Court Verboard Bios/2021



developing leaders in her community by providing trainings and public education on working for rights and justice for all in the community.

Adriana is passionate about human rights and social justice. She believes in recognizing the dignity of every person. She wants to continue to advocate for underserved populations by continuing to give back to the communities that have supported her growth. Adriana is a firm believer of alliance and solidarity and knows that it is only through direct communication and involvement of impacted community members in all capacities that a better world will be reached.

René Mendez The City of Gonzales / City Manager

René has over 25 years of State and local government experience. After college graduation, he spent five years with the California Legislative Analyst Office. Following that, he spent five years with the Solano County Administrator's Office. Before coming to Gonzales in 2005, he spent the prior eight years as the County Administrator for the County of Inyo. He holds a Bachelor of Arts Degree in Economics from California State University, Stanislaus, and a Master of Arts Degree in Public Policy from Duke University.

He was born to Miguel and Aurora Mendez in 1965 and grew up working on a farm in Stanislaus County until the age of 21 when he went away to graduate school. He is the oldest of five brothers and considers his parents the two greatest influences in his life. He is most proud of the fact that all his brothers hold master's degrees from universities throughout the United States (Sacramento State University, Ohio State University, George Washington University, and the University of Michigan). He believes that with hard work, a strong family unit, and believing in oneself, anything is possible.

He has been the founding member of many regional efforts, including the Monterey Bay Economic Partnership (MBEP) where he was its first Co-Chair; Monterey Bay Community Power Agency where he was the first Chair of the Operations Board; The countywide task force that established the Salinas Valley Groundwater Sustainability Agency; the Male Institute for Leadership and Education (MILE) at Hartnell College. He currently sits on the Board of the United Way of Monterey County.

Working with the Gonzales City Council, he was able to steer the City of Gonzales through the toughest recession in decades. He has implemented many long-term, local, and regional initiatives in economic development, youth engagement, early childhood development, and sustainability (Gonzales Grows Green – G3). He has enhanced community engagement and transparency and established a Health in All Policies governance framework. He has worked to increase community energy reliability and public safety.

In 2019, Gonzales was one of five national winners of the Robert Wood Johnson Foundation's Culture of Health Prize. The Prize honors and elevates communities for working at the forefront of advancing health, opportunity, and equity.

Tsuneo Larry Oda Retired / City of Salinas

A third generation Japanese American, Larry Oda was born in a Justice Department Internment Camp in Crystal City, Texas during World War II and lives in Monterey, California. He was educated in Monterey City Schools and earned his Bachelors and Masters degrees from California State University, Fresno.



Larry's grandfather immigrated to the United States in 1906 to work in the fishing industry. He established his own cannery, the Sea Pride Cannery on Monterey's Cannery Row in 1926. Larry's father immigrated to the U.S. in 1917 and was the manager of the abalone processing Co-Op on Monterey's Fisherman's Wharf prior to World War II.

Larry is Chair Emeritus of the National Japanese American Memorial Foundation and served two terms as the National President of the Japanese American Citizens League. He has served on the National Board of the Buddhist Churches of America (BCA), and as President of the BCA Coast District Council. He is a Trustee of the Big Sur Land Trust and is the author of The Seapride Canning Company and the Oda Family History Larry retired from the City of Salinas, California after 27 years as the Maintenance Superintendent and Administrative Hearing Officer. He is a Vietnam Veteran.

Colby Pereira Chief Operating Officer / Braga Fresh Family Farms

Colby Pereira is the Chief Operating Officer at Braga Fresh Family Farms, a vertically integrated company that grows and ships organic and conventional fresh vegetables worldwide.

Colby holds a Bachelor of Science degree in agricultural business with a minor in crop science from Cal Poly, San Luis Obispo. She lives where she was born and raised, in Soledad, Calif., also home of Braga Fresh and the company's brand, Josie's Organics.

Colby is active in several professional and community organizations. She served as president to the Salinas Valley Chapter of California Women for Agriculture, representing Monterey, San Benito and Santa Cruz counties.

She is the current board president of the Monterey County Farm Bureau and is a board member of the Grower Shipper Association of Central CA, where she participates on the Food Safety, Land Use and Water Use Committees with both organizations. She also sits on the Leafy Green Marketing Agreement Technical Committee, the California Leafy Greens Research Board, the Salinas Valley Chamber of Commerce Board, the Hartnell College Foundation Board, the Community Foundation for Monterey County, is an elected director to the Salinas Valley Groundwater Sustainability Agency and an elected member of the Mission Union School District Board of Trustees.

Outside of work, Colby enjoys volunteering, traveling and spending time with friends and family.

Joe Pezzini Senior Director of Ag Operations / Taylor Farms

Joe Pezzini is a native of Salinas and from a third-generation farming family. He began his career with the Ocean Mist Farms group of companies in 1983 as a farm manager for Boutonnet Farms. In 2001, Joe became Vice President of Operations at Ocean Mist Farms where he was responsible for Cooling Operations, Food Safety, Quality Assurance and Human Resources.

Joe became the Chief Operating Officer in 2009 and was appointed to the CEO role in 2015. He has served on many industry boards including; Central California Grower-Shipper Association and Foundation, California Leafy Greens Product Handler Marketing Agreement (LGMA), Ag Against Hunger and Produce Marketing Association. Joe has been a leading advocate for produce food safety and was instrumental in forming the I:\EXECUTIVE\BOARD\Board Bios\2021



LGMA following the spinach crisis in 2006. Joe is a Hartnell College alum, UC Davis graduate and has an MBA from the University of Santa Clara.

Joe and his wife Mary have two grown children, David and Bess. Joe and Mary are avid gardeners, runners and share their home with a wide variety of animals including horses and peacocks.

Francine Rodd Executive Director / First 5 Monterey County

Francine Rodd has been the Executive Director for First 5 Monterey County (F5MC) since January 2004. The vision for F5MC is to ensure that all children reach their unique potential in a family and community that values, respects, and invests in early childhood. F5MC supports children from the prenatal stage through age five by: providing funding to local organizations implementing direct services; supporting knowledge development for providers and parents; and advocating for changes in policies and systems that promote inequities.

She has been active in community initiatives including, Bright Beginnings, the Bright Futures Cradle to Career Initiative, the Child Care Planning Council, and the Monterey County Children's Council.

Francine grew up in Marina. Prior to returning home after college, Francine worked overseas developing and implementing programs supporting women and children living in vulnerable communities. She lived and worked in Africa, Latin America and the Caribbean for more than 15 years - including working in Haiti for 5 years as the Peace Corps Country Director. She can 'get by' in Spanish and Haitian Creole and lives with her husband in Marina, California. She has a daughter at college and a son who is a Mechanical Engineer in San Jose.

Julie Roth Wealth Private Manager / Monterey Private Wealth

Julie Roth is a Wealth Manager at Monterey Private Wealth. Prior to joining MPW, Julie spent 20 years in the U.S. Air Force and retired as a lieutenant colonel in 2013. She worked in acquisitions conducting data analysis on newly developed weapons systems, and later in international relations advising senior leaders on military-political affairs. Julie holds an MS in Financial Planning from the University of Georgia, an MA in Organizational Management from the George Washington University, an MS in Applied Statistics from the University of Northern Colorado, and received her BS in Mathematics from the University of Arizona.

Julie serves as Trustee, Treasurer, and the Investment Committee Chair for the Naval Postgraduate School Foundation in Monterey, as the Treasurer of the Rotary Club of Pacific Grove, and is a mentor for the Pay It Forward Scholarship program at CSUMB.

Julie is a native of South Dakota and has lived in several places during her military career, but is very happy to call Pacific Grove home. She enjoys spending time with her husband and son, traveling, golfing, and soaking up the beautiful scenery around the Monterey Bay.

Abby Taylor-Silva V.P. of Policy & Communications, Grower-Shipper Association



Abby Taylor-Silva has been with the Grower-Shipper Association (GSA) since 2007, but her ties to the agriculture industry and to our local area go back generations. Her family farmed in Monterey County for 50 years, and she is a native of Monterey and San Benito Counties. She received her Bachelor of Arts degree in Political Science from UC Davis, where she also minored in Agricultural and Managerial Economics. Abby has devoted her career to representing the ag industry and more recently GSA's members on topics ranging from government regulation to pending legislation, water issues to food safety, and many other issues related to the ag industry.

Abby has received much recognition for her service to Central California. She was recognized as the Salinas Jaycees' 2008 and 2012 Young Farmer of the Year, received her Young Farmer's & Ranchers chapter's 2010 Star YF&R award at the local and district-wide level, received Produce Business' 40-Under-40 Award in 2010, and was recognized as Monterey, Santa Cruz and San Benito County's Ag Woman of the Year in 2011.

Jan Vanderbilt CPA-President / Vanderbilt CPAs

Jan Vanderbilt, of Carmel Valley, is a CPA and the president and CEO of Vanderbilt CPAs PC. Jan has been a CPA on the Monterey Peninsula for over 30 years. Her firm specializes in proactive consulting, planning, accounting, and other tax services for businesses, individuals, and estates and trusts. Jan is a graduate of Golden Gate University from whom she holds a degree as Master of Science – Finance. Jan currently serves on the Board of the Monterey Peninsula College Foundation and the CPE Forum of the Central Coast. "CFMC is a wonderful resource for our community and I am extraordinarily proud to have the opportunity to serve."

Jennifer Walker Attorney, Leach & Walker, a Professional Corporation

Jennifer Walker was born in Pittsburgh, Pennsylvania. She earned her B.A. with honors from The Johns Hopkins University and her J.D. from the University of California, Davis. She was admitted to practice law in California in 2001. Jennifer is a Certified Specialist in Estate Planning, Trust and Probate Law pursuant to the State of California Board of Legal Specialization.

Jennifer is a member of the Trusts and Estates Section of the Monterey County Bar Association and the Monterey County Women Lawyers Association. She is an art docent with the Washington Union School District and has served on several school site councils in the district. She is an active adult volunteer with the San Benancio 4-H Club. Jennifer served on the Board of Directors for the Monterey County Youth Museum and the Continuing Professional Education Forum of the Central Coast. She was a member of the Planned Giving Advisory Council at California State University Monterey Bay and the Planned Giving Committee of the Hospice Foundation. Jennifer has volunteered for Legal Services for Seniors and the Naval Postgraduate School Foundation.

Jennifer lives with her husband, Eric, and their two teenage daughters, two dogs, one cat, and guinea pig, in the Highway 68 corridor.

Tyller Williamson Monterey City Councilmember

Tyller Williamson was elected to the Monterey City Council in 2018. He has worked at the Naval Postgraduate School for the last 12 years where he currently serves as a Human Resources Specialist. He earned his I:\EXECUTIVE\BOARD\Board Bios\2021



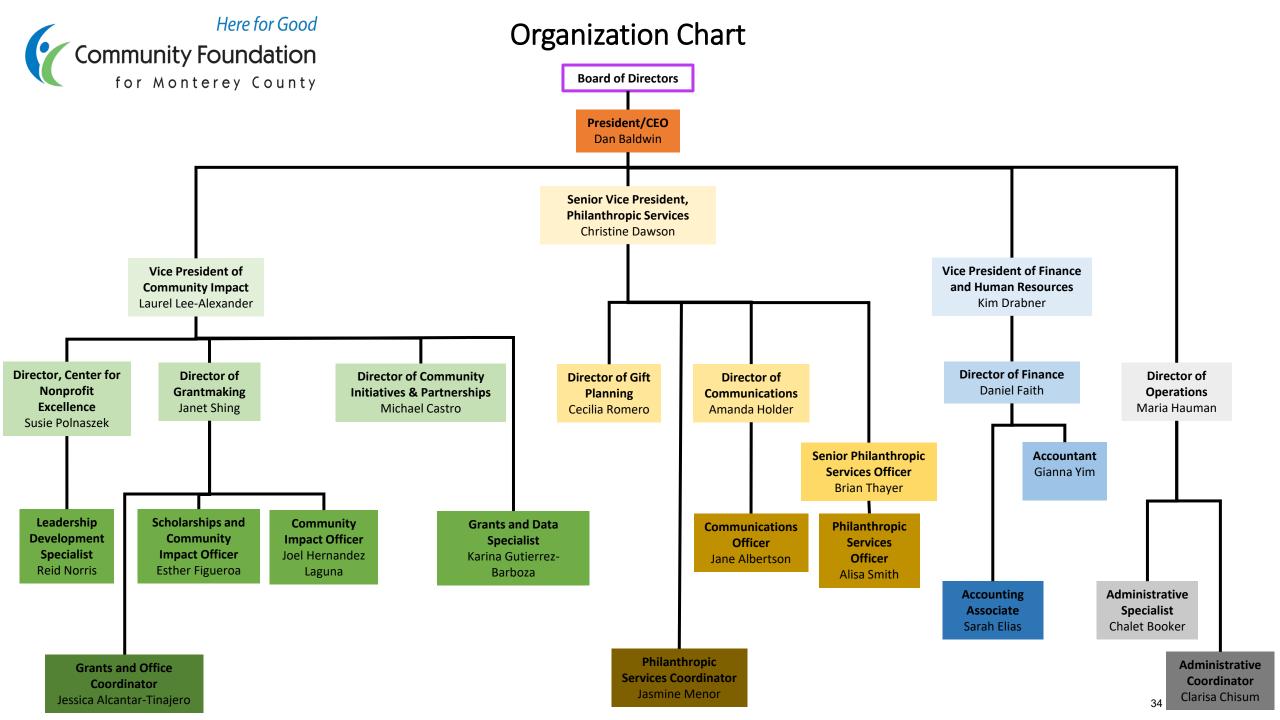
bachelor degree in Human Communication, Pre-Law from Cal State Monterey Bay and a Master of Business Administration from the Naval Postgraduate School.

Tyller managed 30 staff and over 500 volunteers as a Deputy Regional Field Director for President Obama's 2012 re-election campaign out of the San Francisco headquarters.

Tyller is a co-founder and Co-Chair of Monterey Peninsula Pride, an organization dedicated to celebrating the LGBTQ+ community on the Monterey Peninsula. These powerful events unite attendees through their commitment of respect for all and regional solidarity!

As a Monterey Councilmember, Tyller has prioritized housing by pushing the City to address tenant protections; championing 100% affordable housing development on City property; and leading the Monterey Peninsula Housing Coalition, a group of elected representatives across the Peninsula to look at housing solutions from a regional perspective. He supports transparency, seen through his success of passing campaign finance reform in the City.

Tyller enjoys collaborating with regional partners to improve the quality of life on the Central Coast.



The Program Getting Accredited

About Tus

FAQ

2022 CFNSB Updates

START YOUR ASSESSMENT

GETTING ACCREDITED

National Standards

All community foundations receiving accreditation must meet 26 National Standards. Updated in 2014, these standards show that the community foundation strives to achieve operational excellence.

Mission, Structure, & Governance



Meeting the Definition of a Community Foundation

A community foundation is a taxexempt, nonprofit, autonomous, nonsectarian philanthropic institution supported by the public with the longterm goals of:



An Independent Board that Reflects the Community

A community foundation has an independent governing body that ensures that the community foundation reflects and serves the breadth and diversity of the community.



Foundation Control over Component Funds

A community foundation's governing body retains variance power by which it may modify any restriction or condition on the distribution of assets, if circumstances warrant.

Advance the Foundation's Mission, Strategy, and Policies	A community foundation's governing body is responsible for the mission, strategic direction, and policies of a foundation.
A Board and Staff that is Responsible for Operational Health	A community foundation's governing body ensures the financial health and sustainability of the foundation.
6 A Board that Monitors Policies and Grants	A community foundation's governing body approves and monitors policies regulating the ethical operations of the community foundation, ensures that the community foundation meets all legal requirements, and approves all grants.
7 A Board that is Independent	A community foundation's governing body is not controlled by any other nonprofit foundation.
8 Board and CEO Compensation	A community foundation's governing body oversees a clearly articulated process for board governance and serves without compensation (exclusive of the chief executive officer).
9 Oversight and Control of Geographic Affiliates	A community foundation's governing body maintains oversight and control over geographic affiliates.

Resource Development



A Board and Staff Actively Developing Broad Support

A community foundation has, or is actively working to develop, broad support.



The Board Secures Discretionary Resources

A community foundation has a longterm goal of securing discretionary resources to address the changing needs of the community it serves.



The Board Demonstrates Legal and Fiduciary Control

A community foundation's governing body has legal and fiduciary control over all contributions received, adopts appropriate gift and fund acceptance policies, and makes these policies available upon request.

Stewardship & Accountability



Fund Management and Financial Records

A community foundation is a steward of charitable funds, which invests and prudently manages funds and maintains accurate financial records.



Accountable and Transparent Programs and Finances

A community foundation is accountable to the community it serves.



The Foundation Maintains Fund Records

A community foundation maintains a written record of the terms and conditions of each component fund and all applicable records must reference the variance power.



A community foundation honors the charitable intentions of its donors.

Honoring Donor Intent and

The Board Has and Makes Public the Annual Audit

A community foundation has an annual audit.

Grantmaking

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Diverse Grantmaking

A community foundation operates a broad grant program.



Discretionary Grants Respond to Community Needs A community foundation awards some grants from its discretionary resources.



Oversight of Grantmaking Due Diligence

A community foundation performs due diligence to ensure that grants will be used for charitable purposes and assesses the impact of its grantmaking.

Donor Relations



Donor Education and Engagement

A community foundation educates and engages donors in identifying and addressing community issues and grantmaking opportunities.



Gift Acknowledgement and Fund Statement for Donors

A community foundation promptly and accurately acknowledges gifts and provides fund statements.

Privacy & Confidentiality	A community foundation keeps all private information obtained with respect to donors and prospective donors confidential to the fullest extent possible.
24 Community Leadership	A community foundation identifies and addresses community issues and opportunities.
25 Social Media and Communications	The community foundation communicates openly and transparently on a regular basis.
26 Advocacy and Lobbying Activities	When involved in advocacy or lobbying activities, the community foundation ensures it is in compliance with applicable federal and state regulations.

Get started today. START YOUR ASSESSMENT

Excellence. Accountability. Impact.



THE NATIONAL STANDARDS IS A SUPPORTING ORGANIZATION OF THE COUNCIL ON FOUNDATIONS

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National Standard 1 Meeting the Definition of a Community Foundation

A community foundation is a tax-exempt, nonprofit, autonomous, nonsectarian philanthropic institution supported by the public with the long-term goals of:

- Building permanent, component funds established by many separate donors to carry out their charitable interests
- Supporting the broad-based charitable interests and benefitting the residents of a defined geographic area, typically no larger than a state
- Serving in leadership roles on important community issues

Directions: To meet the National Standards definition of a community foundation, reviewers will applicant's compliance with each element of the definition.

Key Elements

- 1.1. Did the board approve of the National Standards definition of a community foundation in the Board Resolution for the National Standards submission?
- 1.2. Is the community foundation in good standing with the IRS?
- 1.3. Is the community foundation currently compliant with all required annual corporation and trust document filings in the state(s) where it is incorporated and operates (if different states)?

National Standard 2

An Independent Board that Reflects the Community

A community foundation has an independent governing body that ensures the community foundation reflects and serves the breadth and diversity of the community.

Key Elements

- 2.1 Are all board officer positions and the minimum number of board seats filled according to the foundation's bylaws and state law?
- 2.2 Before selecting board nominees, did the board discuss board composition and diversity in relation to the community's composition and diversity? Please provide governance committee or board minutes that reflect a discussion about diversity.

National Standard 3

Foundation Control over Component Funds

A community foundation's governing body retains variance power to modify any restriction or condition on the distribution of assets, if circumstances warrant. Further, with respect to assets held in trust, the governing body must have the power to replace any participating trustee for breach of fiduciary duty.

Key Elements

- 3.1 Does the foundation have a process for making a material change to a fund agreement and determining when the board needs to vote on those changes?
- 3.2 If the community foundation has assets held in trust, does the board understand that they have <u>sole and independent</u> power to:
- Replace any participating trustee, custodian, or agent for breach of fiduciary duty
- Replace any participating trustee, custodian, or agent for failure to produce a reasonable return of net income over a reasonable period of time?

3.3 Does that policy outline a process to ensure that a fund remains active with regard to grant activity, unless otherwise specified by the donor and is approved by the board or the staff to which this responsibility is delegated. Does the applicant ensure this policy is shared with the donor and is made available to the public?

Note: For new donor advised funds, this fund activity requirement must be acknowledged by the donor at the time the fund is established. For existing donor advised funds, a notification via the method of your choice (i.e. email, phone, etc.) may be sent to all current donor advisors.

National Standard 4

Advance the Foundation's Mission, Strategy, and Policies

A community foundation's governing body is responsible for the mission, strategic direction, and policies of a foundation.

Key Elements

- 4.1 Does the community foundation state its mission consistently across its marketing and communications?
- 4.2 Does the board provide input, review and approve the foundation's strategic plan?
- 4.3 Does the board receive updates at least once a year on the foundation's work that aligns with the strategic plan?

National Standard 5

A Board and Staff that is Responsible for Operational Health

A community foundation's governing body ensures the financial health and sustainability of the foundation by:

- Ensuring adequate human and financial resources are used solely in furtherance of the foundation's mission
- Approving the foundation's budget and monitoring performance related to the budget
- Ensuring sound oversight and transparency of investment and spending policies and practices
- Holding the foundation's CEO (or equivalent in the case of all-volunteer foundations) accountable for the operations of the foundation

Key Elements

- 5.1 Does each employee receive and sign an employee handbook that is kept up to date and meets the legal requirements of the state where the foundation is incorporated?
- 5.2 Does the organization's hiring process comply with the Americans with Disabilities Act?
- 5.3 When is the last time the foundation reviewed its insurance needs, including coverage, adequacy of policy, limits, and deductibles?

For example: Directors and officers, building and content, employment practices, unemployment, liability.

5.4 If the foundation uses outside fundraisers, is there an audit mechanism to ensure that all collected funds are remitted to the organization?

For example: Planned giving advisors, online vendors, professional fundraisers, and event planners.

5.5 Does the board approve the budget each year?

Note: The reviewer checks whether the budget documents reflect actual revenues and expenditures compared to the budget to date.

- 5.6 Does the board receive budget reports on a regular basis that include the foundation's activities and analysis of budgetary variance?
- 5.7 Did the foundation become aware of any significant diversions of the foundation's assets in the past two years?

Note: A significant diversion is one required to be reported on Form 990, Part VI, Q.5.).

- 5.8 Has the foundation been notified that it is under investigation by a federal or state regulator in the past two years (including an IRS Audit)?
- 5.9 Does the community foundation have an annual performance review process for the CEO?

5.10 Is the CEO's compensation set by the board based on the performance review and a review of a relevant salary survey?

National Standard 6

A Board that Approves and Monitors Policies and Grants

A community foundation's governing body approves and monitors policies regulating the ethical operations of the community foundation, ensures that the community foundation meets all legal requirements, and approves all grants.

Key Elements

- 6.1 Does each board member receive a board handbook that includes the following?
- Job descriptions
- Board level committee descriptions
- · Current copies of governing documents
- 6.2 Does the foundation retain board minutes in accordance with its document retention policy?
- 6.3 Does the board approve new or revised policy or governing documentation as required by internal policies?
- 6.4 Does the board receive reports from each board level committee at least once per year
- 6.5 Do the board minutes reflect board approval of all grants required by internal policies?

Note: This may include ratifying staff- related approvals for grants.

6.6 Does the board follow the applicable state laws when making decisions by teleconference or written consent?

Note: Many states require unanimous written consent via email. This information is usually found in state corporations law and regulations.

National Standard 7

A Board that is Independent

A community foundation's governing body is not controlled by any other nonprofit foundation; by any single family, business, or governmental entity; or by any narrow group within the community it serves.

Key Elements

- 7.1 Do the foundation bylaws state that the board is the ultimate governing body?
- 7.2 To meet this standard, applicants must provide written job descriptions or scope of responsibilities for board members. The peer reviewer is looking for descriptions that are more specific than generic fiduciary and officer duties.
- 7.3 Is the board chair independent of the executive director and foundation management?
- 7.4 Are all board members, employees, volunteers, staff, and consultants annually required to review and sign a written acknowledgement of the conflicts of interest policy, or as required by law?
- 7.5 Provide one example of board or board level committee minutes that demonstrates that the community foundation has reviewed a conflict of interest. If the minutes do not include a narrative of how the issue was worked through and resolved, please include a brief narrative with that information in addition to the board minutes.

National Standard 8

Board and CEO Compensation

A community foundation's governing body oversees a clearly articulated process for board governance and serves without compensation (exclusive of the CEO).

- 8.1 Do any community foundation board members receive compensation from the community foundation for their service as a board member exclusive of the CEO? The reviewer will cross check this information against your Form 990.
- 8.2 Is your CEO's compensation recorded on the Form 990? The CEO's compensation must be listed regardless of what that salary is. Here is the IRS citation for more information.

National Standard 9

A Board with Oversight and Control of Geographic Affiliates

A community foundation's governing body maintains oversight and control over geographic affiliates. A geographic affiliate is a component fund (or collection of component funds), established within or by the community foundation, serving a defined geographic region and under a common advisory group.

Expanded Definition of a Geographic Affiliate (or similarly named body)

National Standards defines a geographic affiliate (or similarly named body) as a component fund (or collection of component funds) established within or by the community foundation that serves a defined geographic region and is under a common advisory group. These affiliates operate under the legal control of the applicant community foundation. For example, a fund that serves a particular county in your service area with its own advisory board but whose activities are under the control of the applicant community foundation would fall under this definition. In contrast, a women's fund serving your entire service area would not meet this definition. Separately incorporated charities, including supporting foundations, are also not covered by this definition.

Key Elements

- 9.1 Does the community foundation host geographic affiliates as defined in this section?
- 9.2 Does the chief executive officer or his/her designee of the community foundation explain the following information (verbally and in writing) to the advisory committee chair of the affiliate fund?
- Affiliates are organized as geographic component funds of the community foundation

- As a component fund of the community foundation, the geographic affiliate is not independent
- The host community foundation has overriding governance authority

9.3 Do any representative agreements or operation policies contradict the host community foundation's control and oversight of the geographic affiliate?

National Standard 10

A Board and Staff Actively Developing Broad Support

A community foundation has, or is actively working to develop, broad support in the form of contributions from many separate, unrelated donors with diverse charitable interests and accepts and administers diverse gift and fund types to meet the varied philanthropic objectives of donors and the needs of the community it serves.

Key Elements

10.1 Does the board have a plan to develop long-term support from many separate unrelated donors? This usually includes development of unrestricted assets that are under the discretion of the board.

Note: The asset development plan may be a component of strategic plan.

10.2 Does the board annually discuss and review the asset development plan?

10.3 Has the foundation registered with the appropriate state and local authorities in each state in which the foundation solicits contributions? More information can be found here: NASCO, Unified Registration Statement

National Standard 11

The Board Secures Discretionary Resources

A community foundation has a long-term goal of securing discretionary resources to address the changing needs of the community it serves.

Key Elements

11.1 Does the asset development plan include a long-term strategy to raise unrestricted dollars that can be used for operations and discretionary grant making?

National Standard 12

The Board Demonstrates Legal and Fiduciary Control

A community foundation's governing body has legal and fiduciary control over all contributions received, adopts appropriate gift and fund acceptance policies, and makes these policies available upon request.

Key Elements

12.1 Does your community foundation make gift and fund acceptance policies available upon request?

National Standard 13

A Board Oversees Fund Management and Financial Records

A community foundation is a steward of charitable funds, which invests and prudently manages funds and maintains accurate financial records.

Key Elements

13.1 Are records retained in accordance with federal and state law and the foundation's record retention policy?

- 13.2 Does the board receive interim and annual financial statements at board meetings such as a balance sheet, income statement, and cash flow statement?
- 13.3 Does the board receive an annual report on how investment performance in relation to its investment policy?
- 13.4 Who reviews and reports investment performance to the board?
- A board committee with investment experience
- A community foundation staff member with investment experience
- The investment firm managing the funds
- A third party firm that reports back on the board's due diligence
- Other, fill in the blank

National Standard 14

The Board is Accountable and Transparent about Programs and Finances

A community foundation is accountable to the community it serves and demonstrates this accountability by regularly disseminating information on its programs, finances, investments, and spending policies.

Sample Public Disclosure Policy – The Foundation will make available for public inspection the last three years of its tax documents, including Internal Revenue Service Forms 990 and 990-T (if applicable), any audit, and its tax exempt letter. If the request for any of these documents is made in person, the requested documents will be provided on the day of the request if possible. If the request is in writing (including email), copies will be provided within 30 days of the request. The requestor may be charged a reasonable fee for the cost of copying, plus storage. Questions concerning documents should be addressed to either the Executive Director or Board Chair of the Foundation.

Key Elements

- 14.1 Does the foundation post its most recent Form 990 to its website or to Guidestar?
- 14.2 Does the foundation post its last three IRS Form 990-Ts to its website or to GuideStar, or have a public disclosure statement that they will posted as they are filed?

14.3 Does the foundation make public an annual summary of its activities and financial status (this could be pages of the foundation's website, an annual report, etc.)?

For example: Pages of the foundation's website, an annual report, etc.

National Standard 15

The Foundation Maintains Fund Records

A community foundation maintains a written record of the terms and conditions of each component fund and all applicable records must reference the variance power.

Key Elements

15.1 Does the foundation keep a fully executed fund agreement including any addendums and meeting notes that reflect donor intent for each component fund?

National Standard 16

Board and Staff Honors Donor Intent and the Law

A community foundation honors the charitable intentions of its donors, consistent with community needs, and maintains a balance between donor involvement and governing board control, in accordance with all applicable laws and regulations.

Key Elements

16.1 Does the foundation keep records that are used to provide the staff and board with an understanding of the donor's intent for each executed fund agreement or gift instrument? These can be notes or addendums in each donor file.

16.2 Please select all of the ways the community foundation demonstrates understanding of donor intent:

 Periodically reviews gift agreements with living donors to determine if changes are necessary, such as succession planning for donor advised funds and clarifying the purpose of a fund

- Keeps records of planning conversations and donor conversations
- Maintains internal documents showing discussion of donor intent when making grants from the fund, such as board minutes or the materials provided to the board for grant making ratification/voting
- Other, please explain

16.3 If the community foundation engages with third-party gift planners or fundraisers does your foundation take the following actions?

- Check that the third-party participant(s) are registered with the appropriate state authorities.
- Properly report these fundraising expenses on the foundation's Form 990, and
- Disclose to donors information regarding the third-party relationship such as the name of the third-party and the financial benefit provided to the third-party.

16.4 If you allow your donors to initiate fundraising activities, do you share your donor-initiated fundraising guidelines or policy with them?

16.5 Does the community foundation award all scholarships in compliance with the following?

- Board approves all members of the committee by name, and the staff checks to make sure the donor, donor advisor, or related parties do not control the selection process
- Ensures the donor, the parties related to the donor, or donor advisors to not directly or indirectly control the committee.
- All grants are awarded on an objective and nondiscriminatory basis using a procedure that
 has been approved in advance by the board of directors of the sponsoring organization and
 that has been designed to ensure that all such grants meet the regulatory requirements for
 scholarship programs

National Standard 17

The Board Has and Makes Public the Annual Audit

A community foundation has an annual audit (or financial review, when assets total less than \$5 million) performed by an independent public accountant, reviewed and accepted by the governing body, and made available to the public upon request.

Key Elements

- 17.1 Does the community foundation have an audit committee or a committee that serves that purpose?
- 17.2 Did the board review and accept the auditor's annual management letter and audit? If under \$5 million, did the board review and approve an independent CPA's review?
- 17.3 Is the foundation's audit available to the public (i.e. via the website or the office)?

National Standard 18

The Board Oversees Diverse Grantmaking

A community foundation operates a broad grants program to multiple grantees that is not limited by mission to a single focus or cause or exclusively to the interests of a particular constituency, and widely disseminates grant guidelines to ensure the fullest possible participation from the community it serves.

Key Elements

- 18.1 Does the foundation provide guidelines on how to access or apply for each of the foundation's competitive grant opportunities?
- 18.2 Provide evidence that the foundation provides lists of past grantees that demonstrate the diversity of the foundation's grant program.
- 18.3 Do grant agreements (or award letters with grant guidelines/use for charitable purposes) accompany all foundation grants?
- 18.4 Does the foundation require grantees to demonstrate how grant funds were used (via site visits, grant reports, other)?

National Standard 19

The Board's Discretionary Grants Respond to Community Needs

A community foundation awards some grants from its discretionary resources through open, competitive processes that address the changing needs of the community.

Resources for Measuring Impact:

- Measuring Community Foundation Impact
- Foundation Center's Tools and Resources for Assessing Social Impact

Key Elements

19.1 Does the foundation provide public information about how the foundation's competitive grant opportunities address the needs of the community?

19.2 Provide a brief narrative describing how the foundation uses grant evaluation reports to educate the board and to improve the grantmaking process.

National Standard 20

The Community Foundation Oversees Grantmaking Due Diligence

A community foundation performs due diligence to ensure that grants will be used for charitable purposes and assesses the impact of its grantmaking.

Key Elements

20.1 Provide a process, flowchart, or checklist for determining which grants require exercise of expenditure responsibility. These grants include donor advised funds and fiscal sponsorship arrangements. If this is detailed in the foundation's due diligence policy, please attach that as evidence. If it is a separate document, please attach the separate document. The reviewer is looking for a level of specificity that includes all of the necessary steps for expenditure responsibility, specifically:

• Conducting a pre-grant inquiry - including a reasonable investigation of the grantee - to ensure that the proposed activity is charitable and that the grantee is able to perform the proposed activity

- Executing a written agreement with the grantee that specifies the charitable purposes of the grant, includes provisions that prohibit use of the funds for lobbying activities, and requires the grantee to return any funds not used for the designated purposes
- Requiring the grantee to maintain the grant funds in a separate fund so that charitable funds are segregated from non-charitable funds
- Requiring the grantee to provide regular reports on the use of the funds and the charitable activity supported by the grant
- Keeping documentation about the grant with a brief description of the grant, amount, charitable purpose, and current status of the grant (Note the 990PF requires this information, however, the current and revised Form 990 for public charities do not have instructions indicating that such information should be reported on the Form, so the application of this requirement to community foundations with donor-advised funds is unclear at this time)

Hints: Common responses that are **not** compliant:

- We only make grants to 501(c)(3)s-This language is insufficient for a policy. Both private foundations and supporting foundations are classified as 501(c)(3) foundations, and grants to these foundations may require expenditure responsibility.
- We do not make grants that require expenditure responsibility This language is insufficient for a policy. If the foundation does not make expenditure responsibility grants, your policy should state that you only make grants to 501(c)(3) public charities classified under sections 509(a) (1) and 509(a)(2) and identify the process used by the foundation to verify a grantee's status as one of those types.
- Determination Letters—Reliance on a foundation's determination letter is insufficient as it will not necessarily indicate whether a foundation is classified under 509(a)(1) and 509(a)(2). For example, the policy should indicate whether you use GuideStar Charity Check, the IRS Select Check, or the Exempt Foundations BMF tool to verify a potential grantee's tax status as 509(a)(1) or 509(a)(2).

For resources related to this standard, refer to 'NS 20' designated content in the 'Shared Documents' tab under the 'Documents' section on the assessment dashboard.

National Standard 21

The Board Oversees Donor Education and Engagement

A community foundation educates and engages donors in identifying and addressing community issues and grantmaking opportunities.

Key Elements

21.1 Please indicate which of the following donor education opportunities your foundation has provided in the last two years:

- Planned Giving Seminar
- Individual gift planning with a third-party professional
- Community Foundation Open House
- Community Foundation Information Session
- Site Visits
- Donor Reception
- Community Conversation
- Other (please list)

Note: Answering no to this question will not pass National Standards.

21.2 Submit at least three examples of donor outreach that discuss community issues or needs and opportunities for charitable giving or grants.

For Example: Solicitation letters, a convening of donors, the annual report, a video, and screenshots of webpages or other materials.

National Standard 22

Foundation Provides Gift Acknowledgement and Fund Statement for Donors

A community foundation promptly and accurately acknowledges gifts and provides fund statements, at least annually, to donors who wish to receive them.

Key Elements

22.1 Do all donors, including online donors, who make a gift of more than \$250 receive a gift acknowledgement that complies with the IRS guidelines for a gift receipt, including:

- Name of the organization
- Amount of the cash contribution
- Description <u>but not the value</u> of non-cash contribution
- Statement that the community foundation did not provide goods or services in whole or in partial consideration for any contributions to the organization or a good faith estimate of the value of goods and services, if any, that an organization provided in return for the contribution
- For donors to advised funds, the specific statement that the foundation has exclusive legal control over the contributed assets.

Note: PayPal does not offer this type of receipt and does not allow editing of its receipts, so additional information is required for a gift receipt from the PayPal site and possibly from other online vendors.

22.2 Does the community foundation provide all interested fund holders with fund statements at least annually or upon request? A fund statement that is available through an online portal satisfies this requirement.

National Standard 23

Privacy & Confidentiality

A community foundation keeps all private information obtained with respect to donors and prospective donors confidential to the fullest extent possible. If a community foundation uses an online giving portal, it must ensure that it protects donor data, honors donor intent, and discloses any transaction fees.

Key Elements

23.1 Do all employees, board members, staff and committee members receive the foundation's privacy/confidentiality policy and sign off that they understand and will comply with the policy?

23.2 Is the foundation's privacy policy, including donor privacy, posted online or publicly available?

National Standard 24

The Board Displays Community Leadership

A community foundation identifies and addresses community issues and opportunities. It strives to serve in leadership roles, including convening, and to assess the impact of its community leadership.

Key Elements

In 2013, CFLeads defines community foundation leadership as—"The community foundation is a partner that creates a better future for all by pursuing the community's greatest opportunities and addressing the most critical challenges, inclusively uniting people, institutions and resources from throughout the community, and producing significant, widely shared and lasting results."

24.1 Provide a narrative and specific sections of the foundation's annual report, board minutes, indicators reports, or similar information that speak to how the community foundation identifies and responds to community issues. This example could be a grant or another activity that shows how the foundation listens and responds to the community.

Hints

- The reviewers are not looking for one way that all community foundations do this work.

 They are looking for information that demonstrates the community foundation is aware of its community needs and it focuses resources to address those issues.
- Your submission should provide at least one example of your community foundation's community leadership in the last two years.
- Non-funding examples include participating in or leading convenings on specific topics that
 are important to the community, having a process for assessment of grantmaking and how
 that influences future grant cycles, and recording evidence of how the community
 foundation serves the breadth and diversity of the community.
- Funding examples that address community issues can range from creating an initiative; being the fiscal sponsor of a large project; focusing some discretionary or pooled funds into one project, program, or area that the community deems important (e.g. education, health, environment, emergency preparedness, emergency response, neighborhood planning, etc.); and structuring a grant program to include broad community input or voting on projects.
- Examples should be from the last two years.

For assistance with defining and explaining community leadership, here are some resources:

CFLeads, CF Insights

Council on Foundations: Community Foundations Centennial Monitor Institute: What's Next for Community Philanthropy?

Aspen Institute: Community Foundations

Democracy Collaborative: A New Anchor Mission

If your community foundation does not believe it meets this Standard, please speak with the Executive Director of National Standards for clarification or provide a narrative explaining how your community foundation meets the definition of a community foundation described in National Standard 1, but does not engage in these activities.

National Standard 25

The Board Oversees Social Media and Communications

The community foundation communicates openly and transparently on a regular basis. If social media is used by employees or in foundation communications, the community foundation develops a social media policy.

Key Elements

25.1 Does the community foundation share foundation news and communications regularly with the broad community regularly? Check all that apply:

- Press Releases
- Annual Report
- Website Updates
- Social Media Updates (Facebook, Twitter, etc.)
- None of the Above
- Other, please specify

The Board Oversees Advocacy and Lobbying Activities

When involved in advocacy or lobbying activities, the community foundation ensures it is in compliance with applicable federal and state regulations.

The reviewer will look for information about how the community foundation's staff and board discuss advocacy or lobbying activities or grantmaking that includes advocacy or lobbying efforts.

- Applicants should check the foundation's Form 990, Part IV and Schedule C to make sure any lobbying activities have been captured. The peer reviewer may cross-check the applicant response with the foundation's Form 990.
- Remember that responding "No Activity" and submitting your application is equivalent to the board and CEO attesting that advocacy and lobbying are not conducted by the community foundation and that the community foundation does not make grants to support lobbying by others.
- For guidance, please review the Alliance for Justice's Bolder Advocacy Program materials.

Key Elements

26.1 If your community foundation engaged in lobbying in the last two years, provide board minutes where the lobbying effort is discussed by the board.

26.2 If your community foundation engaged in advocacy in the last two years, provide board minutes where the advocacy effort is discussed by the board.









Contact your local Community Foundation

to bring stakeholders together, learn which organizations are working on issues you care about, or access grants and resources for local impact.

www.lccf.org

League of California Community Foundations



What are Community Foundations?

Community Foundations inspire philanthropy and strengthen communities. Individuals, families and others create charitable funds that help their region meet the challenges of changing times. California community foundations granted \$2.1 billion in 2017, and administered more than \$22 billion in philanthropic assets.

Community Foundations invest, administer and steward charitable assets based on a set of rigorous national standards. Community foundations are tax-exempt. They are public charities overseen by Boards of Directors comprised of volunteer community leaders.

Community Foundations understand local needs and make grants to nonprofit organizations doing important work in human services, education, the environment, the arts and more. They serve as leaders by bringing together key stakeholders around important issues. They are focused on building philanthropic resources to meet the needs of their communities now and in the future. Community Foundations are "Here for Good."

How can Community Foundations of California work with you?

- Share in-depth knowledge of the concerns, opportunities, groups and resources that shape their communities
- Convene and engage a cross-section of organizations and individuals around emerging issues
- Provide community leadership and a forum for dialogue and change
- Play a key role in solving local problems by creating opportunities for collective impact
- Accept and administer complex assets for community benefit
- ♦ Serve as lead philanthropic responders in the aftermath of disasters
- ♦ Channel high-impact grant funding and other resources throughout their regions
- Participate in advocacy efforts on important issues

There are nearly 800 Community Foundations in the United States.

League of California **Community Foundations QUICK FACTS:**

- Granted \$2.1 billion in 2017 and administered \$22 billion in charitable assets
- Comprised of 32 community foundations statewide
- Focus on solving the most challenging problems and improving the quality of life in their regions
- Know their communities—what the needs are and how to address them
- Share your interests and care about the future of California
- Provide strong stewardship of charitable resources
- Connect and strengthen the nonprofit sector
- Partner with individuals and families. to implement their charitable vision to bring the greatest community impact
- Include 10 of the largest 100 community foundations in the country based on asset size (2016 Columbus Survey)
- Most members voluntarily apply to be found compliant with the Council on Foundations National Standards for U.S. Community Foundations, a strict peer-review process that assures members meet the most rigorous standards in philanthropy.

League Members

California Community Foundation calfund.org

Central Valley Community Foundation centralvalleycf.org

East Bay Community Foundation eastbaycf.org

El Dorado Community Foundation eldoradocf.org

Humboldt Area Foundation hafoundation.org

Kern Community Foundation kernfoundation.org

Long Beach Community Foundation longbeachcf.org

Marin Community Foundation marincf.org

The Community Foundation of Mendocino County communityfound.ora

Community Foundation for Monterey County cfmco.org

Napa Valley Community Foundation napavalleycf.org

Orange County Community Foundation oc-cf.org

Pasadena Community Foundation pasadenacf.org

Placer Community Foundation placercf.org

Rancho Santa Fe Foundation rsffoundation.org

The Community Foundation (Inland Southern California Riverside and San Bernardino Counties) thecommunityfoundation.net

Sacramento Region Community Foundation sacregcf.org

Community Foundation for San Benito County cffsbc.org

The San Diego Foundation sdfoundation.org

The San Francisco Foundation sff.org

Community Foundation of San Joaquin cfosj.org

The Community Foundation San Luis Obispo County cfsloco.org

Santa Barbara Foundation sbfoundation.org

Community Foundation Santa Cruz County

Shasta Regional Community Foundation shastarcf.org

Silicon Valley Community Foundation siliconvalleycf.org

Solano Community Foundation solanocf.org

Community Foundation Sonoma County sonomacf.org

Stanislaus Community Foundation stanislauscommunityfoundation.org

Tahoe Truckee Community Foundation ttcf.net

Ventura County Community Foundation

Community Foundation of the Verdugos cfverdugos.org



Our mission is to promote and strengthen community foundations in California. Through collaboration and shared learning among member foundations and building partnerships with private and public entities, we strengthen philanthropy and support building healthy communities throughout California.



				Assets	CF											
Asset Size		Assets	DAF Assets	Endowed	Endowment	Gifts		Discretionary Grants		Total Grants		Total Scholarships		Staff and Board		
Foundation	Founded	ŚMillions	ŚMillions	%Percent	ŚMillions	Number	ŚMillions	Number	\$Millions	Number	ŚMillions	Number	Amount	# FTE Pd	# Board Members	As of (Date)
Solano	1996	12.20	0.54	87%	0.8	584	0.41	41	0.59	87	0.9	34	103,000	5	5	12/31/2021
Placer	2004	23.84	6.22	71%	4.27	580	2.70	145	1.44	390	1.59	27	62,500	6	11	6/30/2021
Los Altos	1991	27.00	18.00	11%	2.2	1,828	4.65	94	0.42	542	3.36	194	544,000	4	19	12/31/2021
San Joaquin	2007	30.00	6.75	11%	0.10	769	13	7		393	4.2	33	76,000	6	12	12/31/2021
Tahoe Truckee	1998	33.30	8.90	21%	6.7	1645	5.4	41	0.36	748	4.2	24	663,000	12	12	12/31/2021
North State	2000	37.76	10.73	75%	1.73	2,003	6.2	6	0.04	1,284	8.13	218	303,942	6	16	6/30/2021
Kern	1999	39.33	14.66	67%	0.38	777	4.6	13	0.35	491	1.83	150	150,000	3.8	12	12/31/2021
San Benito County	1992	40.70	28.60	35%	2.9	1,356	13.6	184	1.1	434	3.4	61	65,000	5	17	4/10/2022
Stanislaus	2002	47.04	28.97	9%	3.37	448	7.1	50	0.78	930	7.13	202	366,200	6	19	12/31/2021
Mendocino	1993	47.39	3.66	69%	8.35	1290	3.28	399	1.76	688	2.96	110	312,000	5.6	12	6/30/2021
Napa Valley	1994	58.31	12.71	41%	1.24	2,698	16.8	133	5.43	586	10.32	50	202,351	8.6	17	12/31/2021
North Valley	1989	66.20	19.93	7%	2.53	5,473	12.60		.05	1,172	16.59	29	22,800	19.82	9	12/31/2021
San Luis Obispo County	1998	77.40	25.10	87%	8.20	1311	8.5	40	0.33	1271	5.27	92	161,000	8.19	14	12/31/2021
Inland Empire	1941	130.56	19.03	74%	0.20	1627	20.9	53	0.84	559	17.11	398	2,177,028	15.5	15	12/31/21
Central Valley	1966	158.52	24.75	25%	1.25	1,171	20.79	19	0.77	468	9.56	239	274,200	18	19	06/30/21
Pasadena	1953	160.87	44.07	70%	22.2	1530	25.2	150	1.57	1812	8.58	81	141,307	7.5	20	2021
Rancho Santa Fe	1981	164.37	62.06	41%	1	815	23.1	56	0.7	1416	13.6	29	35,000	6.36	20	9/30/2021
Humboldt	1972	179.00	15.00	60%	10.72	2,000	9.3	100	0.85	1,550	11.25	600	750,000	44	11	06/30/2021
Santa Cruz	1982	199.90	57.91	44%	3.21	2,324	49.9	329	10.42	2026	24.18	32	307,600	17	15	06/30/2021
Ventura	1987	200.00	29.00	86%	4	1200	45	0	0	7120	46.5	390	1,140,000	15	13	6/30/2021
Sacramento	1983	206.00	93.00	69%	4	5224	21.4	155	1.2	2344	10.6	403	1.100,000	16	18	12/31/2021
Sonoma County	1983	239.18	62.23	52%	1.17	1,359	17	188	4.59	1,310	15.88	23	129,000	17	16	06/30/2021
Monterey County	1945	385.63	93.88	57%	0.50	7,516	39	293	4.21	2,192	36.6	387	1,643,026	22	20	12/31/21
Orange County	1989	514.00	131.18	39%	28.5	2235	105	97	1.24	3255	96.22	412	1,810,000	32	15	12/31/21
Santa Barbara	1928	578.64	107.53	27%	83.13	7354	45.5	506	6.78	2708	36.01	17	29,677	28	16	12/31/2021
East Bay	1928	849.00	691.00	6%	35	2600	369	454	12	2891	238	133	195,500	43	9	12/31/2021
San Diego	1975	1,308.87	559.24	53%	11	6,750	124.5	116	3.29	7,742	104.1	1,241	3,290,125	70	19	12/31/21
San Francisco	1948	1,900.00	671.00	47%	1,000.00	1250	178	616	43.6	6700	190	0	\$0	95	11	12/31/2021
California	1915	2,627.02	\$1,281	38%	830.85	13,930	621.32	679	23.27	8,125	396.25	476	1,850,210	70	22	6/30/2021
Marin	1986	3,755.60	1,161.57	34%	1,160.00	1,303	202	212	44.82	6,079	592.12	15	443,058	58.3	9	06/30/2021
Silicon Valley	2007	16,055.59	13,877.20	2%	366.59	3,827	4,100.00	389	13.72	15,048	2,270	660	3,195,406	96	16	06/30/2021
Total		\$30,153.22	\$19,165.89	1414%	\$3,606.01	84,777.00	\$6,115.75	5,565	\$186.52	82,361	\$4,186.44	6,760	\$20,442,930	766.7	459	



Alababatical			DA5.A	Assets	CF	•		Discusticular Cuanta Tatal						Shoff and Daniel	
Alphabetical		Assets	DAF Assets	Endowed	Endowment	nt Girts		Discretionary Grants Total		Grants	Total Scholarships		Staff and B	oard # Board	
Community Foundation	Founded	\$Millions	\$Millions	%Percent	ŚMillions	Number	\$Millions	Number	\$Millions	Number	\$Millions	Number	Amount	# FTE Pd	# Board Members
California	1915	2,627.02	\$1,281	38%	830.85	13,930	621.32	679	23.27	8,125	396.25	476	1,850,210	70	22
Central Valley	1966	158.52	24.75	25%	1.25	1.171	20.79	19	0.77	468	9.56	239	274,200	18	19
East Bay	1928	849.00	691.00	6%	35	2600	369	454	12	2891	238	133	195,500	43	9
Humboldt	1972	179.00	15.00	60%	10.72	2,000	9.3	100	0.85	1,550	11.25	600	750,000	44	11
Inland Empire	1941	130.56	19.03	74%	0.20	1627	20.9	53	0.84	559	17.11	398	2,177,028	15.5	15
Kern	1999	39.33	14.66	67%	0.38	777	4.6	13	0.35	491	1.83	150	150,000	3.8	12
Los Altos Mountain View	1991	27.00	18.00	11%	2.2	1,828	4.65	94	0.42	542	3.36	194	544,000	4	19
Marin	1986	3,755.60	1,161.57	34%	1,160.00	1,303	202	212	44.82	6,079	592.12	15	443,058	58.3	9
Mendocino	1993	47.39	3.66	69%	8.35	1290	3.28	399	1.76	688	2.96	110	312,000	5.6	12
Monterey County	1945	385.63	93.88	57%	0.50	7,516	39	293	4.21	2,192	36.6	387	1,643,026	22	20
Napa Valley	1994	58.31	12.71	41%	1.24	2,698	16.8	133	5.43	586	10.32	50	202,351	8.6	17
North State	2000	37.76	10.73	75%	1.73	2,003	6.2	6	0.04	1,284	8.13	218	303,942	6	16
North Valley	1989	66.20	19.93	7%	2.53	5,473	12.60		.05	1,172	16.59	29	22,800	19.82	9
Orange County	1989	514.00	131.18	39%	28.5	2235	105	97	1.24	3255	96.22	412	1,810,000	32	15
Pasadena	1953	160.87	44.07	70%	22.2	1530	25.2	150	1.57	1812	8.58	81	141,307	7.5	20
Placer	2004	23.84	6.22	71%	4.27	580	2.70	145	1.44	390	1.59	27	62,500	6	11
Rancho Santa Fe	1981	164.37	62.06	41%	1	815	23.1	56	0.7	1416	13.6	29	35,000	6.36	20
Sacramento	1983	206.00	93.00	69%	4	5224	21.4	155	1.2	2344	10.6	403	1.100,000	16	18
San Benito County	1992	40.70	28.60	35%	2.9	1,356	13.6	184	1.1	434	3.4	61	65,000	5	17
San Diego	1975	1,308.87	559.24	53%	11	6,750	124.5	116	3.29	7,742	104.1	1,241	3,290,125	70	19
San Francisco	1948	1,900.00	671.00	47%	1,000.00	1250	178	616	43.6	6700	190	0	\$0	95	11
San Joaquin	2007	30.00	6.75	11%	0.10	769	13	7		393	4.2	33	76,000	6	12
San Luis Obispo County	1998	77.40	25.10	87%	8.20	1311	8.5	40	0.33	1271	5.27	92	161,000	8.19	14
Santa Barbara	1928	578.64	107.53	27%	83.13	7354	45.5	506	6.78	2708	36.01	17	29,677	28	16
Santa Cruz	1982	199.90	57.91	44%	3.21	2,324	49.9	329	10.42	2026	24.18	32	307,600	17	15
Silicon Valley	2007	16,055.59	13,877.20	2%	366.59	3,827	4,100.00	389	13.72	15,048	2,270	660	3,195,406	96	16
Solano	1996	12.20	0.54	87%	0.8	584	0.41	41	0.59	87	0.9	34	103,000	5	5
Sonoma County	1983	239.18	62.23	52%	1.17	1,359	17	188	4.59	1,310	15.88	23	129,000	17	16
Stanislaus	2002	47.04	28.97	9%	3.37	448	7.1	50	0.78	930	7.13	202	366,200	6	19
Tahoe Truckee	1998	33.30	8.90	21%	6.7	1645	5.4	41	0.36	748	4.2	24	663,000	12	12
Ventura	1987	200.00	29.00	86%	4	1200	45	0	0	7120	46.5	390	1,140,000	15	13
Total		\$30,153.22	\$19,165.89	1414%	\$3,606.01	84,777.00	\$6,115.75	5,565	\$186.52	82,361	\$4,186.44	6,760	\$20,442,930	766.7	459