

**Meeting of the Board of Directors**  
**Tuesday, April 21, 2015 ~ From 3:30 to 5:30 PM**  
**2354 Garden Road, Monterey CA**

**Agenda**  
**3:15 Board Photo!**

- |    |  |      |
|----|--|------|
| 1. | Call to Order – Rick Kennifer, Board Chair   | 3:30 |
| 2. | Presentation of the 2014 Audit   | 3:35 |
|    | <ul style="list-style-type: none"> <li>• PMB Helin Donovan, Tom Rockwell and Molly Goshorn</li> <li>• Executive Session</li> </ul>   |      |
| 3. | Consent Agenda – Rick Kennifer   | 4:00 |
|    | <ul style="list-style-type: none"> <li>• Board Meeting Minutes - February 24, 2015 <b>(1-4)</b></li> <li>• Executive Committee Minutes - March 31, 2015 <b>(5-8)</b></li> <li>• Finance Committee Minutes - February 24, 2015 <b>(9)</b></li> <li>• Audit Committee Minutes - April 13, 2015 <b>(10)</b></li> <li>• Investment Committee Minutes - February 3, 2015 <b>(11-12)</b></li> <li>• Resource Development Committee Minutes - March 13, 2015 <b>(13-15)</b></li> <li>• Vice President of Grants and Programs Report - February 2015 <b>(16-18)</b></li> </ul> |      |
| 4. | Report of the Chair – Rick Kennifer  | 4:05 |
|    | <ul style="list-style-type: none"> <li>• Women’s Fund Luncheon, April 30</li> <li>• 100% Board Giving Resolution</li> </ul>  |      |
| 5. | Treasurer / Finance Committee – Tina Lopez   | 4:15 |
|    | <ul style="list-style-type: none"> <li>• February &amp; March 2015 Financials Summary <b>(19-26, 27-34)</b></li> </ul>   |      |
| 6. | Investment Committee – Ken Petersen  | 4:25 |
|    | <ul style="list-style-type: none"> <li>• Portfolio Update</li> </ul>   |      |
| 7. | Grants and Programs – Alfred Diaz-Infante  | 4:35 |
|    | <ul style="list-style-type: none"> <li>• Grant Approvals – March 2015 <b>(35-46)</b></li> </ul>  |      |
| 8. | New Fund Approvals- Dan Baldwin  | 4:50 |
| 9. | New Funds Approved since last meeting – Dan Baldwin  |      |
|    | <ul style="list-style-type: none"> <li>• The Morse Foundation Stewardship Fund</li> <li>• YWCA Stewardship Fund</li> <li>• Dekker Davidson Foundation</li> <li>• Peace of Mind Dog Rescue Stewardship Fund</li> </ul>  |      |

**Mission Statement**

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

**Strategic Priorities**

- Community Impact – Invest in developing healthy, safe and vibrant communities across Monterey County
- Philanthropic Leadership – Inspire and facilitate philanthropy throughout Monterey County
- Operational Excellence – Optimize performance and stewardship for maximum impact

- |   |      |
|---|------|
| 10. Resource Development Committee – Greg Chilton               | 4:55 |
| • Development Summary – February and March 2015 <b>(47, 48)</b> |      |
| 12. President/CEO Report – Dan Baldwin                          | 5:05 |
| • President's update – sent electronically                      |      |
| • Palm Terrace offer  |      |
| 13. Strategic Plan Discussion <b>(49-55)</b>                    | 5:15 |
| 14. Executive Session   |      |

Adjourn

**Next Board Meeting:            June 23, 2015            945 S. Main Street, Salinas**



**Minutes of the Meeting of the Board of Directors  
February 24, 2015**

**Board Members Present:** Rick Kennifer, Greg Chilton, Tina Starkey Lopez, Steve McGowan, Tonya Antle, Ida Chan, Steve Dart, Gail Delorey, Alfred Diaz-Infante, Catherine Kobrinsky Evans, Patti Hiramoto, Erica Padilla-Chavez, Jimmy Panetta, John Phillips.

**Absent:** Ken Petersen, Anna Marie Ponce, Raul Rodriguez, Ken Wright **A quorum was established.**

**Staff:** Dan Baldwin, Julie Conrad, Christine Dawson, Laurel Lee-Alexander, Amanda Holder, Diane Nonella.

**CALL TO ORDER**

Board chair Rick Kennifer called the regular meeting of the Board of Directors of the Community Foundation for Monterey County to order at 3:42 PM, Tuesday, February 24, 2015 at the Foundation's Monterey Office. Rick welcomed Jimmy Panetta and Erica Padilla-Chavez to their first official board meeting.

**CONSENT AGENDA – Rick Kennifer**

Rick Kennifer asked the board if they had any questions or required clarification on matters related to the consent agenda. There were no questions or concerns.

- Board Meeting Minutes – December 16, 2014
- Board Retreat Minutes – January 24, 2015
- Finance Committee Minutes – December 16, 2014
- Investment Committee Minutes – February 2, 2015
- Grants and Programs Committee Minutes – February 11, 2015
- Vice President of Grants and Programs Report - February 2015

**Motion: to approve the Consent Agenda. Greg Chilton / Alfred Diaz-Infante second. Motion carried unanimously.**

**REPORT OF THE CHAIR – Rick Kennifer**

Rick Kennifer highlighted the successful Legacy Society Luncheon, which occurred earlier in the day at the Monterey Plaza Hotel. Over 160 attended. Rick thanked the CFMC board members that attended, CFMC staff, Dan Baldwin and guest speaker Michael Reid, who spoke on behalf of the Fund for Homeless Women.

Rick reported the revised meeting schedule for the 2015 board meetings includes June 23 and October 27 meetings that will be held in the Salinas office.

**TREASURER / FINANCE COMMITTEE–Tina Starkey Lopez**

**December 31, 2014**

**Assets**

Total Assets through 12/31/2014 are **\$179,317,002** a **2.73%** increase since December 2013.

**Operating Fund**

Total revenue was \$214,165 more than the budget, and total expenses were \$69,019 more than the budget. The actual net operating surplus is \$159,490 compared to a budgeted surplus of \$14,344.

Note: The Expendable Operating Cash-on-Hand is at 6.5 months, excluding the operating reserve of \$250,000 and the building reserve of \$100,000.

**Gifts, Pledges, Bequests, Future Funds Greater than \$25,000, and Grants**

Total new contributions for the month were \$2,557,263 including \$150,000 from the Howard and Anne Morgens Foundation for the Howard and Anne Morgens Fund, \$50,000 from Community Human Services for the Community Human Services Stewardship Fund, stock valued at \$99,447 from Peter and Jackie Henning for the Peter and Jackie Henning Fund, stock valued at \$40,174 from Mr. & Mrs. Tom and Julie Anne Hopkins for the Youth in Wilderness Fund and the MC Gives campaign, \$75,000 from the Church in the Forest to establish the Church in the Forest Stewardship Fund, \$31,000 from Mr. & Mrs. William H. and Susanne Tyler, III for the William and Susanne Tyler Fund, \$250,000 from Mr. Scott Corwon for the Scott Corwon Fund, \$50,000 from Mr. & Mrs. Michel and Mary Orradre for the Mike and Mary Orradre Fund, \$90,000 from Mr. F. Robert Nunes for the F. Robert Nunes Family Fund, \$50,000 from Carmel Realty Brokerage Services to establish the Carmel Realty Foundation, \$87,500 from The Alexander F. Victor Foundation to establish The Alexander F. Victor Foundation Fund, \$60,000 from The Nepenthe/Phoenix Corporation Community Investment Program for the Nepenthe/Phoenix Corporation Fund, \$38,067 total proceeds from the Bubbles & Bags event for the Girl's Health in Girl's Hands activities of the Women's Fund, and \$849,582 combined gifts from individuals for the MC Gives campaign.

Grants to agencies for the month totaling \$2,208,785 were approved and recorded.

Interfund activity for the month totaled \$200,250.

**Bequests Receivable**

We recorded bequest receivables in the amount of \$50,000 from Mr. John Love and \$225,000 from Mrs. Nancy Maytag Love, when received; the proceeds will be added to The John and Nancy Love Fund.

**Motion: to approve the December 31, 2014 Financials**

**Gail Delorey / Tina Lopez. Motion carried unanimously.**

**January 31, 2015 Financials**

**Assets**

Total Assets through 1/31/2015 are **\$178,741,106** a **4.14%** increase since January 2014, and a **.32%** decrease since December 2014.

**Operating Fund**

Total revenue was \$56 more than the budget, and total expenses were \$6,952 less than the budget. The actual net operating deficit is \$245,548 compared to a budgeted deficit of \$252,558.

Note: The Expendable Operating Cash-on-Hand is at 5.0 months, excluding the operating reserve of \$250,000 and the building reserve of \$125,000.

### **Gifts, Pledges, Bequests, Future Funds Greater than \$25,000, and Grants**

Total new contributions for the month were \$286,762 including stock valued at \$106,179 from Mr. & Mrs. William and Nancy Doolittle for the Doolittle Fund.

Grants to agencies for the month totaling \$150,000 were approved and recorded. A complete list of the grants by grantee is included.

Interfund activity for the month totaled \$9,000.

### **Contributions Receivable**

We received the second of three payments, in the amount of \$459,332, from the David and Lucile Packard Foundation for the Community Leadership Project.

**Motion: to approve the January 31, 2015 Financials.**

**Gail Delorey \ Greg Chilton second. Motion carried unanimously.**

### **INVESTMENT COMMITTEE – Dan Baldwin for Ken Petersen**

Dan Baldwin reviewed the Pooled Endowment Portfolio Overview for the period ending 12/31/14. Dan described the current asset allocation and reported the YTD returns were 4.0% compared to the policy benchmark of 5.1%

Dan reported the Investment Committee discussed the idea of having a lower risk portfolio option for the benefit of interested donors and agencies. As well as, continued research on ways to make sure the investment policy statement and our stated return objectives are working together and are consistent with one another.

### **GRANTS AND PROGRAMS - Alfred Diaz-Infante**

Alfred Diaz-Infante reported in the spring Community Impact (CI) applications are considered for the Investing in Our People program area. This spring, 95 grant applications were received. 26 “small” applications (requesting \$12,000 or less), 52 for Youth Development & Education (formerly Building Blocks), 42 for Health & Human Service (formerly Wellness) and one ineligible (Arts); total requested: \$2,353,834.

**Motions 1: To approve the December 1, 2014 to January 31, 2015 grants (217) totaling \$2,566,035.**

**Alfred Diaz-Infante / John Phillips second. Motion carried unanimously.**

**Motion 2: To approve the grants over \$50,000 – totaling \$575,000. \$250,000 to the National Aquarium from the Scott Corwon Fund, \$225,000 to the ACTION Council from the Women’s Fund Endowment, \$50,000 to Shelter Outreach Plus from the Fund for Homeless Women Non-Endowed Fund and \$50,000 to the Monterey Bay Aquarium from the Landreth Family Fund.**

Gail Delorey noted the grant to Shelter Outreach Plus for \$50,000 had been approved at the December 16 board meeting.

**Alfred Diaz-Infante / John Phillips second. Motion carried unanimously.**

### **NEW FUNDS APPROVED SINCE LAST MEETING: Dan Baldwin**

Dan reported the Monterey Bay Economic Partnership (MBEP) Stewardship Fund is waiting for the designation letter for 501©3 non-profit status before the fund is active.

### **NEW FUND APPROVALS – Dan Baldwin**

Action item: The Mathew Paul Finnegan Memorial Scholarship Fund

A correction to the October 24, 2014 minutes should read, “a non-endowed donor advised (DA) fund to an endowed scholarship fund”.

**Motion: to approve the correction to The Mathew Paul Finnegan Memorial Scholarship Fund from a non-endowed donor advised fund to an endowed scholarship fund.**

**Greg Chilton / Erica Padilla-Chavez second. Motion carried unanimously.**

**RESOURCE DEVELOPMENT- Greg Chilton**

Greg Chilton reported on the December 2014 and January 2015 Resource Development Summaries. He highlighted the 2015 expectancies and recognized the value of professional advisors to refer the CFMC to their clients.

The Women’s Fund Luncheon will be April 30, 2015 at the Hyatt Hotel. The goal will be to wrap up the \$1.5M endowment campaign and celebrate the fund’s 10-year anniversary.

**AUDIT COMMITTEE – Dan Baldwin for Ken Wright**

The Audit Committee met with Tom Rockwell, senior partner, from PMB Helin Donovan to discuss the timeline for the 2014 audit.

The committee recognizes the volume and diversity of non-traditional gifts is growing and the audit is getting more complex. The committee will assess whether an RFP is needed to search for a new audit firm in 2016.

**PRESIDENTS REPORT – Dan Baldwin**

Dan reported the sale of Palm Terrace in Hawaii is progressing with a solid offer, but still requires the approval of the Queen’s Trust. He summarized the history of the asset and sale of the property for the board.

Dan reviewed all the 2014 non-traditional assets held by the CFMC.

Dan and Rick led a discussion about the results from the Monitor Institute exercise at the board retreat. There was discussion about next steps toward updating the 2010 strategic plan based on some of the aspirations discovered through that exercise. The strategic plan update will be on the agenda of the March 24, 2015 Executive Committee meeting, who will bring a recommendation to the April board meeting. A summary of the timeline for the previous strategic plan process and the need for a facilitator to assist the board with the strategic plan update will be presented.

The board went into Executive Session.

**ADJOURN – Rick Kennifer 5:25 PM**

**Next meetings:**

**April 21, 2015 in the Monterey office. (Early due to COF conference)**

Minutes prepared by: \_\_\_\_\_  
Julie Conrad, Administrative Services Manager

Approved by: \_\_\_\_\_  
Steve McGowan, Secretary of the Board of Directors



**Executive Committee Meeting  
945 S. Main Street #207 Salinas, CA  
March 31, 2015  
MINUTES**

**Committee Members Present:** Rick Kennifer, Greg Chilton, Tina Starkey Lopez, Steve McGowan, Alfred Diaz-Infante, Ken Petersen

**Absent:** Gail Delorey

**CFMC Staff Present:** Dan Baldwin, Laurel Lee-Alexander, Diane Nonella, Christine Dawson Julie Conrad

**Call to Order – Rick Kennifer**

Rick Kennifer called the regular meeting of the Executive Committee of the Community Foundation for Monterey County to order at 3:35 PM, Tuesday, March 31, 2015, at the Foundation's Salinas office.

**Approval of Minutes**

There was one correction to the November 25, 2014 Executive Committee meeting minutes. Greg Chilton noted on page 2 of the minutes, the Action item not on the agenda should read Certificate of Deposit not Certificate of Liability.

“The Finance Committee is requesting the approval of a resolution to purchase three Certificates of ~~Liability~~ *Deposit* from Rabobank.” (Corrected language 3/2015 JC)

**Motion: to approve the November 25, 2014 minutes: Greg Chilton / Alfred Diaz-Infante second. Motion carried unanimously.**

**Chair Report – Rick Kennifer**

Rick Kennifer noted the Women's Fund Luncheon is April 30, 2015 starting at 11:30 AM at the Hyatt Hotel in Monterey. The Women's Fund is celebrating 10 years and will highlight new initiatives and close the \$1.5 million endowment campaign.

The Council on Foundations conference is April 26-28 in San Francisco. Three board members and five staff members will attend. Dan Baldwin will facilitate a session on Endowment Building.

Rick reported the board will be asked at the April 21 board meeting to pass a resolution for 100% board contributions for 2015. It is a requirement for a pending grant application.

**Treasurer's Report -Tina Starkey Lopez  
February 28, 2015**

**Assets**

Total Assets through 2/28/2015 are **\$181,212,789** a **3.37%** increase since February 2014, and a **1.06%** increase since December 2014.

### **Operating Fund**

Total revenue was \$3,464 more than the budget, and total expenses were \$28,525 less than the budget. The actual net operating deficit is \$428,231 compared to a budgeted deficit of \$460,219.

Note: The Expendable Operating Cash-on-Hand is at 4.6 months, excluding the operating reserve of \$250,000 and the building reserve of \$125,000.

### **Gifts, Pledges, Bequests, Future Funds Greater than \$25,000, and Grants**

Total new contributions for the month were \$898,990 including stock valued at \$78,957 from Mr. & Mrs. William and Nancy Doolittle for the Doolittle Fund; \$650,000 for The David and Lucile Packard Foundation for The David and Lucile Packard Foundation Fund; \$95,000 from S.T.A.R. Foundation of Monterey County for the S.T.A.R. Foundation of Monterey County Stewardship Fund; and \$30,000 from Mr. & Mrs. Richard S. and Joanna Reynolds for the Richard Scott Reynolds Science and Technology Education Scholarship Fund.

Grants to agencies for the month totaling \$1,508,920 were approved and recorded.

Interfund activity for the month totaled \$13,500.

**Motion: to approve the February 28, 2015 financials. Tina Starkey Lopez/Steve McGowan Motion carried unanimously.**

Tina summarized the 2014 audit process and commended Diane Nonella for another clean audit with no remarks. The auditors reported the internal controls were effective and required no additional processes.

Tina reported the finance committee goals for 2015 are to support CFMC to hire an Accounting Manager, to provide direction for fiscal responsibility and long-term financial needs.

### **Grants and Programs Committee - Alfred Diaz-Infante**

Alfred Diaz-Infante reported there was one grant approval request. The CFMC Grants and Programs staff are requesting the approval of the proposed fund allocations for 2015 grants from the Futer Fund for Human and Humane Needs.

- \$227,942 from the Rudy E. Futer Fund for Human & Humane Needs to the Rudolph E. Futer Restricted Purpose Fund, for designated agency grants and administrative fees.
  - Rudolph E. Futer Restricted Purpose Fund designated agencies:
    - \$56,985.50 to CARE U.S.A. - San Francisco Region
    - \$56,985.50 to Child Family Health International
    - \$56,985.50 to Lifewater International
    - \$56,985.50 to Humane Society of the United States

**Motion: to approve \$227,942 from the Rudy E. Futer Fund for Human & Humane Needs to the Rudolph E. Futer Restricted Purpose Fund for four designated agency grants of \$56,985.50 each to: CARE U.S.A. - San Francisco Region, Child Family Health International, Lifewater International and Humane Society of the United States.**

**Greg Chilton/Alfred Diaz-Infante second. Motion carried unanimously.**

Grant approval not on the agenda: Willemsen Family Fund grant for the reading specialist and /or teaching staff salaries at Sacajawea Elementary School, Seattle Washington.

**Motion: to approve \$56,000 to the Sacajawea Elementary School, Seattle Washington from the Willemesen Family Fund. Greg Chilton / Alfred Diaz- Infante second. Motion carried unanimously.**

Alfred reported the Grants and Program goals for 2015 are:

- Advance Community Impact grantmaking toward strategic results
- Expand Women's Fund economic security grantmaking and leadership
- Expand role of CNE in supporting community leadership and nonprofit effectiveness
- Continue expansion of activities in Salinas Valley/South County
- Increase Grants and Programs alignment with CFMC philanthropic services to expand services to donor advisors, private foundations and corporations and scholarship programs
- Assert CFMC leadership role in convening community around key issues

#### **Investment Committee – Ken Petersen**

Ken Petersen reported the Investment Committee continues to review the investment portfolio and analyze the spend rate for the long term. The committee and Wurts & Associates are evaluating the Foundations return objective and the portfolios prospective 10 year returns.

The Investment Committee's on-going goals are:

- Asset allocation and risk analysis
- Monitoring investment objectives, policies and procedures
- Evaluate the practices and performance, allocations, return goals and fees

The committee would like to determine whether a lower risk fund is a viable option for short-term stewardship and certain donor advised funds.

#### **Governance Committee – Dan Baldwin for Gail Delorey (absent)**

Dan Baldwin reported he will connect with Gail Delorey after the tax season.

#### **Resource Development Committee - Greg Chilton**

Greg Chilton reviewed the February Resource Development Summary and highlighted the Southern Monterey County Foundation at the fairgrounds in King City. Over 100 people attended the event. Christine Dawson reported that over \$75,000 has been generated by the "Founding Family" campaign where donors are asked to contribute \$1000 a year for five years or \$5000 now. Half of the money goes to the endowment and half to the non-endowed fund.

Greg Chilton summarized the Resource Development 2015 goals:

- Develop philanthropic services standards
- Create Salinas Valley affiliate fund
- Latino philanthropy
- Develop a professional advisor council
- Revise Gift Acceptance Policy
- Increase scholarship funds
- Expand Legacy Society
- Update fund agreements

#### **Funds approved electronically since last meeting - Dan Baldwin**

No funds approved.

#### **New Fund Approvals - Dan Baldwin**

Dan described three new agency stewardship funds: The Morse Foundation Stewardship Fund, YWCA and Peace of Mind Rescue.

**Motion: to approve three funds: The Morse Foundation Stewardship Fund, YWCA Stewardship Fund and Peace of Mind Rescue Stewardship Fund. Greg Chilton / Steve McGowan second. Motion carried unanimously.**

**Motion to approve: The Dekker Davidson Foundation a non-endowed, donor advised fund. Steve McGowan / Ken Petersen second. Motion carried unanimously.**

**President/CEO Report - Dan Baldwin**

Dan reported the sale of the Palm Terrace property in Hawaii is not moving forward with the current buyers, but there is a new prospect.

Rick Kennifer opened a discussion about the CFMC strategic plan. There was a lively conversation about impact investments, community leadership and the direction the CFMC might consider for the future. Alfred brought up the difference between a facilitator and a consultant for the process and felt having a facilitator was very beneficial. The Executive Committee reached a decision to bring the question of how to proceed to the full board at the April 21 meeting. Rick will recommend the use of a facilitator and a ½ day special meeting to update the CFMC strategic plan.

**Executive Session**

Rick Kennifer asked for a short Executive Session.

Meeting adjourned at 5:45

**Next Executive Committee Meeting is:**

- **Tuesday, May 26, 2015 in the Monterey office**

Minutes prepared by: \_\_\_\_\_  
Julie Conrad, Administrative Services Manager

Approved by: \_\_\_\_\_  
Rick Kennifer, Chair of the Board of Directors



**Finance Committee Minutes  
February 24, 2015**

**Present:** Tina Starkey Lopez, Committee Chair, Gail Delorey, CPA, Rick Kennifer

**Staff:** Dan Baldwin and Diane Nonella

**Absent:** Stephen Dart and Ken Wright

The meeting of the Finance Committee of the Community Foundation for Monterey County was called to order by Tina Starkey Lopez at 2:33PM on February 24, 2015.

**Minutes**

On a motion by Rick Kennifer, seconded by Gail Delorey, the minutes of the December 16, 2014 meeting were accepted as written.

**Financial Statement Review**

Tina Starkey Lopez reviewed the complete financial statement for December 2014.

On a motion by Gail Delorey, seconded by Rick Kennifer, the committee approved the December 2014 financial statement.

Tina then reviewed the complete financial statement for January 2015.

On a motion by Rick Kennifer, seconded by Gail Delorey, the committee approved the January 2015 financial statement.

**Discussion Items**

Dan Baldwin presented the list of non-cash assets, and the history for some of the assets.

Dan then reviewed the 2014 year-end Growth-At-a-Glance charts.

Having no further business, the meeting was adjourned at 3:23PM.

**Minutes prepared by:**

\_\_\_\_\_  
Diane R. Nonella, Director of Finance and HR

**Approved by:**

\_\_\_\_\_  
Tina Starkey Lopez, Committee Chair



**Audit Committee Minutes  
April 13, 2015**

- Present:** Ken Wright, Committee Chair
- Absent:** Gail Delorey, Rick Kennifer and Tina Starkey Lopez
- Staff:** Dan Baldwin and Diane Nonella
- Also Attending:** Tom Rockwell, Engagement Partner, PMB Helin Donovan  
Molly Goshorn, Audit Manager, PMB Helin Donovan

The meeting of the Audit Committee of the Community Foundation for Monterey County began at 9:25AM on April 13, 2015; there was not a quorum.

**BBR Presentation**

Molly reviewed the financial statements, noting significant changes from prior years, including:

- Significant increase in contributions due to the Duff and Dawson estates
- Expenses increased mostly due to an increase in grantmaking activity
- Permanently Restricted Net Assets decreased due to the conversion of endowed donor advised funds to non-endowed donor advised funds

Dan Baldwin commented that the fund conversions had a significant impact on the increased grantmaking.

Diane Nonella made a correction to Note 14 – Retirement Plans, to correct the eligibility period from after one-year, to immediately eligible, with a six-month vesting period.

**Discussion Item**

Dan Baldwin discussed the description for the TAP CommodityBuilder Fund, which is described as a hedge fund, and recorded as a Level 3 holding, but is described by Wurts as a Level 2, alternative investment.

Tom Rockwell and Molly Goshorn will contact Anne Westreich at Wurts to discuss and clarify how the holding should be recorded.

Having no further business, staff was excused and the committee went into executive session.

**Minutes prepared by:**

**Approved by:**

\_\_\_\_\_  
Diane R. Nonella  
Director of Finance and HR

\_\_\_\_\_  
Ken Wright  
Audit Committee Chair



**Investment Committee Minutes  
February 2, 2015**

- Present:** Ken Petersen, Committee Chair, David Benjamin, Ida Lopez Chan, Stephen Dart, Bill Doolittle, Craig Johnson, Rick Kennifer, Jimmy Panetta, Bill Sharpe and Ken Wright
- Absent:** Steve McGowan
- Staff:** Dan Baldwin, Diane Nonella and Michelle Perry
- Also Attending:** Anne Westreich, Wurts & Associates

The meeting of the Investment Committee of the Community Foundation for Monterey County was called to order by Ken Petersen at 3:04PM on February 2, 2015.

Ken Petersen welcomed new committee member Jimmy Panetta.

**Wurts & Associates**

Anne Westreich reviewed the fourth quarter 2014 results. The market value of the portfolio at 12/31/2014 was \$144,398,309. The YTD returns were 4.0% compared to the policy benchmark of 5.1%.

Anne also reviewed the Active Management Environment report, the 2014 look back, and the 2015 work plan.

Anne reviewed the benchmark comparison report, and the committee discussed the benchmarks used. Bill Sharpe suggested, and Ken Petersen agreed, we should change the benchmark for alternative holdings from CPI+5% to something that is investable. Anne will research other benchmark options, and report her findings at the May meeting.

Stephen Dart commented a dichotomy exists between how we construct our endowment portfolio and our stated return objective.

Our Investment Policy Statement (IPS) governs our endowment and determines and monitors our asset allocation and manager selection. The IPS reflects modern portfolio theory and is mindful of the importance of diversification and risk management.

Our Stated Return Objective (SRO) is determined by summing our current spending policy (4.5%), anticipated inflation rate (2.4%) and approximate administrative costs (1.0%) that equal 7.9%.

The dichotomy occurs because the IPS and SRO are arrived at independently of one another. This needs to change in order to insure that our IPS and SRO are harmonized and the resulting allocation and objectives are consistent with one another.

There is only one (material) variable in either of the IPS or SRO over which we have any control: the current spending policy.

Given that our investment consultant projects that our anticipated 10 year growth forecast is < 7%, one of two things needs to happen. One, if we maintain an SRO of 4.5% then our asset allocation must be modified to target higher returns (which entails greater risk). Or two, if we are to be governed by our current IPS then our spending policy must be reduced accordingly.

The committee discussed Stephen's observations, and agreed further discussion will be included in the agenda for the February board meeting.

### **Discussion Items**

Ken Petersen introduced the idea of adding a lower risk portfolio option, for the benefit of interested donors and agencies.

Dan Baldwin explained that many other community foundations have multiple investment options, and that he has received inquiries from local nonprofit agencies interested in this type of investment option, including one agency with approximately \$5 million to invest.

Dan further explained that this option would be available for new donor advised funds, new agency funds, and that we would not move funds from our current portfolio, unless requested by current donor advisors.

Dan will send the committee links to other community foundations with multiple investment portfolio options.

Anne will prepare scenarios for a low risk portfolio, and present them at the May meeting.

The low risk portfolio discussion will be included in the agenda for the February board meeting.

### **2015 Meetings**

Ken Petersen informed the committee the meeting schedule will be changed to the second Monday, of the second month, of each quarter, starting with the August 2015 meeting.

The remaining 2015 meetings are scheduled as follows:

Monday, May 4, 2015, 3:00 – 5:00PM

Monday, August 10, 2015, 3:00 – 5:00PM

Monday, November 9, 2015, **3:00 - 5:30PM**

Having no further business, the meeting was adjourned by Ken Petersen at 5:00PM.

### **Minutes prepared by:**

---

Diane R. Nonella, Director of Finance and HR

### **Approved by:**

---

Ken Petersen, Investment Committee Chair



**Community Foundation for Monterey County (CFMC)  
Resource Development Committee  
Meeting Minutes of March 10, 2015**

**Present:** Greg Chilton, Steve McGowan, Raul Rodriguez, Dan Baldwin, Christine Dawson, Amanda Holder, Brian Thayer, Jan McAlister

**Absent:** Tonya Antle, Kurt Gollnick, Rick Kennifer, Jimmy Panetta, Erica Padilla-Chavez

Greg Chilton welcomed committee members and staff and called the meeting to order at 3:40 PM.

**Review of Meeting Minutes from December 9, 2014**

There were no additions or corrections to the minutes. Motion to approve minutes made by Raul Rodriguez; 2nd by Steve McGowan

**Activity Update**

**Christine Dawson** – Recap of Development Summary

- 1 new fund has been opened in 2015
- Year to date gifts are higher than last year
- Reviewed the activity section of the report
- **Events**
  - Legacy Society Lunch – luncheon was held on February 24, 2015 at the Monterey Plaza Hotel & Spa
  - Very successful, received positive feedback from attendees
  - Longtime members impressed with the growth of Legacy Society membership/funds
  - Purpose of event is to celebrate our Legacy Society members, to introduce potential donors to the CFMC and to educate professional advisors on the value of working with CFMC
  - Women's Fund Luncheon
  - April 30, 2014 at the Hyatt Regency Monterey
  - Sponsorship is at \$14,000

**Philanthropic Services Update**

- Continue to engage donor advisors
  - Setting up meetings with donors advisors to make a personal connection, getting to know their philanthropic goals as well as showing them how to use Donor Central. Each donor advisor have been assigned to our one of our Philanthropic Services Officers
  - There will be approximately 24 meetings per year between donor advisors and Brian, Josh, Christine and Dan
  - Greg Chilton asked that we document the details of our donor meetings
  - Josh reviewed the DA grantmaking for 2014
  - 935 grants made totaling 4.2 million, 38% of all grants made in 2014 were DA grants
  - 2010 \$1.4 million in DA grants compared to 2014 \$4.2 million in DA grants. This increase is due to engaging DA's and changing funds from endowed to non-endowed
  - 42% of DA grants were \$1,000 or less

**Communications Report**

- Reviewed communications outreach for the first quarter of 2015
- Website - currently reviewing 2 proposals to redesign our new website

**Resource Development 2015 Goals**

- **Develop Philanthropic Services Standards**
  - Personalize DA fund contacts
  - Research new ways to engage DA's
  - Educate DA's and learn about interests
- **Create Salinas Valley Affiliate Fund**
  - Engage community members, create talking points
  - Use SMCF as an example
  - Set meetings with key community members with the assistance of Raul, Kurt, Erica to gage interest
  - Learn about the communities and their priorities
- **Latino Philanthropy**
  - Christine and Aurelio attended conference on Latino Philanthropy in San Francisco
  - Develop local connections into Latino community and start to gage interest
- **Professional Advisor Council**
  - Actively engage PA's with presentations (DRIM and Private Foundation Services) and other educational meetings
  - CMFC board member to introduce more PA's to the CFMC
  - Increase referrals from PA's
- **Revise Gift Acceptance Policy**
  - Draft of Gift Acceptance Policy was discussed
  - Christine and Josh have reviewed several community foundation policies and utilized the best practices from each to create the CFMC draft policy
- **Scholarship Funds**
  - **California Access Foundation**
    - CFMC has been asked to work with the California Access Foundation
    - Increase unrestricted scholarship funds for underserved population
    - Increase the rate of bachelor's degree completion in our county
- **Expand Legacy Society**
  - Reviewing list of donors who have made donation of \$25,000 or more to an endowed fund or created a new endowed fund for possible interest in becoming Legacy Society members, Engage current donors and prospects in planned giving discussions
- **Update Fund Agreements**
  - Review of current fund agreement is underway
  - Review best practices in the field

#### **Salinas Valley Initiatives**

- **Southern Monterey County Foundation**
  - On March 26, 2015 the SMFC will hold a fundraising event and celebration of accomplishments. This will include an invitation to become a Founding Family donor. Donors will be asked to donate \$5,000 over 5 years to build the fund
- **Greenfield, Soledad and Gonzales**
  - Prospect research and engagement strategies are being developed for the Greenfield, Soledad and Gonzales affiliate fund
  - One on one meetings with key community members with the assistance of Raul, Kurt, Erica to gage interest

#### **Gift Acceptance Policy Review**

- The gift acceptance policy is a guiding document to establish what gifts are acceptable and how to limit liability of CFMC
- Committee members asked to review current gift acceptance policy and recommendations and be ready to discuss at next meeting

The next Resource Development committee meeting is scheduled June 9, 2015 at 3:30 in the Salinas conference room.

Meeting adjourned at: 5:10 PM

---

Prepared by: Jan McAlister, Development Associate

---

Approved by: Greg Chilton, Resource Development Committee Chair



## GRANTS AND PROGRAMS REPORT

**Laurel Lee-Alexander, Vice President of Grants and Programs**  
**April 21, 2015 Board Meeting**

### **ACTION ITEMS:**

- 1. Approve Grant Awards, February -- March.** Between February 1 and March 31, 2015 the Community Foundation awarded 314 grants totaling \$2,885,563. (See list of grants since the last board meeting.)

### **INFORMATION ITEMS:**

#### **1. Community Impact Grants Program:**

- Community Impact (CI) grant application review is underway. The spring grantmaking cycle is going well, receiving overall positive feedback regarding our new online grant system from applicants and committee members. Staff continues to request constructive feedback from all users to improve the process and experience.

Applicants' comments include,

*I feel the application process was very easy to understand. I appreciate that some sections had examples of the type of "concise" information CFMC was looking for and helped guide the application.*

*I really liked it. Good clear questions with examples. Easy to use. Like the limited space. Uploads were very easy. Thanks.*

Committee members' comments include,

*I really liked the new online application – what a difference in my ability to read each proposal more thoroughly and evaluate them against the criteria – and one another.*

*I am a paper person and I liked the old system. But I have to say that reviewing the grant applications online was not only easy but more efficient.*

- Information sessions will be provided this summer in preparation for the August application deadline. The focus of these sessions is to help prospective applicants understand how to use our online grant system.

#### **2. Center for Nonprofit Excellence (CNE):**

- The 2015 LEAD Institute participants have identified personal, professional development and organizational change goals, and attended the first three monthly seminars on nonprofit management and leadership topics.
  - In response to requests from the community, CNE has expanded its offerings for existing nonprofit leaders. Two learning circles for Executive Directors are underway, and a new four-part roundtable for board officers has begun with over twenty participants.

- CNE is leading an effort by the Capacity Builder's Network to provide multiple learning opportunities regarding evaluation, entitled "The Year of Impact". So far, CNE has helped bring the Packard Foundation's Kathy Reich for a luncheon presentation and sponsored a two-part workshop on Developing Vision statements.
- CNE hosted a six-part webinar series on Understanding Financial Statement, allowing participants to view it together and ask additional questions of the presenters. A two-part series on collaboration is underway.
- The Futer Essential Social Services grantees are working together to identify ways to share their successes and build greater community/fundraising support. CNE has facilitated several meetings with communications/marketing consultants to support this effort.
- Community Leadership Project (CLP) grantees attended their first peer convening of 2015, and many are participating in a two-part workshop on individual donor development.
- In its role as a member of NAMC's coordinating body, CNE staff helped present a legislative update and an information session on the recent report about the impact of nonprofits in the Monterey County economy.

### **3. Neighborhood Grants Program (NGP):**

- The grants committee for the Neighborhood Grants Committee held their Applicant Assemblies on Saturday, April 11<sup>th</sup> in Salinas and April 18<sup>th</sup> in Greenfield to hear 19 of the 41 proposals received. The grants committee is scheduled to make their final recommendation on Friday, May 8<sup>th</sup>.
- The 2015 Neighborhood Grants Program Awards Ceremony is scheduled for Saturday, July 25<sup>th</sup> from 10:00 am to 12:00 noon at Hartnell Community College.
- The Neighborhood Grants Program and the Center for Nonprofit Excellence is coordinating a workshop for grassroots and small NPOs on how to develop an annual budget (income and expenses) to be held on Thursday, May 28<sup>th</sup> in the CFMC Conference Room in Salinas.

### **4. Girls' Health in Girls' Hands (GHGH):**

- The Girls' Leadership Network (GLN), consisting of 12 girls who represent all-member agencies, facilitated an action-advocacy campaign to raise awareness on the need to prioritize social and emotional health, which was defined at the fall 2014 GHGH Summit by girls across the county as the top priority for youth health countywide. The campaign coordinated a youth-led petition at over 18 school and community sites countywide collecting 587 signatures from youth, educators, teachers, parents, administrators and public policymakers. The GLN also drafted a Resolution which was adopted by the Board of Supervisors in March 2015, recognizing the work of GHGH and the need to prioritize social and emotional health.
- GLN members and GHGH plan to meet with the Monterey County Board of Education and the Monterey County Health Commission in the coming months to present GHGH research and propose some youth-informed solutions to social and emotional health. Some of these solutions include; addressing the lack of access to counselors and schools staff trained to adequately support the social and emotional health of their students at schools, and asking for an allocation of funds for this training and increased access to counselors.
- Transition timeline for administrative and backbone support of GHGH to the Health Department is expected for summer 2015. Community Foundation will continue to stay involved with the initiative as a fiscal sponsor and advisor and will work closely with

Rose Vasquez, Health Program Coordinator and the Hub of GHGH to ensure a successful transition and long term sustainability of GHGH.

**5. Community Leadership Project (CLP):**

The CFMC has been invited to apply for funding for the final phase of CLP 2 (through July 2017), which will provide the community grantees with “exit year” grants and continued capacity building support. A convening of all 13 Central Coast community grantees and the three community foundations was held at the National Steinbeck Center on April 2.

**6. Community Leadership and Partnerships**

a) Research and planning continues for two community issues:

- Homelessness
  - The President/CEO and VPGP have met with numerous leaders of local homeless services organizations to gather information and ask how the CFMC can help raise awareness and help the agencies lead their efforts to address the issues.
  - We have scheduled a community meeting on Wednesday, May 27 (3:00 – 5:00 pm, CFMC Monterey) to continue the discussion and offer our assistance.
- Youth Programs/Violence Prevention
  - The President/CEO and VPGP are meeting with local experts to learn more about the issues and potential gaps in service.

b) The Packard Foundation is hosting a discussion on April 23 about the principles and practices of strategic restructuring, including nonprofit mergers, joint ventures, and partnerships featuring LaPiana Consulting. Partners include the CFMC, Community Foundation Santa Cruz County, and Monterey Peninsula Foundation.



*Here for Good*

**Community Foundation**  
for Monterey County

**FINANCIAL STATEMENT**

**For the Two Months Ended February 28, 2015**

**COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
FINANCIAL REPORTS  
For the Two Month Ended February 28, 2015**

**TABLE OF CONTENTS**

Notes to Financial Statements

Statement of Financial Position

Statement of Activities

Comparisons of Actual to Budget - Operating Fund

**COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
NOTES TO THE FINANCIAL STATEMENTS  
For the Two Months Ended February 28, 2015**

**Assets**

Total Assets through 2/28/2015 are **\$181,212,789** a **3.37%** increase since February 2014, and a **1.06%** increase since December 2014.

**Operating Fund**

Total revenue was \$3,464 more than the budget, and total expenses were \$28,525 less than the budget. The actual net operating deficit is \$428,231 compared to a budgeted deficit of \$460,219.

Note: The Expendable Operating Cash-on-Hand is at 4.6 months, excluding the operating reserve of \$250,000 and the building reserve of \$125,000.

**Gifts, Pledges, Bequests, Future Funds Greater than \$25,000, and Grants**

Total new contributions for the month were \$898,990 including stock valued at \$78,957 from Mr. & Mrs. William and Nancy Doolittle for the Doolittle Fund; \$650,000 for The David and Lucile Packard Foundation for The David and Lucile Packard Foundation Fund; \$95,000 from S.T.A.R. Foundation of Monterey County for the S.T.A.R. Foundation of Monterey County Stewardship Fund; and \$30,000 from Mr. & Mrs. Richard S. and Joanna Reynolds for the Richard Scott Reynolds Science and Technology Education Scholarship Fund.

Grants to agencies for the month totaling \$1,508,920 were approved and recorded.

Interfund activity for the month totaled \$13,500.

COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF FINANCIAL POSITION  
CONSOLIDATED - ALL FUNDS  
For the Two Months Ended February 28, 2015 and February 28, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL February 28, 2015</u>	<u>TOTAL February 28, 2014</u>
<b>ASSETS</b>							
<b>Cash:</b>							
Cash & Cash Equivalents	1,645,971	972,259	196,432	4,174,318	0	6,988,981	7,077,571
Investments at Market-Pool	0	0	125,151,581	22,910,531	0	148,062,111	142,145,865
Separately Invested Funds	0	0	0	79,320	0	79,320	175,209
<b>Total Cash &amp; Investments</b>	<b>1,645,971</b>	<b>972,259</b>	<b>125,348,013</b>	<b>27,164,169</b>	<b>0</b>	<b>155,130,413</b>	<b>149,398,645</b>
<b>Accounts Receivable:</b>							
Admin Fees & Misc Receivables	0	0	0	0	0	0	0
Pledges & Contributions Receivable	0	0	4,000	12,750	100,000	116,750	576,082
Note Receivable	0	0	188,640	0	0	188,640	195,514
Bequests & Remainder Interest	0	0	0	0	1,039,615	1,039,615	764,615
Due from OPER	0	0	1,440,199	0	0	1,440,199	1,477,727
Investment in an LLC	0	0	38,781	0	0	38,781	891,278
Charitable Remainder Trusts	0	0	0	0	21,280,525	21,280,525	20,712,860
Charitable Gift Annuities	0	0	0	0	208,373	208,373	97,687
<b>Total Accounts Receivable</b>	<b>0</b>	<b>0</b>	<b>1,671,619</b>	<b>12,750</b>	<b>22,628,513</b>	<b>24,312,882</b>	<b>24,715,762</b>
<b>Other Assets:</b>							
Prepaid Expenses	3,445	0	0	0	0	3,445	1,665
Property-Net of Depreciation	1,766,050	0	0	0	0	1,766,050	1,810,611
<b>Total Other Assets</b>	<b>1,769,495</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,769,495</b>	<b>1,812,276</b>
<b>TOTAL ASSETS</b>	<b>3,415,466</b>	<b>972,259</b>	<b>127,019,632</b>	<b>27,176,919</b>	<b>22,628,513</b>	<b>181,212,789</b>	<b>175,926,683</b>

COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF FINANCIAL POSITION  
CONSOLIDATED - ALL FUNDS  
For the Two Months Ended February 28, 2015 and February 28, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL February 28, 2015</u>	<u>TOTAL February 28, 2014</u>
<b>LIABILITIES &amp; NET ASSETS</b>							
<b>Liabilities:</b>							
Grants Payable	0	408,333	340,100	141,978	0	890,411	1,539,977
Administrative Fees Payable	0	0	0	0	0	0	0
Contingent Liabilities	0	0	0	0	13,180,126	13,180,126	12,977,552
Funds held as Agency Endowments	0	0	4,141,296	0	0	4,141,296	3,969,154
Funds held as Stewardship Funds	0	0	0	9,680,534	0	9,680,534	9,081,360
Loan Payable	0	0	0	0	0	0	150,000
Payroll, Misc. and Accts Payable	1,568,941	3,566	0	4,250	0	1,576,757	1,638,765
<b>Total Liabilities</b>	<b>1,568,941</b>	<b>411,898</b>	<b>4,481,396</b>	<b>9,826,762</b>	<b>13,180,126</b>	<b>29,469,123</b>	<b>29,356,808</b>
<b>Net Assets:</b>							
Net Assets-Beginning Balance	2,274,755	126,974	120,031,660	17,367,912	9,908,827	149,710,128	145,089,304
Change in Net Assets -							
Current Year	(428,231)	433,388	2,506,577	(17,755)	(460,440)	2,033,539	1,480,572
<b>Total Net Assets</b>	<b>1,846,525</b>	<b>560,361</b>	<b>122,538,237</b>	<b>17,350,157</b>	<b>9,448,387</b>	<b>151,743,667</b>	<b>146,569,875</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>3,415,466</b>	<b>972,259</b>	<b>127,019,632</b>	<b>27,176,919</b>	<b>22,628,513</b>	<b>181,212,789</b>	<b>175,926,683</b>

COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF ACTIVITIES  
CONSOLIDATED - ALL FUNDS  
For the Two Months Ended February 28, 2015 and February 28, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL February 28, 2015</u>	<u>TOTAL February 28, 2014</u>
<b>SUPPORT AND REVENUE:</b>							
Contributions	1,375	0	86,848	1,096,862	0	1,185,085	1,158,379
Interfund Gifts	3,500	0	6,500	12,500	0	22,500	68,473
Pledge Payments Received	0	459,332	0	0	0	459,332	534,333
Future Contributions-A/R-Pledge-Bequests-CRT	0	0	0	0	0	0	0
Contributions Received via Bequest	0	0	0	0	0	0	0
Change in Value, Split Interest Trusts, Future Assets	0	0	0	0	0	0	0
Gain/Loss on Sale of Property	0	0	0	0	0	0	0
Oil, Gas & Land Royalties	0	0	0	0	0	0	0
Interest & Dividend Income	1,832	0	73,560	14,045	0	89,437	85,348
Administrative Fees	1,108	0	0	0	0	1,108	2,000
Fees from Special Projects	9,217	0	0	0	0	9,217	23,593
Workshop and Contract Service Income	19,019	0	0	0	0	19,019	15,750
Misc Income/Returned Grants	89	1,528	0	66	0	1,683	15,186
<b>Total Support and Revenue</b>	<b>36,140</b>	<b>460,860</b>	<b>166,908</b>	<b>1,123,473</b>	<b>0</b>	<b>1,787,380</b>	<b>1,903,061</b>
<b>EXPENSES:</b>							
<b>Operating Expenses and Distributions:</b>							
Salaries & Benefits	330,568	12,655	0	0	0	343,222	310,719
Administrative Costs	81,769	12,408	0	9,308	0	103,486	118,402
Occupancy Costs	35,602	0	0	0	0	35,602	37,595
Development Expenses	15,285	2,409	0	0	0	17,694	25,235
Board & Committee Expenses	1,147	0	0	0	0	1,147	2,309
<b>Total Operating Expenses</b>	<b>464,370</b>	<b>27,472</b>	<b>0</b>	<b>9,308</b>	<b>0</b>	<b>501,151</b>	<b>494,261</b>

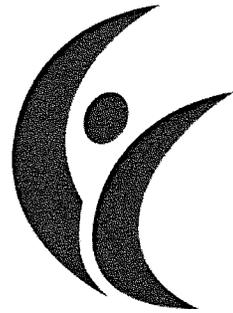
COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF ACTIVITIES  
CONSOLIDATED - ALL FUNDS  
For the Two Months Ended February 28, 2015 and February 28, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL February 28, 2015</u>	<u>TOTAL February 28, 2014</u>
<b>Grants and Grant Related Expenses:</b>							
Grants	0	0	127,232	1,521,688	0	1,648,920	1,686,237
Interfund Grants	0	0	3,500	19,000	0	22,500	68,473
Pledge Payments Paid	0	0	0	0	459,332	459,332	534,333
Bequests Payments/Transfers	0	0	0	0	0	0	0
Other Expenses	0	0	0	325	0	325	3,750
Other Payments/Transfers	0	0	(35,657)	35,657	0	0	0
Grant Related Expenses	0	0	0	0	0	0	0
Administrative Fees	0	0	0	0	1,108	1,108	2,000
Fees to Managers	0	0	20,440	3,714	0	24,154	16,833
<b>Total Grants and Grant Related Expenses</b>	<b>0</b>	<b>0</b>	<b>115,514</b>	<b>1,580,385</b>	<b>460,440</b>	<b>2,156,339</b>	<b>2,311,626</b>
<b>Total Expenses and Grants</b>	<b>464,370</b>	<b>27,472</b>	<b>115,514</b>	<b>1,589,693</b>	<b>460,440</b>	<b>2,657,490</b>	<b>2,805,887</b>
<b>Excess of Revenues (Expenses)</b>							
Before Gains on Investments & Transfers	(428,231)	433,388	51,394	(466,220)	(460,440)	(870,109)	(902,825)
<b>GAINS(LOSS) ON INVESTMENTS:</b>							
Realized-Gain (Loss)	0	0	0	110	0	110	(2,851)
Unrealized-Gain(Loss)	0	0	2,455,183	448,355	0	2,903,538	2,386,248
<b>Total Gain/(Loss) on Investments</b>	<b>0</b>	<b>0</b>	<b>2,455,183</b>	<b>448,465</b>	<b>0</b>	<b>2,903,648</b>	<b>2,383,397</b>
<b>Change in Net Assets</b>	<b>(428,231)</b>	<b>433,388</b>	<b>2,506,577</b>	<b>(17,755)</b>	<b>(460,440)</b>	<b>2,033,539</b>	<b>1,480,572</b>
Net Assets Beginning of Year	2,274,755	126,974	120,031,660	17,367,912	9,908,827	149,710,128	145,089,304
<b>Net Assets, End of Period</b>	<b>1,846,525</b>	<b>560,361</b>	<b>122,538,237</b>	<b>17,350,157</b>	<b>9,448,387</b>	<b>151,743,667</b>	<b>146,569,875</b>

**COMMUNITY FOUNDATION FOR MONTEREY COUNTY**  
**Combined Operating Fund Budget vs. Actual**

For the Two Months Ended February 28, 2015 and February 28, 2014

	Year-To-Date			YTD Actual
	Actual	Budget	Variance	2/28/2014
<b>REVENUE</b>				
Contributions - Foundations	0	0	0	0
Contributions - Indiv/Corp	1,375	8,850	(7,475)	932
Contributions - Interfund	3,500	0	3,500	3,000
Contributions - New Pledges	0	0	0	0
Pledge Payments Received	0	0	0	0
Bequests Received	0	0	0	0
Admin & Special Project Fees	10,325	9,717	608	25,593
Workshops/Contracts	19,019	11,700	7,319	15,750
Miscellaneous Income	89	1,575	(1,487)	15,186
Interest and Dividends	1,832	834	998	392
Realized Gains/(Losses)	0	0	0	0
<b>Total Revenue</b>	<b>36,140</b>	<b>32,676</b>	<b>3,464</b>	<b>60,853</b>
<b>EXPENSE</b>				
<b>Personnel</b>				
Salaries and Wages	258,891	257,622	1,269	232,271
Payroll Taxes	27,213	19,763	7,450	24,686
Insurance and Other Benefits	44,463	49,688	(5,225)	39,686
<b>Sub-total</b>	<b>330,568</b>	<b>327,073</b>	<b>3,495</b>	<b>296,642</b>
<b>Administrative</b>				
Supplies	2,602	3,600	(998)	4,484
Equip / Computer Maintenance	9,134	10,484	(1,350)	14,780
Bank Charges	727	1,416	(689)	1,819
Printing	7,183	5,600	1,583	0
Postage / Freight	3,540	3,191	349	1,174
Dues/Subscriptions	21,064	20,680	384	21,608
Services (legal, acct, consult)	14,928	19,475	(4,547)	13,126
D&O Insurance	4,010	4,000	10	3,828
Telecommunications	2,423	3,244	(822)	3,140
Conferences & Training	605	3,200	(2,595)	2,624
Miscellaneous	224	0	224	0
Depreciation	15,330	15,330	0	14,080
<b>Sub-total</b>	<b>81,769</b>	<b>90,220</b>	<b>(8,451)</b>	<b>80,663</b>
<b>Facilities</b>				
Property / Liability Insurance	8,302	9,800	(1,498)	9,418
Maintenance / Repairs	2,515	2,200	315	873
Janitorial	3,386	3,715	(329)	2,796
Rent	7,371	7,984	(613)	9,645
Mortgage, Interest & Property Taxes	9,635	9,635	0	9,882
Utilities	4,393	5,584	(1,191)	4,981
Moving Expense	0	0	0	0
<b>Sub-total</b>	<b>35,603</b>	<b>38,918</b>	<b>(3,316)</b>	<b>37,595</b>
<b>Development, Program &amp; Staff</b>				
Donor Development	7,590	12,308	(4,718)	11,981
Advertising & Promotion	42	6,650	(6,608)	2,360
Mileage, Meals & Meetings	736	5,941	(5,205)	1,309
Workshops	3,399	6,276	(2,877)	4,048
Annual Meetings	0	0	0	0
Annual Report	0	0	0	0
Staff Recognition Expenses	3,519	3,475	44	514
Board & Committee Expenses	1,147	2,034	(887)	2,309
<b>Sub-total</b>	<b>16,432</b>	<b>36,684</b>	<b>(20,252)</b>	<b>22,521</b>
<b>Total Expenses</b>	<b>464,370</b>	<b>492,895</b>	<b>(28,525)</b>	<b>437,421</b>
<b>Net Income / (Loss)</b>	<b>(428,231)</b>	<b>(460,219)</b>	<b>31,988</b>	<b>(376,568)</b>



*Here for Good*

**Community Foundation**  
for Monterey County

**FINANCIAL STATEMENT**

**For the Three Months Ended March 31, 2015**

**COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
FINANCIAL REPORTS  
For the Three Month Ended March 31, 2015**

**TABLE OF CONTENTS**

Notes to Financial Statements

Statement of Financial Position

Statement of Activities

Comparisons of Actual to Budget - Operating Fund

**COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
NOTES TO THE FINANCIAL STATEMENTS  
For the Three Months Ended March 31, 2015**

**Assets**

Total Assets through 3/31/2015 are **\$180,822,203** a **2.74%** increase since March 2014, and a **.84%** increase since December 2014.

**Operating Fund**

Total revenue was \$16,874 less than the budget, and total expenses were \$30,536 less than the budget. The actual net operating surplus is \$1,675 compared to a budgeted deficit of \$11,986.

Note: The Expendable Operating Cash-on-Hand is at 6.4 months, excluding the operating reserve of \$250,000 and the building reserve of \$125,000.

**Gifts, Pledges, Bequests, Future Funds Greater than \$25,000, and Grants**

Total new contributions for the month were \$1,415,003 including \$1,129,480 from the Central Coast Veterans Cemetery Foundation for the Central Coast Veterans Cemetery Foundation Fund; \$100,000 from Girls, Inc. of the Central Coast to establish the Girls, Inc. Stewardship Fund; \$50,000 from Peace of Mind Dog Rescue to establish the Peace of Mind Dog Rescue Stewardship Fund; and \$50,000 from the YWCA Monterey County to establish the YWCA Monterey County Stewardship Fund.

Grants to agencies for the month totaling \$1,121,197 were approved and recorded.

Interfund activity for the month totaled \$40,190.

COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF FINANCIAL POSITION  
CONSOLIDATED - ALL FUNDS  
For the Three Months Ended March 31, 2015 and March 31, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL March 31, 2015</u>	<u>TOTAL March 31, 2014</u>
<b>ASSETS</b>							
<b>Cash:</b>							
Cash & Cash Equivalents	2,035,742	946,310	196,218	5,167,514	0	8,345,785	8,085,141
Investments at Market-Pool	0	0	123,634,304	22,697,828	0	146,332,132	141,237,943
Separately Invested Funds	0	0	0	79,281	0	79,281	174,741
<b>Total Cash &amp; Investments</b>	<b>2,035,742</b>	<b>946,310</b>	<b>123,830,522</b>	<b>27,944,623</b>	<b>0</b>	<b>154,757,198</b>	<b>149,497,824</b>
<b>Accounts Receivable:</b>							
Admin Fees & Misc Receivables		0	0	0	0	0	0
Pledges & Contributions Receivable	0	0	4,000	12,750	100,000	116,750	576,082
Note Receivable	0	0	188,640	0	0	188,640	195,514
Bequests & Remainder Interest	0	0	0	0	1,039,615	1,039,615	764,615
Due from OPER	0	0	1,436,803	0	0	1,436,803	1,474,695
Investment in an LLC	0	0	38,781	0	0	38,781	891,278
Charitable Remainder Trusts	0	0	0	0	21,271,132	21,271,132	20,704,359
Charitable Gift Annuities	0	0	0	0	208,373	208,373	97,687
<b>Total Accounts Receivable</b>	<b>0</b>	<b>0</b>	<b>1,668,224</b>	<b>12,750</b>	<b>22,619,120</b>	<b>24,300,094</b>	<b>24,704,231</b>
<b>Other Assets:</b>							
Prepaid Expenses	5,687	0	0	0	0	5,687	1,665
Property-Net of Depreciation	1,759,224	0	0	0	0	1,759,224	1,803,571
<b>Total Other Assets</b>	<b>1,764,912</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,764,912</b>	<b>1,805,236</b>
<b>TOTAL ASSETS</b>	<b>3,800,654</b>	<b>946,310</b>	<b>125,498,746</b>	<b>27,957,373</b>	<b>22,619,120</b>	<b>180,822,203</b>	<b>176,007,291</b>

COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF FINANCIAL POSITION  
CONSOLIDATED - ALL FUNDS  
For the Three Months Ended March 31, 2015 and March 31, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL March 31, 2015</u>	<u>TOTAL March 31, 2014</u>
<b>LIABILITIES &amp; NET ASSETS</b>							
<b>Liabilities:</b>							
Grants Payable	0	407,833	337,789	141,978	0	887,599	1,570,477
Administrative Fees Payable	0	0	0	0	0	0	0
Contingent Liabilities	0	0	0	0	13,180,126	13,180,126	12,977,552
Funds held as Agency Endowments	0	0	4,141,296	0	0	4,141,296	3,969,154
Funds held as Stewardship Funds	0	0	0	9,680,534	0	9,680,534	9,081,360
Loan Payable	0	0	0	0	0	0	75,000
Payroll, Misc. and Accts Payable	1,524,223	8,091	0	0	0	1,532,314	1,611,555
<b>Total Liabilities</b>	<b>1,524,223</b>	<b>415,924</b>	<b>4,479,084</b>	<b>9,822,512</b>	<b>13,180,126</b>	<b>29,421,869</b>	<b>29,285,098</b>
<b>Net Assets:</b>							
Net Assets-Beginning Balance	2,274,755	126,974	120,031,660	17,367,912	9,908,827	149,710,128	145,089,304
Change in Net Assets - Current Year	1,675	403,413	988,002	766,949	(469,833)	1,690,205	1,632,889
<b>Total Net Assets</b>	<b>2,276,431</b>	<b>530,386</b>	<b>121,019,661</b>	<b>18,134,861</b>	<b>9,438,994</b>	<b>151,400,333</b>	<b>146,722,193</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>3,800,654</b>	<b>946,310</b>	<b>125,498,746</b>	<b>27,957,373</b>	<b>22,619,120</b>	<b>180,822,203</b>	<b>176,007,291</b>

COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF ACTIVITIES  
CONSOLIDATED - ALL FUNDS  
For the Three Months Ended March 31, 2015 and March 31, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL March 31, 2015</u>	<u>TOTAL March 31, 2014</u>
<b>SUPPORT AND REVENUE:</b>							
Contributions	2,575	0	174,740	2,422,772	0	2,600,088	2,030,548
Interfund Gifts	37,190	0	13,000	12,500	0	62,690	101,978
Pledge Payments Received	0	459,332	0	0	0	459,332	534,333
Future Contributions-A/R-Pledge-Bequests-CRT	0	0	0	0	0	0	0
Contributions Received via Bequest	0	0	0	0	0	0	0
Change in Value, Split Interest Trusts, Future Assets	0	0	0	0	0	0	0
Gain/Loss on Sale of Property	0	0	0	0	0	0	0
Oil, Gas & Land Royalties	0	0	0	0	0	0	0
Interest & Dividend Income	2,716	0	495,238	92,199	0	590,153	501,731
Administrative Fees	584,929	0	0	0	0	584,929	558,799
Fees from Special Projects	13,830	0	0	0	0	13,830	28,265
Workshop and Contract Service Income	25,017	0	0	0	0	25,017	17,435
Misc Income/Returned Grants	8,418	1,528	0	66	0	10,012	21,857
<b>Total Support and Revenue</b>	<b>674,675</b>	<b>460,860</b>	<b>682,979</b>	<b>2,527,537</b>	<b>0</b>	<b>4,346,051</b>	<b>3,794,945</b>
<b>EXPENSES:</b>							
<b>Operating Expenses and Distributions:</b>							
Salaries & Benefits	455,297	18,000	0	0	0	473,297	438,811
Administrative Costs	136,046	25,022	0	9,356	0	170,424	169,969
Occupancy Costs	48,873	0	0	0	0	48,873	50,407
Development Expenses	32,035	14,425	0	0	0	46,460	36,836
Board & Committee Expenses	749	0	0	0	0	749	2,525
<b>Total Operating Expenses</b>	<b>673,000</b>	<b>57,447</b>	<b>0</b>	<b>9,356</b>	<b>0</b>	<b>739,803</b>	<b>698,547</b>

COMMUNITY FOUNDATION FOR MONTEREY COUNTY  
STATEMENT OF ACTIVITIES  
CONSOLIDATED - ALL FUNDS  
For the Three Months Ended March 31, 2015 and March 31, 2014

	<u>COMBINED OPERATING</u>	<u>SPECIAL PROGRAMS</u>	<u>ENDOWMENT</u>	<u>NON ENDOWED</u>	<u>BEQUEST, CRT RECEIVABLES</u>	<u>TOTAL March 31, 2015</u>	<u>TOTAL March 31, 2014</u>
<b>Grants and Grant Related Expenses:</b>							
Grants	0	0	899,292	1,870,825	0	2,770,117	2,440,843
Interfund Grants	0	0	42,190	20,500	0	62,690	101,978
Pledge Payments Paid	0	0	0	0	459,332	459,332	534,333
Bequests Payments/Transfers	0	0	0	0	0	0	0
Other Expenses	0	0	0	325	0	325	3,750
Other Payments/Transfers	0	0	(35,657)	35,657	0	0	0
Grant Related Expenses	0	0	0	0	0	0	0
Administrative Fees	0	0	448,057	126,371	10,501	584,929	558,799
Fees to Managers	0	0	30,589	5,576	0	36,165	25,250
<b>Total Grants and Grant Related Expenses</b>	<b>0</b>	<b>0</b>	<b>1,384,470</b>	<b>2,059,254</b>	<b>469,833</b>	<b>3,913,557</b>	<b>3,664,952</b>
<b>Total Expenses and Grants</b>	<b>673,000</b>	<b>57,447</b>	<b>1,384,470</b>	<b>2,068,610</b>	<b>469,833</b>	<b>4,653,360</b>	<b>4,363,499</b>
<b>Excess of Revenues (Expenses)</b>							
<b>Before Gains on Investments &amp; Transfers</b>	<b>1,675</b>	<b>403,413</b>	<b>(701,491)</b>	<b>458,927</b>	<b>(469,833)</b>	<b>(307,310)</b>	<b>(568,554)</b>
<b>GAINS(LOSS) ON INVESTMENTS:</b>							
Realized-Gain (Loss)	0	0	20	110	0	130	(2,851)
Unrealized-Gain(Loss)	0	0	1,689,473	307,912	0	1,997,385	2,204,295
<b>Total Gain/(Loss) on Investments</b>	<b>0</b>	<b>0</b>	<b>1,689,493</b>	<b>308,022</b>	<b>0</b>	<b>1,997,515</b>	<b>2,201,444</b>
<b>Change in Net Assets</b>	<b>1,675</b>	<b>403,413</b>	<b>988,002</b>	<b>766,949</b>	<b>(469,833)</b>	<b>1,690,205</b>	<b>1,632,889</b>
Net Assets Beginning of Year	2,274,755	126,974	120,031,660	17,367,912	9,908,827	149,710,128	145,089,304
<b>Net Assets, End of Period</b>	<b>2,276,431</b>	<b>530,386</b>	<b>121,019,661</b>	<b>18,134,861</b>	<b>9,438,994</b>	<b>151,400,333</b>	<b>146,722,193</b>

**COMMUNITY FOUNDATION FOR MONTEREY COUNTY**  
**Combined Operating Fund Budget vs. Actual**

For the Three Months Ended March 31, 2015 and March 31, 2014

	Year-To-Date			YTD Actual 3/31/2014
	Actual	Budget	Variance	
<b>REVENUE</b>				
Contributions - Foundations	0	7,500	(7,500)	0
Contributions - Indiv/Corp	2,575	13,275	(10,700)	1,221
Contributions - Interfund	37,190	38,500	(1,310)	36,505
Contributions - New Pledges	0	0	0	0
Pledge Payments Received	0	0	0	0
Bequests Received	0	22,500	(22,500)	0
Admin & Special Project Fees	598,758	594,748	4,010	587,063
Workshops/Contracts	25,017	12,200	12,817	17,435
Miscellaneous Income	8,418	1,575	6,843	21,857
Interest and Dividends	2,716	1,251	1,465	784
Realized Gains/(Losses)	0	0	0	0
<b>Total Revenue</b>	<b>674,675</b>	<b>691,549</b>	<b>(16,874)</b>	<b>664,865</b>
<b>EXPENSE</b>				
<b>Personnel</b>				
Salaries and Wages	354,322	360,671	(6,349)	328,569
Payroll Taxes	34,297	27,883	6,414	32,053
Insurance and Other Benefits	66,678	73,315	(6,637)	58,969
<b>Sub-total</b>	<b>455,297</b>	<b>461,869</b>	<b>(6,572)</b>	<b>419,590</b>
<b>Administrative</b>				
Supplies	4,401	5,350	(949)	6,172
Equip / Computer Maintenance	15,302	15,726	(424)	19,196
Bank Charges	976	2,124	(1,148)	2,141
Printing	7,183	5,876	1,307	715
Postage / Freight	4,302	3,990	312	1,375
Dues/Subscriptions	21,570	21,316	254	21,771
Services (legal, acct, consult)	48,299	52,719	(4,420)	36,599
D&O Insurance	4,010	4,000	10	3,828
Telecommunications	4,256	4,866	(610)	4,508
Conferences & Training	2,390	2,750	(360)	3,837
Miscellaneous	361	0	361	258
Depreciation	22,995	22,995	0	21,120
<b>Sub-total</b>	<b>136,046</b>	<b>141,712</b>	<b>(5,666)</b>	<b>121,521</b>
<b>Facilities</b>				
Property / Liability Insurance	8,302	8,300	2	9,236
Maintenance / Repairs	2,743	2,200	543	1,323
Janitorial	4,949	5,280	(331)	4,194
Rent	10,391	11,976	(1,585)	13,274
Mortgage, Interest & Property Taxes	14,436	14,436	0	14,807
Utilities	8,052	8,376	(324)	7,572
Moving Expense	0	0	0	0
<b>Sub-total</b>	<b>48,873</b>	<b>50,568</b>	<b>(1,695)</b>	<b>50,407</b>
<b>Development, Program &amp; Staff</b>				
Donor Development	22,264	16,212	6,052	15,974
Advertising & Promotion	54	8,950	(8,896)	2,596
Mileage, Meals & Meetings	1,382	8,904	(7,522)	2,396
Workshops	5,792	9,814	(4,022)	6,046
Annual Meetings	0	0	0	306
Annual Report	0	0	0	0
Staff Recognition Expenses	2,544	2,935	(391)	622
Board & Committee Expenses	749	2,571	(1,822)	2,525
<b>Sub-total</b>	<b>32,785</b>	<b>49,386</b>	<b>(16,601)</b>	<b>30,464</b>
<b>Total Expenses</b>	<b>672,999</b>	<b>703,535</b>	<b>(30,536)</b>	<b>621,982</b>
<b>Net Income / (Loss)</b>	<b>1,675</b>	<b>(11,986)</b>	<b>13,661</b>	<b>42,883</b>

**Community Foundation for Monterey County**

**Grants - February 1, 2015 - March 31, 2015**

<b>Awards</b>				
Robert Stanton Award Fund	American Institute of Architects Monterey Bay	20150166	6,655	reimbursement of expenses for the 2014 Stanton Awards
		<b>Total</b>	<b>6,655</b>	
<b>Donor Advised</b>				
Andrew & Phyllis D'Arrigo Fund 2	Boy Scouts of America - Silicon Valley Monterey Bay Council	20150328	25,000	the Pico Blanco Flag Meadow, exclusively
Anthony and Lary Lynn Muller Fund	Society For The Prevention Of Cruelty To Animals Of Monterey County	20150114	5,000	operating support (Telethon Match)
Anthony and Lary Lynn Muller Fund	United Jewish Community of the Monterey Peninsula	20150115	1,000	general operating support
Anthony and Lary Lynn Muller Fund	Salvation Army - Monterey Peninsula Corps	20150116	1,000	general operating support
Anthony and Lary Lynn Muller Fund	Marine Corps Scholarship Foundation	20150117	1,000	general operating support
Anthony and Lary Lynn Muller Fund	KQED, Inc.	20150329	500	general operating support
Anthony and Lary Lynn Muller Fund	Stanford Graduate School of Business	20150330	1,000	MBA '71
Anthony and Lary Lynn Muller Fund	University of Pennsylvania Trustees	20150331	5,000	Class of 1965 50th Reunion
Anthony and Lary Lynn Muller Fund	Anti-Defamation League	20150332	1,000	general operating support
Anthony and Lary Lynn Muller Fund	Boys & Girls Clubs of Monterey County	20150333	500	general operating support
Anthony and Lary Lynn Muller Fund	Canine Companions for Independence	20150334	1,000	general operating support
Anthony and Lary Lynn Muller Fund	Hebrew Free Loan Association Of San Francisco	20150335	1,000	general operating support
Anthony and Lary Lynn Muller Fund	United States Holocaust Memorial Museum	20150336	500	general operating support
Anthony and Lary Lynn Muller Fund	KAZU-FM Radio 90.3	20150337	1,000	a matching donation
Anthony and Lary Lynn Muller Fund	That Man May See -- Koret Vision Institute	20150338	1,000	general operating support
Ausonio Family Fund	Boy Scouts of America - Silicon Valley Monterey Bay Council	20150133	2,000	general operating support
Ausonio Family Fund	Ariel Theatrical, Inc.	20150134	2,000	general operating support
Ausonio Family Fund	CASA Monterey County dba Voices for Children	20150135	2,000	general operating support
Ausonio Family Fund	Panetta Institute for Public Policy	20150136	2,000	general operating support
Ausonio Family Fund	Foundation for Monterey County Free Libraries	20150137	5,000	general operating support
Ausonio Family Fund	Sacred Heart School	20150138	1,500	general operating support
Ausonio Family Fund	Legal Services for Seniors	20150139	1,500	general operating support
Ausonio Family Fund	Kinship Center	20150140	1,000	general operating support
Ausonio Family Fund	Valley Guild	20150141	1,000	general operating support of the Steinbeck House
Ausonio Family Fund	Catholic Charities Of The Diocese Of Monterey	20150142	2,000	general operating support
Ausonio Family Fund	Friends of the Andy Ausonio Library	20150143	5,000	general operating support
Ausonio Family Fund	Carmelite Monastery	20150144	1,000	general operating support
Ausonio Family Fund	Compassionate Care Alliance	20150145	1,500	general operating support
Ausonio Family Fund	San Carlos Cathedral	20150146	2,000	general operating support

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

Ausonio Family Fund	Central Coast VNA and Hospice	20150147	3,000	general operating support
Ausonio Family Fund	Salinas Community YMCA	20150148	3,000	general operating support
Ausonio Family Fund	Palma School	20150149	2,500	general operating support
Ausonio Family Fund	IHR Educational Broadcasting DBA Immaculate Heart Radio	20150150	2,000	general operating support
Ausonio Family Fund	Our Lady of Refuge Church	20150151	15,000	the AMA fund
Ausonio Family Fund	Rotary Club of Castroville	20150152	1,000	general operating support
Ausonio Family Fund	First Mayor's House of Salinas City	20150153	1,000	general operating support
Ausonio Family Fund	Meals on Wheels of the Salinas Valley, Inc.	20150154	2,000	general operating support
Ausonio Family Fund	United Way Monterey County	20150155	10,000	general operating support
Ausonio Family Fund	Alliance on Aging	20150156	500	general operating support
Ausonio Family Fund	Community Foundation for Monterey County	20150168	3,500	AUSO to OPER
Chris's Fund	Ave Maria Convalescent Hospital	20150111	5,000	the music program
Chris's Fund	Forest Hill Manor	20150161	3,000	the music program
Chris's Fund	Catholic Daughters of the America Home, Inc.(dba Madonna Manor)	20150162	3,000	the music program
D'Arrigo-Martin Fund	Salinas City Elementary Education Foundation	20150163	2,500	general operating support
D'Arrigo-Martin Fund	Community Foundation for Monterey County	20150344	500	DAMA to WOMN1
Doolittle Fund	California State Parks Foundation	20150112	25,000	restoration of the Pigeon Point Lighthouse
Dr. Adriana Hayward Fund	Society For The Prevention Of Cruelty To Animals Of Monterey County	20150347	5,000	a matching grant for telethon
Harlan and Barbara Hall Fund	Reno Chamber Orchestra	20150346	840	Derby Day
Howard and Karin Evans Fund	Community Hospital Foundation	20150327	2,000	general operating support, in memory of John Upp
Jefferson and Frances Larkey Memorial Fund	Museum Foundation of Pacific Grove, Inc.	20150164	3,998	general operating support
Lenore and Dale Meyer Fund	Foundation Of California State University Monterey Bay	20150315	10,000	general operating support
Lenore and Dale Meyer Fund	Sunset Cultural Center	20150316	7,500	general operating support
Lenore and Dale Meyer Fund	Wounded Warrior Project	20150317	5,000	general operating support
Lenore and Dale Meyer Fund	Boys & Girls Clubs of Monterey County	20150318	5,000	the food program
Lenore and Dale Meyer Fund	Animal Friends Rescue Project	20150319	5,000	general operating support
Lenore and Dale Meyer Fund	Second Harvest Food Bank	20150320	5,000	general operating support
Lenore and Dale Meyer Fund	Monterey Peninsula College Foundation	20150321	30,000	general operating support
Lenore and Dale Meyer Fund	Monterey Jazz Festival	20150322	5,000	general operating support
Lenore and Dale Meyer Fund	Veterans Transition Center of Monterey County	20150323	5,000	general operating support
Lenore and Dale Meyer Fund	Society For The Prevention Of Cruelty To Animals Of Monterey County	20150324	10,000	general operating support
Lenore and Dale Meyer Fund	Monterey Peninsula College Foundation	20150325	5,000	the art program
Lenore and Dale Meyer Fund	Monterey Bay Aquarium	20150326	5,000	general operating support
Lenore and Dale Meyer Fund	Community Foundation for Monterey County	20150355	5,000	MEYE to WOMN1

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

Lenore and Dale Meyer Fund	Monterey Museum of Art	20150356		5,000	general operating support
Lenore and Dale Meyer Fund	Carmel Foundation	20150357		3,500	general operating support
Lenore and Dale Meyer Fund	Community Partnership for Youth	20150358		1,850	general operating support
Lenore and Dale Meyer Fund	Peace of Mind Dog Rescue	20150359		5,000	general operating support
Lenore and Dale Meyer Fund	Save The Redwoods League	20150360		4,000	general operating support
Marcia F. DeVoe Fund	Carmel Mission Foundation	20150345		5,000	general operating support
Marjorie McNeely Fund for the Blind or Illiterate	Carmel Ideas Foundation	20150349		1,000	the student literacy program
Marjorie McNeely Fund for the Blind or Illiterate	Chartwell School	20150350		4,000	financial aid for literacy programs
Marjorie McNeely Fund for the Blind or Illiterate	Blind and Visually Impaired Center of Monterey County	20150351		3,500	general operating support
Marjorie McNeely Fund for the Blind or Illiterate	Raising A Reader	20150352		500	literacy only
Marjorie McNeely Fund for the Blind or Illiterate	Read to Me Project	20150353		500	Read to Me Project, literacy only
Marjorie McNeely Fund for the Blind or Illiterate	Salinas Area Reading Is Fundamental (R.I.F.)	20150354		500	literacy only
Mary and Peter Hopley Memorial Fund	St. Columba by-the-Lake	20150348		2,100	music scholarships and other projects
Monterey County Weekly Community Fund	Ag Against Hunger	20150015		13,307	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Alisal Center for the Fine Arts	20150016		2,208	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Alzheimer's Disease and Related Disorders Association	20150017		7,240	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	American Red Cross - Monterey Bay Area Chapter	20150018		6,058	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Animal Friends Rescue Project	20150019		18,833	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Animal Welfare Information & Assistance, Inc.	20150020		1,567	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Arms of Angels	20150021		3,433	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Arts Council for Monterey County	20150022		3,662	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Big Sur Health Center	20150023		29,320	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Blind and Visually Impaired Center of Monterey County	20150024		3,287	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Boys & Girls Clubs of Monterey County	20150025		11,514	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Camerata Singers	20150026		20,459	2014 Monterey County Gives! Campaign
<b>Monterey County Weekly Community Fund</b>	<b>Cancer Patients Alliance</b>	<b>20150027</b>	<b>①</b>	<b>56,461</b>	<b>2014 Monterey County Gives! Campaign</b>
Monterey County Weekly Community Fund	Carl Cherry Center for the Arts	20150028		3,954	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Carmel Bach Festival	20150029		8,075	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Carmel Art Association	20150030		3,287	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Carmel Foundation	20150031		1,909	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Carmel Music Society	20150032		8,770	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Catholic Charities Of The Diocese Of Monterey	20150033		1,149	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Central Coast HIV/AIDS Services	20150034		2,398	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Chartwell School	20150035		25,389	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Children's Hospice and Palliative Care Coalition	20150036		2,393	2014 Monterey County Gives! Campaign

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

Monterey County Weekly Community Fund	Coastal Kids Home Care	20150037		2,113	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Communities for Sustainable Monterey County	20150038		3,472	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Community Human Services	20150039		7,790	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Community of Caring Monterey Peninsula	20150040		6,680	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Community Partnership for Youth	20150041		6,353	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Easter Seals Central California	20150042		8,854	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Elkhorn Slough Foundation, Inc.	20150043		45,338	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Everyone's Harvest - Cosecha Para Todos	20150044		6,326	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	First Night Monterey	20150045		5,643	2014 Monterey County Gives! Campaign
<b>Monterey County Weekly Community Fund</b>	<b>Food Bank for Monterey County</b>	<b>20150046</b>	①	<b>66,822</b>	<b>2014 Monterey County Gives! Campaign</b>
Monterey County Weekly Community Fund	Foundation for Monterey County Free Libraries	20150047		3,267	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Friends of the Monterey Public Library	20150048		6,330	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Friends of the Pacific Grove Library	20150049		9,112	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Friends Of The Salinas Public Libraries	20150050		2,555	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Girl Scouts of California's Central Coast (GSCCC)	20150051		1,110	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Hospice Giving Foundation	20150052		10,460	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Housing Resource Center	20150053		6,661	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Interim, Inc.	20150054		6,835	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	The International School of Monterey	20150055		1,440	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	International School-to-School Partnerships	20150056		700	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Independent Transportation Network Monterey County	20150057		5,318	2014 Monterey County Gives! Campaign
<b>Monterey County Weekly Community Fund</b>	<b>Kinship Center</b>	<b>20150058</b>	①	<b>80,790</b>	<b>2014 Monterey County Gives! Campaign</b>
Monterey County Weekly Community Fund	LandWatch Monterey County	20150059		25,371	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Legal Services for Seniors	20150060		7,782	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Loaves, Fishes & Computers, Inc.	20150061		11,985	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Lyceum of Monterey County	20150062		2,455	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	The Marina Foundation	20150063		813	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Meals on Wheels of the Monterey Peninsula	20150064		28,037	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Meals on Wheels of the Salinas Valley, Inc.	20150065		4,702	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	MEarth	20150066		4,722	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Monterey Bay Charter School	20150067		37,434	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Monterey County Film Commission	20150068		112	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Monterey County Pops!	20150069		4,024	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Monterey County Rape Crisis Center	20150070		4,414	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Monterey Hostel Society	20150071		991	2014 Monterey County Gives! Campaign

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

Monterey County Weekly Community Fund	Monterey Museum of Art	20150072		6,028	2014 Monterey County Gives! Campaign
<b>Monterey County Weekly Community Fund</b>	<b>Monterey Symphony</b>	<b>20150073</b>	①	<b>57,800</b>	<b>2014 Monterey County Gives! Campaign</b>
Monterey County Weekly Community Fund	Monterey Peninsula College Foundation	20150074		3,793	2014 Monterey County Gives! Campaign for the MPC Theatre
Monterey County Weekly Community Fund	Multiple Sclerosis Quality of Life Project	20150075		476	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Monterey County Youth Museum	20150076		3,996	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	The Offset Project, Inc.	20150077		4,212	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Opportunity Fund Northern California	20150078		325	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	The Orchestra in the Schools	20150079		10,368	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	The Otter Project, Inc.	20150080		1,569	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Pacific Repertory Theatre	20150081		6,818	2014 Monterey County Gives! Campaign
<b>Monterey County Weekly Community Fund</b>	<b>Peace of Mind Dog Rescue</b>	<b>20150082</b>	①	<b>70,218</b>	<b>2014 Monterey County Gives! Campaign</b>
Monterey County Weekly Community Fund	Monterey Peace and Justice Center	20150083		14,797	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Planned Parenthood Mar Monte - Monterey County	20150084		24,728	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Point Lobos Foundation	20150085		14,705	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Rancho Cielo	20150086		46,393	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Rebuilding Together-Monterey/Salinas	20150087		5,626	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Restorative Justice Partners, Inc.	20150088		2,249	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Return of the Natives	20150089		2,101	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Rice Plus Project	20150090		3,078	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Salvation Army - Monterey Peninsula Corps	20150091		27,319	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Save Our Shores	20150092		2,600	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Save the Whales	20150093		3,278	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Seaside High School	20150094		1,692	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Shelter Outreach Plus	20150095		17,723	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Sol Treasures	20150096		3,894	2014 Monterey County Gives! Campaign
<b>Monterey County Weekly Community Fund</b>	<b>SPCA of Monterey County</b>	<b>20150097</b>	①	<b>51,406</b>	<b>2014 Monterey County Gives! Campaign</b>
Monterey County Weekly Community Fund	SpectorDance	20150098		7,431	2014 Monterey County Gives! Campaign
<b>Monterey County Weekly Community Fund</b>	<b>Ventana Wilderness Alliance</b>	<b>20150099</b>	①	<b>64,776</b>	<b>2014 Monterey County Gives! Campaign</b>
Monterey County Weekly Community Fund	Ventana Wildlife Society	20150100		18,082	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Visiting Nurse Association Community Services	20150101		5,032	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	CASA Monterey County dba Voices for Children	20150102		41,351	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Youth Arts Collective (YAC)	20150103		13,935	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Youth Music Monterey	20150104		10,097	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	El Sistema USA / Salinas	20150105		29,688	2014 Monterey County Gives! Campaign for Youth Orchestra of Salinas

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

Monterey County Weekly Community Fund	YWCA Monterey County	20150106	7,582	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Dance Kids of Monterey County	20150107	2,595	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Salinas Union High School District	20150108	1,026	2014 Monterey County Gives! Campaign for the Everret Alvarez and North Salinas High Schools French Club
Monterey County Weekly Community Fund	Educational Resources of Monterey County	20150109	179	2014 Monterey County Gives! Campaign for Hidden Hills Ranch
Monterey County Weekly Community Fund	Oldtown Salinas Association	20150110	202	2014 Monterey County Gives! Campaign for the Salinas Holiday Parade of Lights
Monterey County Weekly Community Fund	Guitars Not Guns - Monterey County Chapter	20150118	6,830	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Natividad Medical Foundation	20150119	202	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Partners for Peace	20150120	308	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Big Sur Land Trust	20150121	40,641	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Sunset Cultural Center	20150122	2,539	2014 Monterey County Gives! Campaign
Peter and Anne Thorp Fund	Monterey Peninsula Foundation	20150157	800	the Charity Match in support of Youth Music Monterey
Peter and Anne Thorp Fund	Carmel Music Society	20150158	10,000	general operating support
Peter and Anne Thorp Fund	Food Bank for Monterey County	20150159	500	general operating support
Peter and Anne Thorp Fund	Carmel Foundation	20150160	500	general operating support
Reese Family Fund	Los Angeles Community Action Network	20150130	2,500	general operating support
Reese Family Fund	Hunger Action Los Angeles	20150131	2,500	general operating support
Reese Family Fund	Warehouse Worker Resource Center	20150132	2,500	general operating support
Reese Family Fund	Salvation Army - Monterey Peninsula Corps	20150361	1,000	general operating support
Reese Family Fund	Food Bank for Monterey County	20150362	1,000	general operating support
Reese Family Fund	Hospice Giving Foundation	20150363	500	general operating support
Reese Family Fund	GLIDE Foundation	20150364	500	general operating support
Reese Family Fund	Doctors Without Borders	20150365	1,000	general operating support
Reese Family Fund	Smile Train	20150366	500	general operating support
Reese Family Fund	SPCA of Monterey County	20150367	2,000	the Wildlife Center (\$1,000) and general operating support (\$1,000)
Reese Family Fund	KQED, Inc.	20150368	500	general operating support
Reese Family Fund	KAZU-FM Radio 90.3	20150369	500	general operating support
<b>Multiple Funds</b>	<b>Food Bank for Monterey County</b>	<b>20150394</b> ①	<b>196,000</b>	<b>recovery from fire damage</b>
The Buffett Fund	Planned Parenthood Mar Monte - Monterey County	20150339	10,000	general operating support
The Buffett Fund	Elkhorn Slough Foundation, Inc.	20150340	1,000	general operating support
The Buffett Fund	Community Hospital Foundation	20150341	25,000	general operating support
<b>The Buffett Fund</b>	<b>Monterey Bay Aquarium</b>	<b>20150342</b> ③	<b>50,000</b>	<b>the Current Campaign for Education</b>
The Buffett Fund	Community Foundation for Monterey County	20150343	1,000	BUF2 to HOME

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

The David and Lucile Packard Foundation Fund	Restorative Justice Partners, Inc.	20150308	3,800	Salinas Youth Initiative Year 2 (Capital grant)
The David and Lucile Packard Foundation Fund	Life Is For Everyone, Inc.	20150309	2,300	Salinas Youth Initiative Year 2 (Capital grant)
The David and Lucile Packard Foundation Fund	Partners for Peace	20150310	3,000	Salinas Youth Initiative Year 2 (Capital grant)
The David and Lucile Packard Foundation Fund	CHISPA	20150311	17,200	Salinas Youth Initiative Year 2 (Capital grant)
The David and Lucile Packard Foundation Fund	Gil Basketball Academy	20150312	10,300	Salinas Youth Initiative Year 2 (Capital grant)
The David and Lucile Packard Foundation Fund	El Camino Real Futbol League	20150313	26,500	Salinas Youth Initiative Year 2 (Capital grant)
The David and Lucile Packard Foundation Fund	City of Salinas	20150314	5,300	Salinas Youth Initiative Year 2 -- Los Padres Learning Center (Capital grant)
The Fred Terman and Nan Borreson Fund	Saint James Episcopal Church	20150113	4,000	general operating support
The Fred Terman and Nan Borreson Fund	Ecology Action	20150305	500	the Santa Cruz County Friends of the Rail Trail, for construction of the Rail Trail
The Fred Terman and Nan Borreson Fund	Los Gatos-Saratoga Observation Nursery School	20150306	500	the school's teachers' fund
The Fred Terman and Nan Borreson Fund	Hillbrook School	20150371	1,000	Fund a Need 2015 - Founder's Hall seating
The Fred Terman and Nan Borreson Fund	Food Bank for Monterey County	20150395	9,000	recovery from fire damage
The Landreth Family Fund	Carmel Ideas Foundation	20150307	15,000	general operating support for the Carmel Authors and Ideas Festival
The Peter and Jackie Henning Fund	Community Foundation for Monterey County	20150126	10,000	HENN to COAST for Rancho Cielo
The Snorf Fund	Carmel Foundation	20150165	1,000	general operating support in memory of Doris Silver Durr
The Snorf Fund	Sunset Cultural Center	20150370	1,200	support of the 2015 Gala
		<b>Total</b>	<b>2,029,855</b>	
<b>Field of Interest</b>				
MPUSD Fund for the Arts	Arts Council for Monterey County	20150169	15,000	arts education for elementary school students in MPUSD in Spring Semester 2015.
MPUSD Fund for the Arts	Monterey High School	20150171	800	Cat Melone, for supplies for hand-painted artist chairs for auction
MPUSD Fund for the Arts	Los Arboles Middle School	20150172	1,500	Jen Shayani, for costumes, backdrops, and set design in partnership with Marina Youth Arts
MPUSD Fund for the Arts	Martin Luther King School	20150173	100	Amanda Zonghi, for supplies to make custom tie dye shirts for the Special Olympics
MPUSD Fund for the Arts	Del Rey Woods Elementary School	20150174	1,200	Veronica Valencia, for art supplies and guest artists to instruct students in art techniques
MPUSD Fund for the Arts	Marshall Elementary School	20150177	300	Lucy Gammons, for painting supplies and art for kindergarten art books
MPUSD Fund for the Arts	Ord Terrace Elementary School	20150178	100	Shannon Spring, for pencil sketching and drawing supplies
MPUSD Fund for the Arts	Marina Vista Elementary School	20150179	500	Joyce Mathers, for supplies for visual arts with third grade students to support the music program and performance
MPUSD Fund for the Arts	Seaside Middle School	20150180	3,000	the E-wing building mural in partnership with CSUMB
MPUSD Fund for the Arts	Martin Luther King School	20150181	100	Marie Olivares, for watercoloring supplies

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

MPUSD Fund for the Arts	JC Crumpton Elementary School	20150182	300	Heather Sweet, for oil pastels for underwater ecosystem education
MPUSD Fund for the Arts	Dual Language Academy of the Monterey Peninsula	20150183	300	Erin Lewis, for calligraphy and and petry supplies
MPUSD Fund for the Arts	JC Crumpton Elementary School	20150185	200	Jill Oerman, for supplies for directed drawing, watercolors, and music
MPUSD Fund for the Arts	Los Arboles Middle School	20150187	700	Ann Munoz, for supplies for garden art (signs, planter beds, etc)
		<b>Total</b>	<b>24,100</b>	
<b>Opportunity</b>				
General Endowment - Opportunity Fund	Peace of Mind Dog Rescue	20150123	1,000	2014 Monterey County Gives! - Most Donors
General Endowment - Opportunity Fund	Monterey Bay Charter School	20150124	1,000	2014 Monterey County Gives! - Most Donors under Age 35
General Endowment - Opportunity Fund	Friends Of The Salinas Public Libraries	20150125	2,500	2014 Monterey County Gives! - Ingenuity Award
General Endowment - Opportunity Fund	Central Coast Center for Independent Living	20150128	5,000	a facilitated reorganization assessment
General Endowment - Opportunity Fund	American Heart Association	20150129	4,000	Know Your Heart program in Salinas
General Endowment - Opportunity Fund	Olinga Learning	20150383	3,000	an expanded service-learning program to equip students with engineering capabilities
General Endowment - Opportunity Fund	Natividad Medical Foundation	20150385	3,000	CHOICE QuesGen, Case Management and Outcomes Evaluation Database subscription
General Endowment - Opportunity Fund	Multiple Sclerosis Quality of Life Project	20150386	2,940	the Equipment Reuse program
General Endowment - Opportunity Fund	United Way Monterey County	20150387	5,000	the publishing of Impact Monterey County's results
		<b>Total</b>	<b>27,440</b>	
<b>Organizational Development</b>				
General Endowment - Opportunity Fund	First Mayor's House of Salinas City	20150127	2,500	a facilitated Strategic Planning process
General Endowment - Opportunity Fund	University Corporation at Monterey Bay	20150210	3,700	a facilitated planning and post-retreat consultation to develop a vision and long range strategies for CSUMB's MSW program
General Endowment - Opportunity Fund	San Carlos Cathedral	20150211	5,000	The Gathering Place: Organizational development and board retreat to transition program to nonprofit status
General Endowment - Opportunity Fund	YWCA Monterey County	20150212	5,000	branding consultant to lead charrettes for organization name change, logo treatment and tagline development
General Endowment - Opportunity Fund	Camerata Singers	20150384	2,250	the development of an organizational strategic plan
General Endowment - Opportunity Fund	Monterey College of Law	20150389	5,000	organizational capacity building for the Mandell Gisnet Center
		<b>Total</b>	<b>23,450</b>	

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

**Restricted Fund Distributions (all grants approved December 16, 2014, with the approval of the spending policy)**

39 Craftsmen Fund for Monterey County Youth Museum	Monterey County Youth Museum	20150227	515	general operating support
Alliance on Aging Endowment Fund	Alliance on Aging	20150213	727	general operating support
Arts Council of Monterey County Endowment Fund	Arts Council for Monterey County	20150228	729	general operating support
Bishop Kip Fund for All Saints School	All Saints Episcopal Day School	20150240	8,404	scholarships
Blind and Visually Impaired Center Fund	Blind and Visually Impaired Center of Monterey County	20150217	4,946	general operating support
Bob Jones Boy Scout Camping Fund	Boy Scouts of America - Silicon Valley Monterey Bay Council	20150238	939	camperships for needy Monterey County residents, with preference given to those from Salinas and South County
Carl Cherry Center for the Arts Fund	Carl Cherry Center for the Arts	20150218	1,008	general operating support
Carmel Music Society (3rd Party)Endowment Fund	Carmel Music Society	20150223	6,180	general operating support
Carmel Public Library Foundation - Children's Fund	Carmel-By-The Sea Public Library Foundation	20150224	10,268	the purchase of high-quality books, videos, programming, supplies, or other needs for children
Carmel Public Library Foundation Fund	Carmel-By-The Sea Public Library Foundation	20150225	6,729	general operating support
Carmel Woman's Club Fund	Carmel Woman's Club	20150230	7,491	general operating support
Casa Amesti Garden and House Fund	Old Capital Club	20150167	5,972	monthly garden upkeep and supplies, July to December 2014
Center for Photographic Art	The Center for Photographic Art	20150263	299	general operating support
Central Coast Lighthouse Keepers Fund	Central Coast Lighthouse Keepers	20150219	13,389	general operating support
Chamber Music Monterey Bay	Chamber Music Monterey Bay	20150222	871	general operating support
Chartwell School Scholarship Endowment Fund	Chartwell School	20150220	29,377	the scholarship fund
Children's Services International	Mexican American Opportunity Foundation	20150221	527	general operating support
Community Partnership for Youth Fund	Community Partnership for Youth	20150226	707	general operating support
Danny Nugent Memorial Campership Fund	Boys & Girls Clubs of Monterey County	20150258	929	assistance with summer camperships
Director Emeritus Richard Tyler Scholarship Award	Monterey County Film Commission	20150245	2,619	for Monterey County Film Commission's scholarships and awards program
Elkhorn Slough Foundation, Inc. Fund	Elkhorn Slough Foundation, Inc.	20150232	1,794	general operating support
Eve Mills Memorial Fund for Meals on Wheels Salinas Valley	Meals on Wheels of the Salinas Valley, Inc.	20150252	3,711	general operating support
Fenton Founders (3rd Party) Fund for Youth Music Monterey	Youth Music Monterey	20150233	2,508	general operating support
Food Bank for Monterey County Endowment Fund	Food Bank for Monterey County	20150234	2,321	general operating support
Foundation for Monterey County Free Libraries - Dallas Shaffer Book Fund	Foundation for Monterey County Free Libraries	20150254	5,258	the purchase of library materials
Friends of the Carmel Valley Library Fund	Friends of Carmel Valley Library	20150229	1,219	general operating support
Friends of the Salvation Army Monterey Peninsula Fund	Salvation Army - Monterey Peninsula Corps	20150264	10,122	general operating support
Girl Scouts of California's Central Coast Endowment Fund	Girl Scouts of Monterey Bay	20150236	3,620	general operating support

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

Hester Hyde Griffin Fund for All Saints Day School	All Saints Episcopal Day School	20150237	18,042	faculty development and incentives
Jane P. McKay Endowment Fund for Door to Hope	Door to Hope	20150248	7,264	providing funds to clients in transition following treatment
Jane P. McKay Endowment Fund for the Big Sur Land Trust Fellowship Program	Big Sur Land Trust	20150247	7,265	funding annual stipends for college interns to work for BSLT on special programs or research involving environmental or conservation issues of the Big Sur Coast and the Monterey Peninsula
Jane P. McKay Endowment Fund for the Hartnell College Foundation Counselors' Grants Program	Hartnell College Foundation	20150249	7,295	counselors' grant programs
John Gill ALS Patient Support Fund	ALS Association - Golden West Chapter	20150235	6,830	the annual budget of the John Gill ALS Patient Support Program of the Central Coast Counties
John H. Marble Endowment Fund	Monterey Museum of Art	20150244	196,769	establishment and operation of a gallery dedicated to the exhibition of California art at the Museum's primary location (\$131,179), and for the acquisition of art associated with the Central Coast of California (\$65,590)
Kinship Center Fund	Kinship Center	20150239	526	general operating support
Laurie Boone Hogen Appreciation Fund for Excellence in Teaching	All Saints Episcopal Day School	20150215	2,604	general operating support
LULAC Council # 2055 Fund	LULAC Council #2055	20150242	650	general operating support
Lyceum Founders' Fund in Memory of Vera Hering and Claire Kennedy	Lyceum of Monterey County	20150243	1,482	general operating support
Maud Porter Work Rose Garden Fund	Monterey Museum of Art	20150275	5,525	maintenance of the rose garden at La Mirada
Meals on Wheels (3rd Party) of the Monterey Peninsula Fund	Meals on Wheels of the Monterey Peninsula	20150251	5,305	general operating support
Meals on Wheels of Salinas Fund, Inc.	Meals on Wheels of the Salinas Valley, Inc.	20150253	1,819	general operating support
Monterey County Free Libraries Staff Development Fund	Foundation for Monterey County Free Libraries	20150255	650	the support of training for the paraprofessional staff
Monterey County Historical Society Fund	Monterey County Historical Society	20150246	706	general operating support
Monterey County Symphony Association Fund	Monterey County Symphony Association	20150250	4,199	general operating support
Monterey History and Art Association Endowment Fund	Monterey History & Art Association	20150170	19,829	general operating support
Monterey Museum of Art Fund	Monterey Museum of Art	20150257	2,945	general operating support
MPC Women Supporting Women Endowment Fund	Monterey Peninsula College Foundation	20150256	5,255	the voucher program for re-entering or low-income women
Museum Foundation of Pacific Grove Stewardship Fund	Museum Foundation of Pacific Grove, Inc.	20150262	24,583	general operating support
Nellie Irons Orr Scholarship Fund	Monterey Peninsula College Foundation	20150260	3,787	the general scholarship fund
Ombudsman (3rd Party) for Long-Term Care Fund	Alliance on Aging	20150259	3,186	operating support for the Ombudsman Program
Perry-Downer House Fund	Monterey History & Art Association	20150261	4,042	general operating support
Robinson Jeffers Tor House Fund	Robinson Jeffers Tor House Foundation	20150270	524	general operating support
Salinas Rodeo Rotary Club Foundation Agency Endowment Fund 2	Salinas Rodeo Rotary Club Foundation	20150267	1,228	general operating support

**Community Foundation for Monterey County  
Grants - February 1, 2015 - March 31, 2015**

SPCA of Monterey County 3rd Party Fund	Society For The Prevention Of Cruelty To Animals Of Monterey County	20150266		40,140	general operating support
St. Timothy Foundation, Inc. Fund	St. Timothy Foundation, Inc.	20150268		791	general operating support
Sunset Theater Endowment Fund	Sunset Cultural Center	20150265		5,132	general operating support
Sylvia W. Schwarz Endowment for Reading Improvement at Tularcitos School	Tularcitos Parent Teacher Organization	20150269		698	for purchasing books, materials, and equipment for reading instruction
The Big Sur Land Trust Conservation Fund	Big Sur Land Trust	20150216		1,716	general operating support
The Boys and Girls Club of the Monterey Peninsula Fund	Boys & Girls Clubs of Monterey County	20150214		4,397	general operating support
The Gloria S. Daly Endowment Fund for All Saints' Episcopal Day School	All Saints Episcopal Day School	20150231		1,583	general operating support
Tularcitos Parent Teacher Organization Fund	Tularcitos Parent Teacher Organization	20150271		841	general operating support
United Way of Monterey County	United Way Monterey County	20150272		3,715	general operating support
Ventana Trails Forever Fund	Ventana Wilderness Alliance	20150273		10,353	general operating support
York School Fund	York School	20150276		1,504	general operating support
Youth in Wilderness Fund	Ventana Wilderness Alliance	20150274		1,142	support of Monterey County youth to participate in the Youth in Wilderness program
YWCA Endowment Fund	YWCA Monterey County	20150277		2,873	general operating support
				<b>Total</b>	<b>540,373</b>
<b>Interfund Grants</b>					
Operating Endowment Fund	Community Foundation for Monterey County	20150278		33,690	annual distribution
<b>General Endowment Fund of the Community Foundation</b>	<b>Community Foundation for Monterey County</b>	<b>20150392</b>	②	<b>50,000</b>	<b>annual interfund transfer from GEN to Neighborhood Grants Program</b>
<b>General Endowment Fund of the Community Foundation</b>	<b>Community Foundation for Monterey County</b>	<b>20150393</b>	②	<b>150,000</b>	<b>annual interfund transfer from GEN to Opportunity Fund</b>
				<b>Total</b>	<b>233,690</b>
				<b>Grand Total - 314 Grants, Totaling</b>	<b>2,885,563</b>
<b>① Grants over \$50,000, requiring Board approval</b>					
Monterey County Weekly Community Fund	Cancer Patients Alliance	20150027	①	56,461	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Food Bank for Monterey County	20150046	①	66,822	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Kinship Center	20150058	①	80,790	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Monterey Symphony	20150073	①	57,800	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Peace of Mind Dog Rescue	20150082	①	70,218	2014 Monterey County Gives! Campaign

**Community Foundation for Monterey County**

**Grants - February 1, 2015 - March 31, 2015**

Monterey County Weekly Community Fund	SPCA of Monterey County	20150097	①	51,406	2014 Monterey County Gives! Campaign
Monterey County Weekly Community Fund	Ventana Wilderness Alliance	20150099	①	64,776	2014 Monterey County Gives! Campaign
Multiple Funds	Food Bank for Monterey County	20150394	①	196,000	recovery from fire damage
<b>② Grants approved by Board at January 24 retreat</b>					
General Endowment Fund of the Community Foundation	Community Foundation for Monterey County	20150392	②	50,000	annual interfund transfer from GEN to Neighborhood Grants Program
General Endowment Fund of the Community Foundation	Community Foundation for Monterey County	20150393	②	150,000	annual interfund transfer from GEN to Opportunity Fund
<b>③ Grants approved by the Executive Committee</b>					
The Buffett Fund	Monterey Bay Aquarium	20150342	③	50,000	the Current Campaign for Education

Philanthropic Services Summary  
February-15

New Funds Created 2015

Type of Fund	Number of Funds	Establishing Gift
Donor Advised		
Affiliate Funds		
Agency/Stewardship		
Private Foundations		
Corporate Funds		
Scholarship		
The Morse Foundation Scholarship Fund	1	\$ -
Field of Interest		
<b>New Funds Created Total:</b>	<b>1</b>	<b>\$ -</b>

Total Contributions	
Year 2015 - YTD	\$ 1,185,085
Year 2014 - YTD	\$ 1,158,379

Planned Gifts February 2015	
New Legacy Society Members	1
Expectancy Additions Year to Date	\$750,000
Legacy Society Members to Date:	190
Total Expectancies to Date:	\$121,926,003

Current Activity Report Number of Meetings/Contacts February 2015								
Month	Professional Advisor	Prospects	Current Fund Holders	Presentations		Events		Newsletters Crescendo eBlasts
January	5	9	4	1	*see below	5	*see below	6
February	5	15	9	2	*see below	7	*see below	7
March								
April								
May								
June								
July								
August								
September								
October								
November								
<b>Total Activity</b>	<b>10</b>	<b>24</b>	<b>13</b>	<b>3</b>		<b>12</b>		<b>13</b>

**January Events:** IMPACT Monterey, JA Bussiness Hall of Fame, Women's Fund Leadership Gathering, Planned Parenthood Roe v. Wade luncheon, CHISPA Annual Celebration,

**CFMC Professional Advisor Presentations:** Merrill Lynch, PMB Helin Donovan, Leach and Walker

**February Events:** Fund for Homeless Women Donor's Event, Rancho Cielo Culinary Round Up, Paisano Club, MC Gives! Check Signing Party, Legacy Society Luncheon

Hispanics in Philanthropy, Noteware Retreat

\*On-going: Salinas & Monterey Rotary Clubs

Philanthropic Services Summary  
March-15

New Funds Created 2015

Type of Fund	Number of Funds	Establishing Gift
<b>Donor Advised</b>		
Dekker Davidson Foundation	1	\$ 10,000.00
<b>Affiliate Funds</b>		
<b>Agency/Stewardship</b>		
Girls, Inc. Stewardship Fund	1	\$ 100,000.00
Morse Foundation Stewardship Fund	1	\$ -
Peace of Mind Dog Rescue Stewardship Fund	1	\$ 50,000.00
YWCA Monterey County Stewardship Fund	1	\$ 50,000.00
<b>Private Foundations</b>		
<b>Corporate Funds</b>		
<b>Scholarship</b>		
Morse Foundation Scholarship Fund	1	\$ -
<b>Field of Interest</b>		
<b>New Funds Created Total:</b>	<b>6</b>	<b>\$ 210,000.00</b>

Total Contributions	
Year 2015 - YTD	\$ 2,600,088
Year 2014 - YTD	\$ 2,030,548

Planned Gifts March 2015	
New Legacy Society Members	0
Expectancy Additions Year to Date	\$50,000,000
Legacy Society Members to Date:	190
<b>Total Expectancies to Date:</b>	<b>\$121,706,003</b>

Current Activity Report Number of Meetings/Contacts March 2015							
Month	Professional Advisor	Prospects	Current Fund Holders	Presentations	Events	Newsletters Crescendo eBlasts	
January	5	9	4	1	*see below	5	*see below
February	5	15	9	2	*see below	7	*see below
March	7	16	7	1	*see below	6	*see below
April							
May							
June							
July							
August							
September							
October							
November							
<b>Total Activity</b>	<b>17</b>	<b>40</b>	<b>20</b>	<b>4</b>		<b>18</b>	

**January Events:** IMPACT Monterey, JA Business Hall of Fame, Women's Fund Leadership Gathering, Planned Parenthood Roe v. Wade luncheon, CHISPA Annual Celebration, CFMC Professional Advisor Presentations: Merrill Lynch, PMB Helin Donovan, Leach and Walker, Monterey Private Wealth

**February Events:** Fund for Homeless Women Donor's Event, Rancho Cielo Culinary Round Up, Paisano Club, MC Gives! Check Signing Party, Legacy Society Luncheon Hispanics in Philanthropy, Noteware Retreat

**March Events:** FFA Foundation, Natividad National Hero's Award, CCVCF Groundbreaking, DLI Foundation, SMCF- King City, Boys and Girls Club Comics for Kids

**\*On-going:** Salinas & Monterey Rotary Clubs

**Community Foundation for Monterey County  
Strategic Plan Framework  
Approved by Board of Directors, December 2010**

**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 grant making, 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 inclusivity** and diversity.
- 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.

CFMC board of directors: As we discussed at the February board meeting, the CFMC staff and I have spent considerable time looking at the strategic plan. I firmly believe the plan needs updating. The question is what process should we engage in to do this. Can we as an organization sort this out based on what we know, where we've been and the track we're on? Or do we bring in a consultant? The Community Impact grant program assessment did quite a bit of surveying of our grantees, but did not reach out to community leaders and donors. I've made suggested revisions to the existing document, to at least give you a flavor what I'm thinking. All of us here love the simplicity of our current SP, and would like to retain it, if possible, understanding that it is the board's decision.

Formatted: Font color: Red

Formatted: Font color: Custom  
Color(RGB(128,100,162))

## PLANNING ASSUMPTIONS

For the Community Foundation to reach the next level toward achieving its vision and mission, the board of directors used the following assumptions to guide the development of the Foundation's five-year goals:

- The Foundation needs to clarify and reinvigorate its mission. Done
- The Foundation needs to establish a truly countywide reach in all aspects of its operations. Done, but still expanding.
- The Foundation has reached a stage where it needs to create a more focused grant making strategy that will achieve greater impact. Done, but ever evolving.
- The Foundation will proactively seek philanthropic partners around shared priorities for focused investments. Ongoing. Food bank initiative is a good example.
- The Foundation will elevate the place its role as a convener, partner and community leader plays in its overall presence in Monterey County. Still developing.
- The Foundation must increase its asset development to continue to grow the resources with which to address pressing community needs and support a vigorous, focused grant making program. Evergreen.
- The Foundation will enhance its services and support to fund holders aligned with its aspirations for higher impact philanthropy. Done, but ever evolving. Philanthropic services is the center of this activity.
- The time has arrived for CFMC to significantly increase its communications to elevate community awareness about its brand, unique niche in Monterey County and understanding of its impact on the community. Evergreen, but room to grow.

## GOALS

### Goal One: Community Impact

Invest in developing healthy, safe and vibrant communities across Monterey County.

### Goal Two: Philanthropic Leadership

Inspire and facilitate philanthropy throughout Monterey County.

### Goal Three: Community Leadership

Recognize opportunities for facilitation of solutions to community issues.

### Goal ~~Three~~Four: Operational-Organizational Excellence

Optimize performance and stewardship for maximum impact.

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

~~The CMFC has greatly evolved its grant programs through the development of the Community Impact grant program (which was adjusted for 2015) and closely working with donor advisors. The CFMC still seeks to evolve its have a grant making program to one that, while still broad enough to address Monterey County's most pressing needs, has greater focus, and resulting results in tangible and demonstrable impact. All grant programs should seek to align with This program should be developed within an overarching framework that defines CFMC's programmatic purpose as "investing in healthy, safe and vibrant communities across Monterey County"—a unifying theme that also encompasses CFMC's plan to intentionally exercise its community leadership role.~~ Goal one will be driven by the following three statements.

- 1. Proactively be a partner and catalyst for addressing community challenges.**
- 2. Focus grant making toward strategic results.**
- 3. Strengthen nonprofit sector excellence.**

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

The Community Foundation for Monterey County has a strong asset base, and an enviable percentage of endowed and/or discretionary assets. The CFMC's commitment to building endowment funds, primarily through planned gifts, has never waned. However, if so desired, more emphasis can be placed on building discretionary assets (unrestricted/field of interest). The gift life cycle of creating these funds through estate planning is very long and requires tremendous patience. The CFMC's commitment to stronger relationships with donor advisors is producing remarkable results. We must now build on our successes. Not only must we continue to adhere to a resource development plan that actively engages and updates the professional advisor community, but we must continue to offer philanthropic value to individuals, families, corporations and private foundations. -Diversity in Monterey County takes many forms. Geography, Ethnic. Gender. Even philanthropic interests. The CFMC must be creative in being developing relationships in all our communities. In its next chapter, the Foundation seeks to form new philanthropic partnerships and further increase those assets in order to continue supporting a grant making program that is fully responsive to the many needs in Monterey County. Not only should grant making continue countywide, but so should the discovery of new philanthropic partners. The Foundation also seeks more proactive engagement with its fund holders, to support their philanthropic goals, and to involve them more fully in the Foundation's work. The Foundation will exercise greater philanthropic leadership as a complement to its increased grant making focus and intentional community leadership. Goal two will be driven by the following three statements:

1. Educate the public about philanthropy.
2. Grow CFMC's philanthropic assets.
3. Continue to enhance fund holder philanthropy.
4. Seek and align with funding partners to realize greater community impacts.
5. Seek a more diverse donor base.

Make a stonger case for unrestricted/field of interest assets?

Formatted: List Paragraph, No bullets or numbering

**Goal Three: Community Leadership**

**Recognize opportunities for facilitation of solutions to community issues.**

**The Community Foundation for Monterey County is a recognized leader in the nonprofit sector and the community. This position has increased as the CFMC has 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. Community leadership is an area that requires tremendous diplomacy, marked by a desire to help facilitate positive outcomes rather than work toward a pre-conceived CFMC solution.**

- 1. Be mindful of emerging circumstances and issues where the CFMC can be a positive player in finding community solutions.**
- 2. Respond proactively to emergencies, disasters, civic unrest, and other circumstances in which the board of directors feels the CFMC can play a positive role.**
- 3. Participate in the League of California Community Foundations legislative advocacy work, and sign on to initiatives when appropriate.**
- 4. Utilize CFMC assets for community impact beyond grant making.**

Formatted: Numbered + Level: 1 +  
Numbering Style: 1, 2, 3, ... + Start at: 1 +  
Alignment: Left + Aligned at: 0.25" + Indent  
at: 0.5"

Formatted: Numbered + Level: 1 +  
Numbering Style: 1, 2, 3, ... + Start at: 1 +  
Alignment: Left + Aligned at: 0.25" + Indent  
at: 0.5"

**5. Goal ~~Three~~Four: ~~Operational~~Organizational Excellence**  
**Optimize performance and stewardship for maximum impact.**

~~At this juncture in CFMC's development, there is agreement that attention needs to be devoted to the Foundation's own internal capacity, even as it is recognized for its investments in the organizational effectiveness of the nonprofit sector throughout Monterey County. This need for some internal attention is validated—at least with respect to governance and communications—by the views of external stakeholders. The CFMC takes great pride in being an exceptional organization. This can only be achieved through a commitment to excellence and constant reappraisal of our systems. Tremendous progress has been made over the past four years, but there is more to be done. The CFMC is expanding and becoming more complex. Our operations and organizational structure (including governance) needs to stay ahead of these changing circumstances.~~

1. ~~Continue to~~ **Invest in infrastructure (human, financial and technological) improvements aligned with CFMC's goals.**
2. ~~Continue to~~ **Elevate CFMC visibility countywide; tell our story more effectively.**
3. ~~Build and~~ **Maintain a strong, innovative, diverse board of directors and staff that reflect Monterey County.**
- 3-4. **Operate in an environmentally responsible way.**

Formatted: List Paragraph, None, No bullets or numbering