

# Cabrillo College FOUNDATION

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Paul De La Cerda  
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Kristin Wilson  
*Faculty Representative*

**EXECUTIVE DIRECTOR**  
Eileen Hill

## MEMORANDUM

**DATE:** January 6, 2022

**TO:** Owen Brown, Karen Cogswell, Marshall Delk, David Heald, Michael Machado, Kelly Nesheim, Gun Ruder, Steve Snodgrass, Trevor Strudley

**FROM:** Pegi Ard, Chief Financial Officer

**STAFF:** Eileen Hill, Nancy Machado

**GUESTS:** Brian Sharpes, Graystone Consulting

**SUBJECT:** **Finance and Investment Committee Meeting**  
**Thursday, January 13, 2022**  
**9:00 am – 10:030 am**  
**Zoom Virtual Meeting**

Item	Responsibility	Page
<b>A. Regular Open Session</b>		
1. Welcome and Call to Order	G. Ruder	
2. Approval of Agenda	G. Ruder	
<i>We reserve the right to change the order in which agenda items are discussed and/or acted upon at this meeting. Subject to further action, the agenda for this meeting is to be approved as presented. Items may be added to this agenda for discussion or action only as permitted by the Brown Act.</i>		
<b>B. Public Comment</b>		
1. Public Comment Opportunity	G. Ruder	

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<b>C. Action Items</b>		
1. October 14, 2021 Meeting Minutes	G. Ruder	4 – 8
2. Investment Consultant Review	E. Hill	9 – 54
3. October 31, 2021 Financial Statements	G. Ruder	
3.1 Balance Sheet		55 – 58
3.2 Income Statement by Fund		59 – 61
3.3 Income Statement Budget-to-Actual		62 – 63
4. November 30, 2021 Financial Statements	G. Ruder	
4.1 November 30, 2021 Condensed Narrative		64 – 65
4.2 Balance Sheet		66 – 69
4.3 Income Statement by Fund		70 – 72
4.4 Income Statement Budget-to-Actual		73 – 74
<b>D. Reports</b>		
1. Cabrillo College President Report	E. Hill	Provided at meeting
2. Executive Director Report	E. Hill	75
2.1 2021-22 Fundraising Targets		76
2.2 Fundraising Totals and Goal		77
July 1, 2021 to December 30, 2021		
Outright Gifts:	\$1,898,361	
Unbooked Revocable Planned Gifts:	\$ 150,000	
Total:	\$2,048,361	
2.3 Total Net Assets, Endowed Net Assets and Historical Gifts Chart as of November 30, 2021		78
3. Review of CCF Investments as of December 31, 2021	B. Sharpes	Emailed separately
<b>E. Information Items</b>		
1. Operational Reserve	E. Hill	79
2. Hurd Tribute	E. Hill	80
3. 2022-2023 Budget Timeline	N. Machado	81

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<b>E. Information Items (cont.)</b>		
4. Committee Calendar and Roster	G. Ruder	82 – 83
<b>F. Adjournment</b>		
1. Adjournment	G. Ruder	

**UPCOMING FINANCE MEETINGS:**

March 31, 2022 (9:00 – 10:30 am)

**Finance & Investment Committee 2020-21 Attendance Chart**

<b>Finance and Investment Committee Members</b>	<b>8/19/21</b>	<b>10/14/21</b>	<b>1/13/22</b>	<b>3/31/22</b>
Pegi Ard	P	P		
Owen Brown	P	P		
Karen Cogswell	P	P		
Marshall Delk	P	A		
David Heald	P	P		
Michael Machado	P	P		
Kelly Nesheim	P	P		
Gun Ruder	P	P		
Stephen Snodgrass	P	A		
Trevor Strudley	P	P		

P=Present, A=Absent, N/A=Not Applicable

Attendance is based on the Finance & Investment Committee meeting minutes. Please call the Cabrillo College Foundation office if you believe this chart is in error.

**Cabrillo College Foundation**  
**Finance and Investment Committee Meeting Minutes**  
**October 14, 2021**

**Present:** Pegi Ard, Owen Brown, Karen Cogswell, David Heald, Michael Machado, Kelly Nesheim, Gun Ruder and Trevor Strudley

**Absent:** Marshall Delk and Steve Snodgrass were absent.

**Staff:** Eileen Hill and Nancy Machado

**Guests:** Matt Wetstein

Call to Order – P. Ard called the meeting to order at 9:00 am.

Meeting by Zoom

**Motion: MSC: O.Brown/P.Ard.** The committee voted unanimously to approve meeting virtually based on current health recommendations for social distancing and mask requirements in indoor settings and agree to follow the guidance determined by the Cabrillo College Board of Trustees for January meetings.

Approval of Agenda

**Motion: MSC: G.Ruder/K.Nesheim.** The committee voted unanimously to approve the agenda.

Approve Finance and Investment Committee Minutes

**Motion: MSC: K.Cogswell/K.Nesheim.** Pegi Ard, Owen Brown, Karen Cogswell, David Heald, Michael Machado, Kelly Nesheim, Gun Ruder and Trevor Strudley voted to approve the Finance and Investment Committee minutes of August 19, 2021. Marshall Delk and Steve Snodgrass were absent

Public Comment Opportunity

There were no public comments.

Cabrillo College President Report

Matt reported that the college has contracted with Jones, Lang, LaSalle IP, Inc. (JLL) to conduct a housing feasibility survey to determine staff, faculty and student housing needs.

One goal is to provide affordable housing for students to achieve student success, retention and ultimately graduation. Students polled indicate that they would prefer to be housed on campus to be closer to support services. With a goal of being able to retain and recruit staff and faculty at Cabrillo, affordable housing would be a plus for Cabrillo, Staff and Faculty. Staff and Faculty polled indicate that they would prefer housing on or near campus.

With a housing feasibility study in process, Cabrillo College is poised to apply for state funding being offered to help Community Colleges, State Colleges and UC's provide



**Cabrillo College Foundation**  
**Finance and Investment Committee Meeting Minutes**  
**October 14, 2021**

affordable housing. If the application for state funding is approved, funding will pay for the planning stages of a housing project, such as the environment impact report and architectural drawings.

Executive Director Report

Eileen Hill reported that Foundation staff is working on the Faculty and Staff Grants application process. There is \$120,000 available to award from the Foundation and Student Senate.

The President's Circle committee is working on personalizing invitations and 1000 invitations will be sent next week with a goal of raising \$465,000.

The Women's Educational Success program raised over \$180,000 this year and \$100,000 will be available to award.

Eileen reported that as of October 1, 2021, the Cabrillo College Foundation has raised \$855,952 towards a goal of \$3M.

Eileen gave a graphical representation of the Foundation's 10-year scholarship and program disbursements to Cabrillo College.

Net Assets, Endowed Net Assets and Historical Gifts Chart

The ending net assets balance as of July 31, 2021 was \$44,841,394. The endowed net assets balance was \$40,053,845. The endowed historical gifts value was \$30,269,505.

Approve Financial Statements

Pegi Ard reported as of June 30, 2021, the total assets were \$47.6M, \$10.4M over prior year. Net assets were \$44.9M, \$10.7M over prior year. The total revenue for unrestricted, non-endowed and endowed funds was \$14.3M. Total expenses were \$3.6M with a surplus for all funds of \$10.7M. The total operating revenue was \$1.3M and expenses \$958K. The operating surplus was \$350K.

**Motion: MSC: K. Nesheim/O.Brown.** Pegi Ard, Owen Brown, Karen Cogswell, David Heald, Michael Machado, Kelly Nesheim, Gun Ruder and Strudley voted to approve the June 30, 2021 Post-Audit Financial Statements. Marshall Delk and Steve Snodgrass were absent.

Pegi Ard reported as of July 31, 2021, the total assets were \$47.2M, \$9.5M over prior year. Net assets were \$44.8M, \$9.8M more than prior year. The total revenue for unrestricted, non-endowed and endowed funds was \$53K. Total expenses were \$115K with a net deficit for all funds of \$62K. The total operating revenue was \$15K and expenses \$75K. The operating deficit was \$60K.

**Cabrillo College Foundation**  
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**Motion: MSC: D. Heald/K. Nesheim..** Pegi Ard, Owen Brown, Karen Cogswell, David Heald, Michael Machado, Kelly Nesheim, Gun Ruder and Strudley voted to approve the July 31, 2021 Post-Audit Financial Statements. Marshall Delk and Steve Snodgrass were absent.

Investment Consultant Review

Eileen Hill reported that based on the Statement of Investment Policy, every five years, or earlier if conditions warrant, the Finance and Investment Committee will determine if they want to entertain having Investment Consultants submit proposals to manage the Cabrillo College Foundation investments. January 2021 (the five year review mark), the Finance and Investments Committee voted unanimously to defer the investment consultant review to January 2022.

Eileen reviewed a Draft timeline for the Cabrillo College Foundation Investment Consultant Selection process, if moving forward with RFP (requests for proposal), some Investment Consultant information collected from various nonprofits and some sample RFP's.

The Finance & Investment Committee members agreed that it is time to look at and review options. The next Finance & Investment Committee meeting is January 13, 2022 and an action item will be included to plan for the Investment Consultant RFP.

Investment Report – August 31, 2021

- Our return on investments for the MS Long-Term Pool fiscal year to date as of August 31, 2021 (2 months) is as follows:

Actual Return:	1.42%
Benchmark Return:	1.63%
Difference:	- 0.21%

- Our return on investments for the MS ESG Long-Term Pool fiscal year to date as of August 31, 2021 (2 months) is as follows:

Actual Return:	2.67%
Benchmark Return:	2.02%
Difference:	0.65%

- Our return on investments for the MS Intermediate-Term Pool year to date as of August 31, 2021 (2 months) is as follows:

Actual Return:	0.09%
Benchmark Return:	0.20%
Difference:	-0.11%

**Cabrillo College Foundation**  
**Finance and Investment Committee Meeting Minutes**  
**October 14, 2021**

- Our return on investments for the MS Short-Term Pool fiscal year to date as of August 31, 2021 (2 months) is as follows:

Actual Return:	0.09%
Benchmark Return:	0.00%
Difference:	0.09%

- Our return on investments for the MS Title III Pool fiscal year to date as of August 31, 2021 (2 months) is as follows:

Actual Return:	0.61%
Benchmark Return:	0.79%
Difference:	-0.18%

- Our return on investments for the MS Title V Pool fiscal year to date as of August 31, 2021 (2 months) is as follows:

Actual Return:	1.10%
Benchmark Return:	1.36%
Difference:	-0.26%

Committee Calendar & Roster

Upcoming dates and events are listed on the Committee Calendar and Roster.

Adjournment

The meeting adjourned at 9:59 a.m.

Respectfully submitted,



Nancy Machado  
Accounting & Human Resources Manager

**UPCOMING FINANCE MEETINGS:**

January 13, 2022  
9:00 – 10:30 am

March 31, 2022  
9:00 – 10:30 am

**Cabrillo College Foundation**  
**Finance and Investment Committee Meeting Minutes**  
**October 14, 2021**

**Finance and Investment Committee Attendance Chart**

<b>Finance and Investment Committee Members</b>	<b>8/19/21</b>	<b>10/14/21</b>	<b>1/13/22</b>	<b>3/31/22</b>
Pegi Ard	P	P		
Owen Brown	P	P		
Karen Cogswell	P	P		
Marshall Delk	P	A		
David Heald	P	P		
Michael Machado	P	P		
Kelly Nesheim	P	P		
Gun Ruder	P	P		
Stephen Snodgrass	P	A		
Trevor Strudley	P	P		

P=Present, A=Absent, N/A=Not Applicable

Attendance is based on the Finance & Investment Committee meeting minutes.

Please call the Cabrillo College Foundation office if you believe this chart is in error.

Meeting follow up items:

Agenda items for January Meeting

- Provide background on Hurd Tribute and information about extending operating reserve to 9 months
- Provide timeline/materials needed to move forward with RFP for Investment Consultant

MEMORANDUM

DATE: January 6, 2022

TO: Finance and Investment Committee

FROM: Eileen Hill

SUBJECT: Investment Consultant Review

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**Background**

Based on the Statement of Investment Policy, every five years, or earlier if conditions warrant, the Finance and Investment Committee will determine if they want to entertain having Investment Consultants submit proposals to manage the Cabrillo College Foundation investments. January 2021 (the five year review mark), the Finance and Investments Committee voted unanimously to defer the investment consultant review to January 2022.

Attached:

- A. Community Capital Advisors proposal to conduct selection process at the cost of \$15,000 to \$20,000
  - 2021-22 Operational budget includes \$14,500 in Accounting/Legal/Professional Services for legal fees, proposal writer, and contingency that we do not anticipate using this year. Surplus funds from prior year can also be used for this expense.
  - Please note they are proposing 4-5 additional meetings in the 6 month timeline.
- B. Draft timeline for selection process in-house with Ad Hoc Investment Consultant Committee

**RECOMMENDED OPTIONS**

- A. Hire Community Capital Advisors
  - Determine scope of work (full vs reduced)
  - Determine if timeline is feasible (is it important to start a new consultant at the beginning of the fiscal year 7/1?)
- B. In-house RFP process driven by Foundation staff
  - Determine if timeline is feasible (is it important to start a new consultant at the beginning of the fiscal year 7/1?)
  - Select Ad Hoc Committee members

January 5, 2022

Eileen Hill  
Executive Director  
Cabrillo College Foundation  
6500 Soquel Drive  
Aptos, CA 95003  
(via email)

Dear Eileen,

Thank you for the opportunity to submit a proposal for Community Capital Advisors (CCA) to assist Cabrillo College Foundation (CCF) in the selection of an investment advisor through an invitation-only request for proposal (RFP) process.

I understand from our conversation that as a matter of best practice and fiduciary duty, the Foundation periodically assess the cost and suitability of the current investment advisor relative to the competitive landscape and the Foundation's current needs and future direction. As such, CCF seeks to outsource the coordination and administration of an investment advisor search to a third-party consultant such as CCA, with the primary objective of assisting CCF in an objective evaluation and selection of an investment advisor that is best suited to manage the Foundation's Long-Term and ESG portfolios.

In addition to conducting the RFP process, CCA will provide CCF's Finance Committee and staff with an educational session on the current investment consultant landscape, spectrum of consulting models (non-discretionary, limited discretion, discretionary or "Outsourced CIO"), and trends in responsible investment practices including the integration of ESG factors and principles of DEI (diversity, equity and inclusion).

The entire process, from defining priorities through the selection of an investment advisor typically takes 4-6 months, depending on your needs and the scope of work involved. The proposed process begins by clearly identifying a set of relative priorities and a measure of success. This can be accomplished through a facilitated discussion with the finance committee in combination with a survey, or through interviews with 4-5 committee members and staff. Once the foundation's objectives are clearly defined, I provide a summary description of 10-12 well-suited RFP candidates and facilitate a discussion with the finance committee to narrow the list down to 4-5 RFP recipients. I will draft the RFP questionnaire for your review, distribute it, and respond to clarifying questions. RFP responses are then analyzed, scored and summarized for committee review and discussion, with the goal of selecting two finalists to make formal presentations along with the incumbent investment advisor. I will assist staff with coordinating reference checks and operational due diligence calls. Last, is a facilitated discussion and selection of a finalist to recommend to the board.

A preliminary workplan with key milestones, deliverables and approximate timeline is summarized on the following page -- all of which can be customized and refined to meet your specific needs. The work

will be executed in close collaboration with you and your team, including regular check-ins and status updates throughout the process. Please note that this project is not a strictly linear process. There is typically some overlap in the timing and execution of several of the activities.

### **Key milestones (preliminary timeline in parenthesis)**

- Approve workplan and execute CCA consulting agreement (January)
- Identify relative priorities (January – February)
- Identify 10-12 well suited candidates to receive RFP (February)
- Review candidates and narrow list to 4-5 RFP recipients plus the incumbent (February)
- Draft RFP for Finance Committee review (February – March)
- Finalize and distribute RFP (March) – Allow 4 weeks for consultants to respond
- Compile, score and summarize responses (April)
- Select two finalists plus the incumbent to present (late April – early May)
- Conduct finalist presentations, virtual or in-person (May)
- Conduct reference checks and operational due diligence (May)
- Select finalist to recommend to the board (June)

### **Specific Deliverables**

- Conduct educational session with finance committee on investment consultant landscape, spectrum of consulting models, and trends with responsible investing practices (ESG and DEI)
- Facilitate finance committee discussion to identify relative priorities and success measures
- Provide summary description of 10-12 well-suited RFP candidates
- Facilitate finance committee selection of 4-5 recipients
- Draft and distribute RFP questionnaire and cover letter; respond to clarifying questions
- Provide summary of RFP responses and comparative scores on key attributes
- Facilitate finance committee selection of two finalists
- Provide constructive feedback to candidates not selected
- Provide specific follow-up questions to finalists and incumbent
- Attend finalist presentations
- Facilitate finance committee selection of finalist for recommendation to the board

The fee for this project, based on the scope of work summarized above, is \$20,000.

Alternatively, the scope of work can be modified to fit your needs. The main cost drivers are the quantities of initial candidates to screen, RFP respondents to evaluate, finalists to coordinate, and Finance Committee meetings to facilitate. In addition, there are some tasks that CCF staff could be responsible for. Three possible pricing options are summarized below. Other configurations are also possible.

	<b>Fee</b>	<b>Candidates</b>	<b>RFPs</b>	<b>Finalists</b>	<b>FC Mtgs</b>
1. Full scope	\$20,000	10-12	5	3	5
2. Reduce scope	\$18,000	8-10	4	2	4
3. Reduced + CCF staff*	\$15,000	8 or less	4	2	4

\* Staff serve as main point of contact: distribute RFP, respond to questions, update participants on status, provide feedback, coordinate finalist presentations, conduct reference checks.

The project fee includes up to two meetings onsite if required. Travel beyond two meetings will be invoiced at the current mileage reimbursement rate set by the IRS for a 150 mile roundtrip from San Francisco to CCF.

A sample service agreement is attached for your review. If you prefer, we can use the Foundation's standard consulting agreement as a starting point.

Also attached is additional information about Community Capital Advisors, my credentials, references and a slide deck of sample relevant work.

Not included in the scope of work are potential follow-on services such as:

- Updating governance documents to reflect any changes resulting from change in consultant (e.g., Investment Policy Statement and committee charter to incorporate ESG and DEI guidelines, clarify roles and responsibilities, update asset allocation objectives and guidelines)
- Draft decision-making authority matrix to clarify accountability for key investment decisions
- Staff education and donor talking points regarding a change in investment advisor
- Custodian selection / portfolio transition support, if needed
- A "level-setting" board educational session on racial equity and investment practices
- Racial equity assessment of investment practices with recommendations and action plan
- Follow-up committee discussions / thought partner during transitions and implementation

I look forward to discussing and refining to meet your specific objectives.

Sincerely,

A handwritten signature in black ink, appearing to read "Bert Feuss", with a horizontal line extending to the right.

Bert Feuss  
Senior Advisor  
Community Capital Advisors  
[bert@communitycapitaladvisors.us](mailto:bert@communitycapitaladvisors.us)  
415-577-0336

cc Marc Rand, Managing Partner, CCA



## I. Firm Background

### Firm Overview

Community Capital Advisors (CCA) is a boutique impact investing consultancy founded in 2017 and organized as a single member LLC (Marc Rand, Managing Partner, sole member) and a team of senior-level consultants who have enjoyed working together in various capacities for over a decade.

CCA's core expertise is helping community foundations and other funders of all sizes and types design and implement place-based, equity-focused impact investing programs that advance the organization's mission. Our current and past client engagements include community foundations, private foundations, corporate foundations, professional associations, health funders, nonprofits and investment advisors across the U.S. Client portfolios range from a few million in assets to hundreds of millions. CCA is not a registered investment advisor and does not manage client assets.

### Firm History

Marc Rand founded Community Capital Advisors (CCA) in 2017 following his 12-year tenure as Program Director for Loans and Affordable Housing at Marin Community Foundation where he invested more than \$50 million in local nonprofits and CDFIs with a 0% default rate.

At its start, CCA specialized in helping community foundations and place-based funders achieve greater local impact through the design, implementation and ongoing administration of community impact loan funds. Sarah Bennett, Director of Community Investment, and Theresa Wilson, Advisor and Project Manager, joined CAA to provide investment due diligence, loan underwriting, portfolio monitoring, reporting and overall program and project management.

In 2021, Bert Feuss and Eric Weaver joined the CCA Team as Senior Advisors. From his experience as Senior Vice President of Investments at Silicon Valley Community Foundation, Bert expanded CCA's capabilities across asset classes and impact strategies and added expertise in racial equity-focused investment policies and practices.

From his experience as the Founder and former CEO of Opportunity Fund (now Accion-Opportunity Fund), Eric deepened CCA's capabilities in community economic development, finance and governance. Eric also added expertise in fund structure and economics, operations, and leveraging government funding sources and subsidies.

In addition to the core CCA team, an Advisory Network of accomplished professionals with specific subject matter expertise serve as business advisors to CCA and as collaborators on client engagements based on client need. The Advisory Network includes Donna Kelley and Vinita Goyal who are specialists in affordable housing, community investment and underwriting; Erika Seth Davies, founder of The Racial Equity Asset Lab and CEO of Rhia Ventures, and Thurman White, retired CEO of Progress Investment Management Company and former investment committee chair for Silicon Valley Community Foundation, who are specialists in equity-focused investment policies, practices, governance, and assessment tools.

## Areas of Practice

- **Impact investment policy statements.** CCA supports the development of a clear and compelling Impact Investment Policy Statement through education and facilitated discussion to identify objectives, define an impact thesis, and establish responsibilities and guidelines.
- **Community impact investment funds.** CCA guides clients through each step of Planning, Design, and Implementation of impact investment funds. We facilitate landscape scans, funding gap analysis, opportunity identification, board education, consensus building, donor engagement, policy and procedures development, and implementation. Once established, CCA provides ongoing investment due diligence, monitoring and reporting.
- **Portfolio and program audit.** Often impact programs start on an ad hoc basis and need some structure over time. CCA provides program and portfolio evaluation services to ensure proper due diligence, monitoring, internal controls, documented policies and procedures, and training are in place and effective to reduce risks and ensure continued success and achievement of organizational goals.
- **Racial equity audit of investment practices.** CCA helps clients understand and successfully advance DEI throughout the investment process. We use a racial equity assessment framework and process co-developed with The Racial Equity Asset Lab to evaluate competency across eight indicators. We assess accountability and transparency across governance structures, investment policies and practices, consultant relationships, and staff responsibilities, resulting in a detailed action plan for organizations to demonstrate systematic organizational accountability for DEI.
- **Investment advisor search services.** CCA provides objective investment consultant search services for endowments, foundations and nonprofits seeking guidance in navigating the crowded and often confusing landscape of investment advisors and fund managers claiming expertise in ESG, impact investing and allocating to diverse fund managers. Our services include interviewing key stakeholders, defining objectives, education on advisory, discretionary and hybrid consulting models, administering an RFP process, and facilitating final selection.
- **Research and analysis projects.** CCA will lead customized research project for clients. Past projects include place-based investment opportunity scans, Opportunity Zone research for specific geographies, and creating affordable housing funding strategies.

## **II. Consultant Experience**

**Bert Feuss**, Senior Advisor, will lead the engagement with CCF. Bert joined CCA at the beginning of 2021 after serving as Senior Vice President of Investments for the Silicon Valley Community Foundation (SVCF) since 2007. Bert offers an objective, independent perspective from many years of working with boards and investment committees to identify and articulate investment objectives, conduct investment advisor searches, and implement ESG and impact-oriented portfolios. He is an expert in impact investing and knows the investment consultant landscape well.

From his pioneering work at SVCF allocating assets to minority- and women-owned asset managers, Bert also advises organizations seeking to advance equity-focused investment policies and practices that undo structural racism and contribute to transformational change within our financial systems. Bert utilizes a racial equity assessment framework to evaluate investment practices and help organizations

move beyond the idea of diversity and inclusion as an obligation to implementing an explicit commitment to diversity and racial equity throughout the organization's investment governance, policies and investment manager hiring practices.

Since joining the social sector in 2004, Bert has specialized in responsible investing, structuring high-performing impact portfolios and implementing impact investments across asset classes and strategies including ESG, mission- and program-related investments, and recoverable grants. At SVCF, Bert was responsible for a \$10 billion investment program that included endowments, socially responsible investment portfolios, externally managed donor advised funds, planned gifts, complex gifted assets, mission-aligned cash management, cryptocurrencies and direct impact investments. Bert regularly evaluated investment advisors, fund managers and investment strategies, and conducted due diligence on impact investments.

Bert currently serves on the mission-related investment committee for The California Endowment, and the Nominating & Governance Committee for the UC Davis Foundation where he advises on ESG integration and DEI investment practices. Prior service includes board member roles at Mission Investors Exchange, the Fiscal and Administrative Officers Group (FAOG) for community foundations, and ten years as an advisor to the UC Davis Foundation Finance & Investment Committee. Bert earned an MBA from Golden Gate University, and a BS in Ag Econ from the University of California, Davis. He lives in San Francisco with his wife Norma Garcia (Policy Counsel, Direct of Advocacy for Mission Economic Development Agency). Bert has family in Soquel, grew-up hiking in the hills behind Cabrillo College, and spends weekends in the Santa Cruz mountains in Loma Mar.

### III. Examples of Relevant Work

Bert has direct experience with respect to the scope of services requested. Below are examples of past and current work that is of similar scope and subject.

- **Community Foundation of Santa Cruz County** - Conducted Investment advisor search and RFP process in 2021. Engagement included board education on advisory, discretionary and hybrid consulting models, identification of suitable advisors, evaluation of responses, and facilitation of finalist presentations and selection.
- **Silicon Valley Community Foundation** - Conducted multiple investment consultant and third-party service provider RFPs from 2008 to 2020. Worked closely with the CEO and investment committee to develop RFPs, and with industry networks to identify qualified, best-fit candidates. Also developed and delivered educational programs for nonprofit board members on fiduciary duty, investment committee best practices, conducting a consultant RFP, and investment options for small nonprofits.
- **UC Davis Foundation** - Participated in multiple investment consultant RFPs including OCIO searches in 2010 and 2020, and evaluation of a planned gift administration and investment advisor in 2018. Contributed to scoring criteria, performance evaluation, and finalist interviews. Co-led drafting of Responsible Investment Principles that established guidelines for ESG integration, monitoring and reporting, and accountability for inclusive and equity-focused practices among investment advisors and managers.

## V. References

CCA Client References
<b>Community Foundation of Santa Cruz County</b> Susan True Chief Executive Officer 7807 Soquel Drive, Aptos, CA 95003 831-662-2000 4 years
<b>The Pittsburgh Foundation</b> Jonathan Brelsford Sr. Vice President of Finance and Investments 5 PPG Place, Suite 250, Pittsburgh, PA 15222 412-394-2628 brelsfordj@pghfdn.org 2-month engagement in 2021
<b>Harry and Jeanette Weinberg Foundation</b> Kevin Loeb Program Director 7 Park Center Court, Owings Mills, MD 21117 kloeb@hjweinberg.org 410 413 6063 2 years ongoing engagement

## CCA Team Bios



**MARC RAND, MANAGING PARTNER** Marc is the Founder and Managing Partner of Community Capital Advisors, a national consultancy focused on community investment. He leads an amazing team to help foundations (community, private and corporate) invest in nonprofits and social impact companies, Marc also manages several nonprofit loan funds, including American Nonprofits and the Nonprofit Insurance Alliance of California's member loan fund. Marc is the former Program Director for Loans and Affordable Housing at Marin Community Foundation (MCF). Prior to MCF, Marc served in the Peace Corps in Romania where he led the development of 5 credit unions. Marc started his career in international banking.



**BERT FEUSS, SENIOR ADVISOR** Bert specializes in the alignment of investment capital and practices with a mission to advance racial equity, inclusive economies, sustainable growth and healthy communities. With sixteen years of community foundation leadership experience, Bert brings extensive experience helping organizations navigate growth and implement prudent, equity-focused investment practices and place-based investment strategies. As the former Senior Vice President of Investments and a founding leadership team member of Silicon Valley Community Foundation, Bert stewarded asset growth from \$2 to \$10 billion. Prior to SVCF, Bert was the Director of Professional Services at Peninsula Community Foundation. He holds an MBA from Golden Gate University and BS from the University of California, Davis.



**ERIC WEAVER, SENIOR ADVISOR** Eric brings over three decades of experience in community economic development and community development finance. He began his career as a relief worker in El Salvador, bringing aid to internally displaced refugees from the civil war in the 1980s. He worked as a community organizer and project manager at an affordable housing nonprofit in Washington, DC. After moving west to pursue an MBA at Stanford, he founded what is now the nation's leading small and microbusiness lending CDFI - Opportunity Fund (now Accion Opportunity Fund). When Eric stepped down as CEO in 2017, Opportunity Fund had over 100 employees and a small business loan portfolio under management of over \$100 million.



**SARAH BENNETT, DIRECTOR OF COMMUNITY INVESTMENT** Sarah supports CCA clients with over two decades of nonprofit underwriting and portfolio management expertise. Previously, she was a Senior Vice President in the Community Lending and Investment Division at Wells Fargo where she managed a CDFI portfolio that included national lenders to small rural CDFIs. Sarah played a leadership role in implementing the CDFI investment program across the Wells Fargo footprint, including pipeline development, program design, and community outreach. Prior to Wells Fargo, she worked in the Community Affairs Department of the San Francisco Federal Reserve Bank and for U.S. Representative Anna Eshoo. Sarah holds a bachelor's degree in Political Science from Stanford University and a master's degree in Public Policy from the Harvard Kennedy School of Government.



**THERESA WILSON, ADVISOR** Theresa supports CCA with portfolio management and internal operations. Previously she was at Avivar Capital where she managed internal operations and conducted investment due diligence and client portfolio management. Prior she supported a \$50M impact portfolio at Omidyar Network, worked in SME Private Equity at the IFC, supported the Market Dynamics team at Results for Development, and served as a Kiva Fellow working to launch Kiva's US-based micro finance platform. Before Kiva, she served in the U.S. Peace Corps in the Republic of Georgia and Costa Rica. Theresa holds an MBA and MA in Global Affairs from Yale University where she was a Forte Fellow, Executive Director of the Yale Journal of International Affairs, and co-chair of the Yale Philanthropy Conference.

## CCA Advisory Network



**THURMAN WHITE, JR., INVESTMENT ADVISOR** Thurman White is a pioneer in driving policies and practices that foster racial justice and meaningful opportunities for minority-owned investment management firms. He is a licensed attorney, angel investor, business mentor, and racial justice and minority business advocate. He recently retired as CEO of

Progress Investment Management Company (Progress), a boutique investment advisory firm in San Francisco that managed over \$7 billion in assets in multi-manager strategies for some of the largest and most prestigious pensions and institutional investors. Thurman has served on many for-profit and nonprofit boards, including the board of Silicon Valley Community Foundation where he chaired the Investment Committee and continues to serve on the committee today. He earned his undergraduate degree from Princeton, and graduate degrees from Stanford and the University of California, Berkeley Law.



**ERIKA SETH DAVIES, RACIAL EQUITY ADVISOR** Erika is the Founder of The Racial Equity Asset Lab (The REAL), a venture that centers racial equity in investment practices and works to shift capital to close the persistent racial wealth gap. She is also the CEO of Rhia Ventures, a women's reproductive health nonprofit that is making direct investments in early- and growth-stage companies that drive access and equity in

reproductive and maternal health through a wholly-owned venture fund. Prior to joining Rhia Ventures, Erika held leadership positions at the Baltimore Community Foundation and the Association of Black Foundation Executives (ABFE). During her time as the Vice President of External Affairs at ABFE, Erika designed the SMART Investing initiative—the first effort to incorporate a racial equity lens in foundation endowment practice through increased access for minority-owned and women-owned investment management firms.



**VINITA GOYAL, COMMUNITY INVESTMENTS ADVISOR** Vinita's fifteen plus years in nonprofits have cut through intersectional programmatic areas including affordable housing, small business development, arts, placemaking, transportation, sustainable agriculture and climate resilience. She has been a strong advocate for community

ownership-based housing at the Association of Bay Area Governments and at the City of Seattle, and then as part of Silicon Valley Community Foundation (SVCF). Most recently at the Bay Area Regional Health Inequities Initiative (BARHII), she was engaged in layering a climate resilience lens in the development of a land trust pilot in Vallejo. She received her bachelor's in architecture from the Government College of Architecture in Lucknow, India, and earned her master's in city and regional planning at UC Berkeley.

## CCA Social Justice Statement

As a nation, we are grappling with fundamental truths about our world marked by heinous acts of violence and inequitable policies inflicted upon and directed at black, brown, indigenous, Asian, LGBTQ, and other marginalized people.

We recognize and acknowledge our history holds centuries of oppression and systemic racism that lives on today. This must change. We understand that the work that has been done to address racial injustice requires further effort, and we need to do more.

We commit to continuing to listen and learn and advocate for meeting the needs of BIPOC (Black, Indigenous and people of color) communities and other marginalized people—and to help create an equitable financial system, as we believe a brighter financial future should be accessible to everyone.

We are committed to the pursuit of racial and social justice by enabling the flow of philanthropic capital to more BIPOC owned or led asset managers, entrepreneurs, communities and community serving nonprofits.

We promise to work to seek justice and to better support communities of color and BIPOC-led nonprofits and funders through our services and through the education of non-BIPOC asset owners, allocators and intermediaries.

We pledge to help our clients incorporate alternative due diligence benchmarks and standards that expand access to credit to communities of color and organizations led by people of color, and that allocate more capital to diverse-owned asset managers in parity with national demographic representation.

### **What We Believe**

We believe that a stable and secure financial future should be accessible to everyone.

We believe that systemic oppression has kept many Black, Indigenous, Hispanic/Latina(o), Asian and other marginalized populations from achieving financial stability and security.

We believe diversity in the finance and investment industry should be more reflective of our society.

We believe we have the power to create positive change through the work we do, by:

- Helping funders understand how their investment policies and practices may not be contributing to principles of diversity, equity and inclusion
- Providing education to boards, committees, leaders, staff and investment advisors
- Advancing alternative underwriting due diligence standards that expand access to credit to communities of color and that allocate more capital to diverse-owned asset managers

Source: <https://www.communitycapitaladvisors.us/>

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# SAMPLE DISCUSSION MATERIALS

## INVESTMENT ADVISOR RFP

Bert Feuss  
Senior Advisor  
Community Capital Advisors





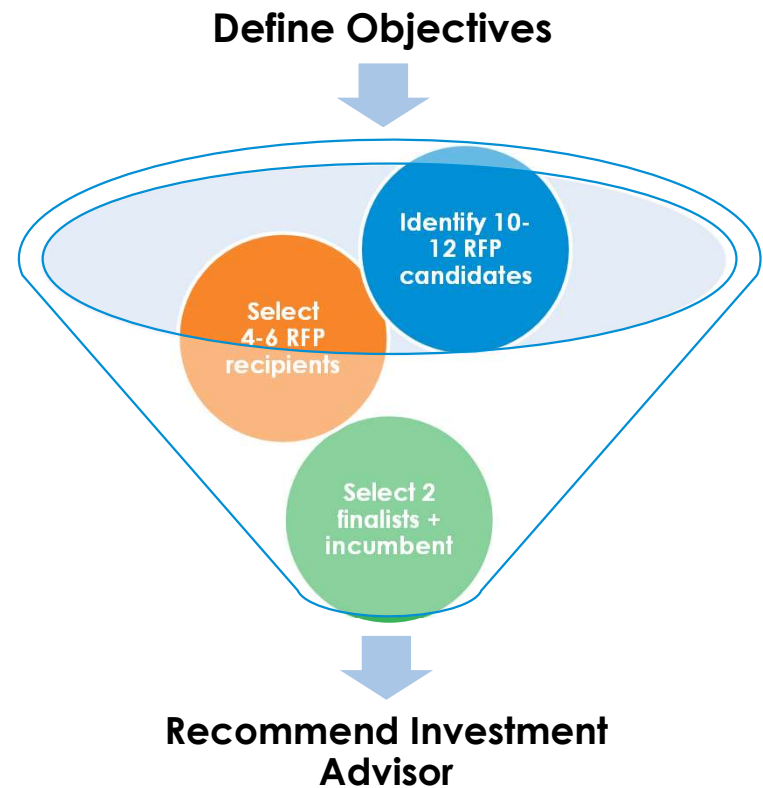
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# SAMPLE KICK OFF MEETING MATERIALS



# RFP Process

- Identify 10-12 suitable candidates
- Narrow list to 4-6 RFP recipients plus incumbent
- Select 2 finalists plus incumbent to present to Finance Committee
- Select investment advisor to recommend to the board



# Sample RFP Timeline

June

Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
	1 <b>Kick Off Meeting</b>	2	3	4	5	6
7	8	9	10	11	12	13
14	15 CCA identifies 10-12 candidates based on CCF priorities	16	17	18	19	20
21	22	23 <b>CCF selects 4-6 recipients</b>	24 CCA drafts RFP	25	26	27

July

Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
28	29	30	1 <b>CCF reviews draft RFP</b>	2 HOLIDAY	3	4
5	6	7	8	9 CCA distributes RFP	10	11
12	13 CCA responds to consultant questions	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

August

Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
2	3	4	5	6 <b>Responses Due</b>	7	8
9	10 CCA compiles results and conducts follow-up calls	11	12	13	14	15
16	17	18	19	20 Results to finance committee	21	22
23	24	25	26	27 <b>Committee selects finalists (90 minutes)</b>	28	29
30	31	Staff & CCA complete reference checks and ODD, coordinates presentations, provides feedback to those not selected.				

September

Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
30	31	1	2	3	4	5
6 HOLIDAY	7	8	9	10	11	12
13	14	15	16	17	18	19
21	22	23	24 <b>CCF selects investment advisor</b>	25	26	27
28	29	30				

# Where is the committee on scale of 1 to 5?

## 1 Keep Incumbent

Satisfied with incumbent. Document a prudent review of the competitive landscape and suitability of the incumbent. Possibly negotiate improved level of services, support and fees.

## 2 Likely Keep

Like what we have, but it is time to assess suitability of incumbent versus current objectives. Possibly find a better fit and/or negotiate better value.

## 3 Neutral

Evaluate competitive landscape. May the best suited firm prevail.

## 4 Likely Replace

We think there may be better options; evaluate alternatives.

## 5 Replace Incumbent

We believe there are better options; identify a better fit.

# Committee Preference Survey

Please indicate the level of importance for each of the characteristics below.

	Marginally Important	Important, but not critical	Very Important
a. Non-discretionary investment advisor relationship (vs. OCIO or hybrid)			
b. Allocate to active managers in traditional asset classes (liquid)			
c. Implement tactically managing the portfolio's asset allocation			
d. Invest in top tier hedge funds			
e. Invest in top tier private equity and real estate funds			
f. Invest directly in alternatives rather than through fund-of-funds			
g. Evaluate and source ESG funds and research capabilities			
h. Source diverse MWBE asset managers			
i. Integrated custody (vs. separate custody relationship)			
j. Unbundled fees (vs. bundled or wrap-fee approach)			
k. Other preferences?			

# Committee Preference Survey

Please indicate the level of importance for each of the reporting and operational services below.

	Marginally Important	Important, but not critical	Very Important
a. Assist in providing relevant materials for donors' inquiries			
b. Assist in cash management - review cash needs regularly			
c. Prepare and route investment documents for signature			
d. Assist with vendor selection (custody, transitions, proxy)			
e. Provide annual audit support & operations support			
f. Provide performance reporting of donor investment pools			
g. Provide performance reporting of advisor-managed donor funds			
h. Provide performance reporting on impact investments (not in pools)			
i. Provide due diligence on impact investments			
j. Conduct due diligence on donor recommended investments			
k. Provide brokerage services for gifted securities			
l. Other factors?			

# Consultant / OCIO Models

Non-Discretionary Traditional Consultant	Limited Discretion Hybrid	Full Discretion "OCIO" Commingled Pools
<ul style="list-style-type: none"> <li>• Customized portfolio</li> <li>• Consultant recommends asset allocation and manager selection</li> <li>• Separate custodian</li> <li>• No signing authority</li> <li>• Multiple accounts to reconcile</li> </ul>	<ul style="list-style-type: none"> <li>• Customized portfolio</li> <li>• Consultant recommends asset allocation and managers for private assets</li> <li>• Consultant selects managers in liquid asset classes</li> <li>• Limited signing authority</li> <li>• Multiple accounts to reconcile</li> </ul>	<ul style="list-style-type: none"> <li>• Client can customize asset allocation into pooled "building blocks" shared with other OCIO clients</li> <li>• OCIO has full discretion over manager selection</li> <li>• OCIO has signing authority</li> <li>• Single account to reconcile</li> </ul>

Trend 

 Trend

# Traditional or Outsourced Approach?

Reasons to choose an outsourced, **Discretionary** investment approach:

- Clear accountability for decision making and performance
- Board and/or governance committee lack expertise
- Increasing portfolio complexity with the addition of alternatives
- Debating manager selection is viewed as suboptimal use of time
- Limited staff and governance time is better spent elsewhere

Reasons to remain with a traditional, **Non-Discretionary** consulting approach:

- Governance committee has necessary investment and endowment expertise
- Entity prefers to be active participants in the management of its assets
- Donor stewardship and professional advisor engagement considerations
- Consultant staff can support operations and administration
- Lower cost

For either option: relationships are long-term as the switching cost is high.



# Prospective Candidate Discussion

Please indicate additional providers to be considered or those to eliminate.

Investment Consultants	OCIO – Hybrid	Impact Specialists
<ul style="list-style-type: none"> <li>Cambridge</li> <li>Crewcial Partners (Colonial)</li> <li>Fund Evaluation Group</li> <li>Maketa</li> <li>Monticello</li> <li>NEPC</li> <li>RVK</li> <li>Pavilion (Mercer)</li> <li>Prime Buchholz</li> </ul>	<ul style="list-style-type: none"> <li>GEM</li> <li>Agility</li> <li>SEI</li> <li>Partners Capital</li> </ul>	<ul style="list-style-type: none"> <li>Flatworld Partners</li> <li>Sonen Capital</li> <li>Veris Wealth Advisors</li> </ul>
	OCIO - Single Pool	
	<ul style="list-style-type: none"> <li>Commonfund</li> <li>Vanguard</li> <li>TIFF</li> <li>Cornerstone</li> </ul>	
MWBE Advisors	Wealth Management Firms	Passive/Low-Cost Providers
<ul style="list-style-type: none"> <li>Disciplina Group</li> <li>Pivotal Advisors</li> <li>WestFuller Advisors</li> </ul>	<ul style="list-style-type: none"> <li>BofA/Merrill Lynch</li> <li>Brown Advisory</li> <li>Graystone Consulting (MS)</li> </ul>	<ul style="list-style-type: none"> <li>Blackrock</li> <li>Dimensional Fund Advisors</li> <li>State Street</li> <li>Vanguard</li> </ul>

Green indicates a depth of ESG and/or mission-aligned investment expertise.



# Committee Discussion Questions

1. Does the timeline allow sufficient time for the process of discovery?
2. Would the committee consider consolidating the LT and ESG pools into a single all ESG pool?
3. What is preference for active vs. passive strategies; or blend in a core-satellite approach?
4. How important is private assets exposure?
5. Are there investments the committee wants excluded from the investment portfolios?
6. Does the committee want to see more impact within the portfolios or in a separate portfolio?
7. Is there donor demand for other investment options?

# Sample RFP Objectives

- Exercise fiduciary duty to periodically assess suitability and cost of investment advisor relative to competition and the Foundation's current needs
- Complete RFP with selection of investment advisor by end of September
- Outsource coordination and administration of RFP process to CCA
- RFP Subcommittee oversight by Executive Director and Finance Committee chair
- Finance Committee is kept informed throughout process, participates in finalist presentations, and approves recommended investment advisor

**Priorities:**

- 1) maintain strong investment administration support
- 2) deliver competitive investment performance relative to peers
- 3) seek greater alignment of assets with mission
- 4) competitively priced for scope of services and support



# SAMPLE RFP RESPONSE ANALYSIS



# RFP Evaluation & Scoring

Responses were evaluated across 7 categories weighted as follows:

**10% Organizational Structure**

- Viability, stability, endowment and foundation focus, community foundation experience, DEI culture, insurance, conflicts

**15% Personnel**

- Consulting, Client Support and Investment teams: credentials, experience, tenure, client load, stability, capacity, diversity

**20% Investment Philosophy and Strategy**

- Differentiated and disciplined approach to consistently adding value over benchmarks over time
- Thoughtful approach to investment and spending policies, asset allocation and benchmarking, in alignment with priorities
- Framework for evaluating ESG managers, integrating ESG values into policy, and sourcing diverse managers
- Quality of proposed long-term, socially responsible, short-term and cash pools

**20% Investment Process and Manager Selection**

- Rigor and adequacy of investment process, manager research and risk management functions
- Dedicate resources to cover ESG strategies and MWBE managers, and experience implementing

**10% Performance**

- Demonstrated ability to add value net of fees to client portfolios at the portfolio and asset class levels over 5, 7 and 10 years
- Performance compares favorably with peer benchmarks
- Provides insightful analysis and attribution to assess effectiveness of asset allocation and manager recommendations over time

**15% Operations and Reporting**

- Ability to support investment admin, reporting, performance monitoring, donor and audit support needs

**10% Fee & Expenses**

- Reasonableness, clarity and transparency, stability, total estimated cost of proposed portfolios

# RFP Response Scores

Category	Weight	7 Respondents						
Organizational Structure	10%	0.27	0.31	0.36	0.31	0.29	0.33	0.32
Personnel	15%	0.53	0.38	0.51	0.45	0.47	0.49	0.60
Investment Philosophy & Strategy	20%	0.54	0.58	0.55	0.55	0.52	0.60	0.73
Investment Process / Manager Selection	20%	0.68	0.50	0.61	0.49	0.64	0.69	0.84
Performance	10%	0.38	0.30	0.25	0.15	0.30	0.30	0.35
Operations and Reporting	15%	0.56	0.36	0.45	0.55	0.39	0.51	0.64
Fees & Expenses	10%	0.28	0.30	0.31	0.30	0.30	0.30	0.35
TOTALS	100%	3.22	2.72	3.03	2.80	2.90	3.21	3.83
Rank		2	6	3	5	4	2	1

These scores are subjective. Please also reference 1) individual firm profiles provided at the end of this deck, 2) the summary spreadsheet provided separately by email, and 3) each advisor's actual RFP response provided in the shared Google [drive](#).

# Performance Comparison

## Performance Summary - 6/30/21 - Net of All Fees

Investment Advisor	1 Year	3 Years	5 Years	7 Years	10 Years	Max Drawdown
CPI + 5%	10.7%	7.7%	7.6%	7.0%	7.0%	
FAOG Peer Benchmark (\$100M-\$250M)	31.7%	11.5%	11.4%	7.8%	8.0%	-
Respondents	26.4%	8.0%	8.1%	5.9%	6.7%	-18.3%
	24.9%	8.8%	9.1%	6.3%	7.1%	-16.6%
	1.5%	-0.8%	-1.0%	-0.4%	-0.4%	
	27.0%	12.0%	11.5%	8.5%	8.3%	-11.8%
	34.9%	11.8%	12.1%	8.0%	8.2%	-18.9%
	33.7%	11.7%	11.7%	8.1%	8.9%	-19.4%
	29.0%	9.8%	9.9%	7.8%	8.5%	-14.1%
	23.4%	10.9%	9.8%		7.2%	-11.1%
	32.3%	12.0%	11.4%	8.2%	8.5%	-16.0%

Red text = failure to maintain purchasing power.

Red shading = below peer benchmark.

Source: Average of five sample clients provided by each respondent for portfolios of similar size and objective as Long-Term portfolio.

# Fee Proposals

Fee Proposals					
Investment Advisor	Non-Discretionary		Discretionary		Fee Schedule (Non-Discretionary if schedules differ)
	Fee	bps	Fee	bps	
G	\$225,000	0.15%	-	-	Flat .15%
G	\$180,000	0.12%	\$180,000	0.12%	Flat .12% (20% reduction)
B	na	na	\$425,000	0.28%	.35% x \$50M +.25% x \$100M + .20% over \$150M
C	\$260,000	0.17%	\$470,000	0.31%	.28% x \$50M +.12% x \$150M + .07% over \$200M
F	\$150,000	0.10%	\$400,000	0.27%	.12% x \$100M +.06% x \$200M + .05% x \$200M + .03%...
G	na	na	\$900,000	0.60%	Flat .60%
M	\$295,000	0.20%	\$360,000	0.24%	Flat \$ rate (1 yr), ↑ annually 3%
R	\$195,000	0.13%	na	na	Flat \$ rate (2 yrs), ↑ annually greater of 3% or CPI

Respondents



# Total Portfolio Expenses

Expense Type <sup>1</sup>	7 Respondents							Peer Survey <sup>4</sup>
	Sam	Greenland	Green	FEI	Moneta	Chrysalis	None	
Advisory Fee	0.60%	0.17%	0.29%	0.10%	0.20%	0.12%	0.13%	0.22%
Custody Fee	0.03%	0.03%	0.012%	0.01%	0.03%	-	0.04%	0.05%
Administrative Fees	0.06%					-		
Underlying Manager Fees	0.90%	0.80%	0.41%	0.84%	0.48%	0.39%	0.21%	0.58%
Other	0.04%		0.25%					
<b>Total LT Portfolio</b>	<b>1.63%</b>	<b>1.00%</b>	<b>0.96%</b>	<b>0.95%</b>	<b>0.71%</b>	<b>0.51%</b>	<b>0.38%</b>	<b>0.85%</b>
Passive exposure	very little	15%-20%	<20%	20%	40%-60%	30%	68%	
SRI Portfolio	1.63%	0.80%	1.07%	0.68%	1.07%	0.46%	0.38%	

# Target Return & Net Spending Assumptions

	7 Respondents							Peer Average	Peer Average
	Brown	General	FEG	GA	Graystone	Marissa	WPA		
Achievable Target Return	6.30%	7.60%	7.30%	7.00%	7.10%	7.25%	7.00%	7.1%	6.3%
Inflation Assumption	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.0%	2.0%
<b>Net Spendable</b>	<b>4.30%</b>	<b>5.60%</b>	<b>5.30%</b>	<b>5.00%</b>	<b>5.10%</b>	<b>5.25%</b>	<b>5.00%</b>	<b>5.1%</b>	<b>4.3%</b>
CFSCC Fees	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.5%	1.2%
<b>Grant spendable</b>	<b>2.80%</b>	<b>4.10%</b>	<b>3.80%</b>	<b>3.50%</b>	<b>3.60%</b>	<b>3.75%</b>	<b>3.50%</b>	<b>3.6%</b>	<b>3.7%</b>
Comments:	reduce admin fee		need to perform stress test			provided 6 scenarios		Source: FEG survey	

# Additional Characteristics

Characteristic	7 Respondents						
	Discretion	Advisory	Both	Discretion	Advisory	Advisory	Advisory
Majority of business	Discretion	Advisory	Both	Discretion	Advisory	Advisory	Advisory
Transition to Discretionary?	Required	Optional	Optional	Day 1	Optional	Optional	No
Custodian included	-	-	-	✓	✓	-	-
Custodian selection support	✓	✓	✓	-	-	✓	Fee
Stock gift liquidation	✓	No	✓	✓	✓	No	No
Number of CF clients	8	29	37	1	5	3	2
Number of E&F clients	321	78	183	43	32	32	59
Client gain:loss ratio	10:1	1:2	2:3	2:1	3:0	8:1	2:1
Firm Stability	✓	in	✓	recent	✓	✓	✓
		transition		transition			



# SAMPLE – FIRM PROFILES



# Consultant A

*Non-Discretionary Only*

**Fee Proposal** NDIC: \$195,000 0.13% bpts  
OCIO: NA

## Strengths

- Simplicity and low cost emphasis
- Continuous education and critical analysis on behalf of clients
- Won quality of advice leader award 4 years running
- Will support day to day operational needs
- Lowest fee proposal, even with \$25,000 for custodian search

## Challenges/Considerations

- Philosophy of simplicity and high allocation to index funds may make it challenging to add diverse managers
- Firm lacks diversity, but is making steps in right direction
- Non-discretionary only • Mostly pension plan clients
- E&F clients < .5% of business; few community foundations

**Performance rank:** #X

**Manager quality:** Average - Large institutional brands

**RFP response quality:** Very Good

**Overall Score and Rank:** 2.67 6th of 6

## Firm Summary

Established: 1985 (36 yrs)  
Asset Size: \$1.1 trillion  
Client Focus: Pension/DC Plans \$1.0 trillion 96%  
Non-Discretionary: 100% Discretionary: 0%  
Endowments & Foundations: 59 \$8.3B 1.4%  
Comm Fnd Clients:\* 3 \$2 billion\* 0.10%  
Ownership: Employee owned by 24 principles

Firm Diversity	Female	Diverse
Ownership:	21%	4%
Management:	14%	14%
Firm:	35%	18%
CEO:	Female	

\* 2 small clients and one \$1 billion project based client

# Distinguishing Factors

- **Simplicity and low cost**
- **Selective and sparing use of active managers**
- **Minimal use of alternatives**

“In our experience, a common driver of disappointing investment performance is the tendency of institutional investors to reach for incrementally higher returns. Their desire to outperform broad market indices often exceeds their tolerance of the accompanying risk and costs. As a result, investors often design portfolios that are biased toward the overuse of active management, dilution of active manager skill, and inclusion of all asset classes that offer little value.

Based on our understanding of the Foundation's mission and resources, ***our proposed team will recommend portfolios designed to generate modest outperformance vs. indices (50bps/year), but with less risk of underperformance.*** In our experience, we have found that our recommended strategies are much simpler than those typically employed by competitors. In addition to improving the odds of achieving modest outperformance relative to benchmarks, this approach can substantially reduce costs. These costs not only include investment manager and advisory fees, but also intangible costs associated with portfolio oversight. Many investors ignore the fact that for every investment manager and asset class that is added to a portfolio, there is proportionately less time available for staff, committee, and board members to focus on activities that are arguably more important to the mission. The greatest tragedy for an investor occurs when they suffer underperformance by overreaching for return, and simultaneously compromise their mission due to the distractions that accompany the attempt.”

# Consultant B

*Discretionary Only*

**Fee Proposal**    NDIC:    NA  
OCIO: \$425,000    0.28%    bpts

## Strengths

- Strongest performance
- Full service firm, prides itself on solving client problems
- Depth of ESG expertise    • 98% client retention rate
- One team member is the prior CFO/COO at Baltimore CF
- Can transition clients from non-discretionary over 1-3 years

## Challenges/Considerations

- Requires transition to discretionary relationship
- Few community foundation clients, \$20M average size
- Beginning to establish West Coast presence
- Firm lacks diversity but is taking steps in right direction
- Use of proprietary products in portfolios

**Performance rank:**    #1

**Manager quality:**    High - established quality names

**RFP response quality:**    Good

**Overall Score and Rank:**    3.22    2nd tied

## Firm Summary

Established:    1993 (28 yrs)  
Asset Size:    \$130 billion  
Client Focus:    Private Client    74%  
Non-Discretionary:    0%    Discretionary:\*    100%  
Endowments & Foundations:    321    \$8.6 billion    12%  
Comm Fnd Clients:    8    \$166 million    0.16%  
Ownership:    All employees are owners

<b>Firm Diversity</b>	<b>Female</b>	<b>Diverse</b>
Ownership:	9%	4%
Management:	32%	8%
Firm:	44%	17%

\* 56% of revenues. Mutual fund revenue is 44%.

**Community Foundation Client:** Lancaster County, PA

# Sample Presentation Questions for Finalists

1. Describe your investment philosophy and what sets it apart from others. How does your approach fair during different economic cycles? Describe periods of potential headwinds and tailwinds.
2. Provide evidence of how you have added value to client portfolios based on attribution analysis over ten years.
3. Introduce the primary client support team members and why they were selected. Have each person briefly talk about their role, what day-to-day interaction looks like, and why they working at your firm.
4. Describe your process and timeline for transitioning from a non-discretionary to a discretionary or limited discretion relationship. What are, pros, cons and considerations for the foundation and for you as advisor?
5. Explain your ESG manager evaluation methodology, how you define and measure best in class ESG integration, and your view on integrating ESG into portfolios for clients.
6. Describe your process of advising clients on selection of custodian and assisting with transition.
7. Describe the role of hedge funds in the portfolio. Do you prioritize (1) return generation (2) dampening volatility, or capital preservation? Which strategies are employed? Which are avoided? How have your views on hedge funds changed over time and how has that been expressed in client portfolios?
8. Describe how you will support management of or oversight and reporting for CRT and CGA portfolios, thematic portfolios, and externally managed DAFs.

**What else does the FC want to know? Do you have sufficient information to make a decision?**



# THANK YOU

BERT FEUSS

Senior Advisor

Community Capital Advisors

[bert@communitycapitaladvisors.us](mailto:bert@communitycapitaladvisors.us)

415-577-0336

MARC RAND

Managing Partner

Community Capital Advisors

[marc@communitycapitaladvisors.us](mailto:marc@communitycapitaladvisors.us)

415-577-1420



Date

Name

Title

Organization

Address

(via email)

**Re: Service Agreement between CCA and [Client]**

Dear [Name],

Thank you for the opportunity to provide consulting services to [Client].

This agreement for consulting services (the "Agreement") is made by and between [Client], located at [Address] ("Client") and Community Capital Advisors, an independent consulting firm located at 905 Kansas Street #2, San Francisco, CA 94107 ("CCA") (Client and CCA, each, a "Party," and together, the "Parties").

1) Description of Services

- a) CCA is pleased to provide those services (the "Services") described in the attached **Exhibit A**, as it may be amended or updated from time to time by mutual written agreement as provided in this Agreement (as amended or updated, the "Statement of Work").
- b) In exchange for the provision of Services described on the Statement of Work, Client agrees to make payments to CCA as described in the Statement of Work (the "Fee"). The Fee will be payable in arrears upon invoicing by CCA as further described in the Statement of Work.
- c) Invoices will be directed to the Client at the address or email address specified under Notices below. Payment by check or electronic transfer is due upon receipt of invoice. If one or more invoices are past due by 30 days or more, CCA will have the right to halt or terminate the Services entirely until payment is received.

2) Effective Date; Term; Termination

- a) This Agreement is effective as of [Date] and will continue in effect until the Services described in **Exhibit A** have been completed or the agreement is terminated, whichever is earlier.
- b) This Agreement may be terminated by either party for any reason, provided that termination of this Agreement will not terminate Client's obligations to make the payments outlined on **Exhibit A**, unless otherwise specified on **Exhibit A**. Termination will be effective 10 business days after an oral or a written notice is given, whichever is earlier. Any oral notice must be confirmed to the other party in writing during the 10-day period. Written notice or confirmation of oral notice must be sent to Client or CCA by email or to the addresses listed above.
- c) Unless otherwise determined, upon termination of this Agreement, CCA will deliver all finished

or unfinished documents, reports, summaries, lists, charts, graphs, or materials prepared for Client and not yet delivered (whether complete or partial).

3) Standard of Care

- a) CCA will discharge its duties herein with the care, skill, prudence, and diligence under the circumstances that a prudent investor acting in like capacity and familiar with such matters would use in the conduct of any enterprise of like character with like aims.

4) No Discretionary Authority; Basis of Recommendations

- a) The Services will be limited to those specified in **Exhibit A**. Client acknowledges that CCA is not registered with the Securities and Exchange Commission (the "SEC") as an investment advisor. Client will retain absolute discretion over, and the entire responsibility for, all decisions regarding Client's portfolio, including, without limitation, all decisions regarding selection of investment consultants, managers, strategies, investment objectives, types of assets and their allocations, specific securities, brokers, transactions and all other matters related to the Client's portfolios. CCA will consult with Client, conduct research, provide information, prepare reports and perform such other tasks as may be necessary or appropriate to assist Client in the selection of an investment consultant. CCA's research and reports will be based on information obtained from a wide variety of public and private sources, including, in the case of registered investment advisors, copies of their Forms ADV and periodic questionnaires.
- b) Although the information collected by CCA is believed to be reliable, CCA cannot guarantee the accuracy or validity of such information and, unless performed directly by CCA, the uniformity of the manner in which investment performance calculations are made. Client understands that the prior performance of an investment advisor is not necessarily indicative of such investment manager's future results.
- c) If Client requests CCA's assistance in the selection of an investment advisor, CCA will, after receipt of appropriate information from and about Client, recommend investment advisors and corresponding investment vehicles which, in CCA's opinion, appear suitable for Client, based on Client's investment objectives, risk/return expectations, and projected liquidity needs, among other considerations, all as set forth in Client's Investment Policy Statement (the "IPS").
- d) With respect to the Services:
  - i) No aspect of the Services shall: 1) be used by CCF as the sole criteria for any investment decision 2) constitute a recommendation regarding the suitability of the investment product for investment by CCF 3) be considered an opinion with respect to the strategy or likely future investment performance of the investment product and / or 4) be construed as investment advice.
  - ii) The Consultant shall not be deemed an Investment Adviser as a result of the Services rendered under this Agreement and / or interpreted under the laws or regulations of the United States Securities and Exchange Commission or any similar body having the authority in other jurisdictions.

5) Limitation of Liability; Services Not Provided.

- a) CCA will not be liable for the conduct or investment performance, either historical or prospective, of any investment consultant, fund manager, service provider or any investment analyzed by CCA and selected by Client.
  - b) CCA will not be responsible for any losses resulting from or in connection with Client's choice of service providers, investment consultants or fund managers.
  - c) CCA will not be responsible for rendering any tax, legal or accounting advice to Client or preparing for Client any legal, tax, accounting or actuarial documents.
- 6) Information to be Provided by Client; Investment Restrictions.
- a) It will be Client's responsibility to advise CCA of Client's investment objectives, risk/return expectations, projected liquidity needs and other relevant information, based on which CCA will provide the Services to Client. It will be Client's responsibility to advise CCA of any changes or modifications to its objectives, needs and expectations.
  - b) Client will provide or instruct its accountant, third party administrator, benefit consultant, actuary, custodian, bank, investment manager(s), tax and/or legal advisor to provide CCA with any and all necessary and appropriate information, including account reports and Client documents, as requested by CCA in order to perform the Services.
  - c) Client agrees and understands that, in providing the Services, CCA will rely on the information provided by Client, its agents, representatives or advisors. CCA will not verify or audit any information so obtained, and will not be required to do so, unless Client requests otherwise in writing.
- 7) Non-Exclusive Arrangement
- a) This is a non-exclusive arrangement. Client understands and agrees that CCA may make recommendations to its other clients, which may differ from advice given to Client or the timing of such advice.
- 8) Client Commitments
- a) In order to perform the Services within the Term and as outlined in the Scope of Work, Client agrees to provide all necessary documents and/or resources to CCA; assist in introductions to key individuals for interviews; respond in a timely manner to draft materials; and prepare for all meetings with CCA. Client acknowledges that late or incomplete responses or information may jeopardize the schedule and/or quality of Services rendered.
- 9) Proprietary Rights
- a) *Ownership by Client.* Client shall own all right, title and interest in and to all work product developed by CCA pursuant to this Agreement including, without limitation, all written deliverables, works of authorship, derivative works and patentable and unpatentable inventions and improvements, all copies of such works in whatever medium such copies are fixed or embodied and all worldwide copyrights, trademarks, patents or other intellectual property rights in and to such works (collectively, the "Work Product").
  - b) *Reservation of Rights.* Notwithstanding the other provisions of this Section 5, all Confidential

Information, data and materials owned by CCA prior to the execution of this Agreement, in the possession of CCA prior to the execution of this Agreement or developed by CCA independently of this Agreement and without reference to the Client Confidential Information (collectively, "Reserved Materials") shall (as between Client and CCA) continue to belong exclusively to CCA, whether or not they were specifically adapted for use in providing the Services. CCA hereby grants Client a perpetual, royalty-free license to use the Reserved Materials solely in connection with the Work Product developed for Client hereunder or any derivative work created therefrom or improvement thereon.

#### 10) Limitation of Liability

- a) Notwithstanding any other provision of this Agreement, except for indemnity obligations hereunder and claims arising out of the unauthorized use or disclosure of Confidential Information, under no circumstances will either party have any obligation or liability to the other hereunder for any incidental, indirect, consequential or special damages incurred by the other party (including damages for lost business, lost profits or damages to business reputation), regardless of how such damages arise and regardless of whether or not a party was advised such damages arise and regardless of whether or not a party was advised such damages might arise. The foregoing limitations shall apply notwithstanding any failure of essential purpose of any limited remedy.

#### 11) Warranties

- a) CCA agrees to perform the Services in conformance with generally accepted professional standards. CCA makes no other warranties, whether express or implied. CCA's role in performing the Services is advisory in nature, and CCA does not provide legal or tax advice. In no event shall CCA's liability hereunder exceed the dollar amount of this Agreement. Client agrees to defend, indemnify and hold CCA harmless from and against any and all third-party claims resulting directly or indirectly from Client's use of the Work Product or any other deliverable produced by CCA under this Agreement.

#### 12) Confidentiality

- a) "Confidential Information" for the purposes of this Agreement shall mean all confidential and proprietary information owned or possessed by either Party (the "Disclosing Party") and disclosed by such Party to the other Party (the "Receiving Party") prior to the expiration or termination of this Agreement that is marked as confidential, or that the Receiving party should reasonably understand to be confidential. Confidential Information shall include, without limitation, any data processes, computer or software products or programs, cost and pricing data, know-how, marketing or business plans, analytical methods and procedures, financial information and personnel data. Confidential Information shall not include information supplied to the Receiving Party that is or becomes available to the public other than as a result of the Receiving Party or its employees or other representatives' disclosure in violation of this Agreement.
- b) Receiving Party agrees to hold the Disclosing Party's Confidential Information in strict confidence and to use at least the standard of care it uses in protecting its own Confidential Information. Absent advance written permission from the Disclosing Party, Receiving Party

may not use Disclosing Party's Confidential Information except as reasonably required to exercise its rights or perform its obligations under this Agreement.

13) Indemnity

- a) Each Party (the "Indemnifying Party") agrees to defend, indemnify and hold harmless the other Party and its employees, agents and other representatives from and against any and all claims, liabilities, losses, costs and expenses to the extent arising out of or relating to the Indemnifying Party or its employees, agents or other representatives' negligence, willful misconduct or breach of this Agreement.

14) Independent Status of Parties

- a) Nothing contained in this Agreement, nor in the relationship created hereby, shall be interpreted to evidence an employer-employee relationship, joint venture, partnership or principal-agent relationship between Client and CCA. Neither Party shall have any right or authority to act on behalf of, or incur any obligation for, the other Party.

15) Notices. All notices hereunder shall be sent to the Parties at their respective address set forth here, or at such other addresses as they may designate by written notice.

<u>Client</u>	<u>Community Capital Advisors</u>
Name	Marc Rand
Title	Managing Partner
Address	905 Kansas Street #2
City, State, Zip	San Francisco, CA 94107
Email address	marc@communitycapitaladvisors.us

16) Miscellaneous Provisions

- b) No Third-Party Beneficiaries. Nothing in this Agreement is intended to create any rights in or confer any benefits upon any person or entity other than the Parties to this Agreement.
- c) Assignment. Neither Party may assign its rights or obligations hereunder without the other Party's prior written consent.
- d) Force Majeure. Neither Party shall be responsible for delays or failure in performance resulting from acts beyond the control of such Party, including, without limitation, acts of God, strikes, lockouts, riots, acts of war, terrorist attacks, epidemics, fire, communication line failures, power surges or failures, earthquakes or other natural disasters.
- e) Governing Law. This Agreement shall be governed by and interpreted in accordance with laws of California.
- f) Sole Agreement. This Agreement constitutes the sole and complete Agreement between the Parties with regard to the Services and may not be modified or amended except by a writing signed by both Parties, hereto. Neither Party shall be subject to any provisions of any pre-

printed form, purchase order, or acknowledgment, unless those forms or provisions are expressly adopted in a writing executed by both Parties.

- g) **Waiver.** No waiver of any breach of any provision of this Agreement by either Party or the failure of either Party to insist on the exact performance of any provision of this Agreement shall constitute a waiver of any prior, concurrent, or subsequent breach of performance of the same or any other provisions hereof, and no waiver shall be effective unless made in writing by the waiving Party.
- h) **Severability.** If any of the provisions of this Agreement shall be or become invalid or unenforceable, such invalidity or unenforceability shall not invalidate or render unenforceable the remaining provisions of this Agreement. Instead, this entire Agreement shall be construed fairly and not in favor of or against either Party, regardless of which Party was generally responsible for the preparation of this Agreement.
- i) **Counterparts.** This Agreement may be executed in multiple counterparts that may be delivered by facsimile or electronic transmission, each of which shall be deemed an original but all of which shall constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have executed this Agreement on the dates indicated below.

**Client**

**CCA**

\_\_\_\_\_  
Name

Title

Date: \_\_\_\_\_

\_\_\_\_\_  
Marc Rand

Managing Partner

Date: \_\_\_\_\_

## **Service Agreement Exhibit A**

### **Statement of Work**

#### **Cabrillo College Foundation - EXAMPLE**

**Services.** CCA will provide the following Services to Client:

#### **Project Objectives**

- CCF seeks to outsource the coordination and administration of an investment advisor search to CCA with the primary objective of assisting CCF in an objective evaluation and selection of an investment advisor that is best suited to manage the Foundation's Long-Term and ESG portfolios.
- CCA will also provide CCF's Finance Committee and staff with an educational session on the current investment consultant landscape, spectrum of consulting models (non-discretionary, limited discretion, discretionary or "Outsourced CIO"), and trends in responsible investment practices including the integration of ESG factors and principles of DEI (diversity, equity and inclusion).

#### **Project Deliverables**

CCA shall provide the following deliverables to CCF:

- Conduct educational session with finance committee on investment consultant landscape, spectrum of consulting models, and trends with responsible investing practices (ESG and DEI)
- Facilitate finance committee discussion to identify relative priorities and success measures
- Provide summary description of 10-12 well-suited RFP candidates
- Facilitate finance committee selection of 4-5 recipients
- Draft and distribute RFP questionnaire and cover letter; respond to clarifying questions
- Provide summary of RFP responses and comparative scores on key attributes
- Facilitate finance committee selection of two finalists
- Provide constructive feedback to candidates not selected
- Provide specific follow-up questions to finalists and incumbent
- Attend finalist presentations
- Facilitate finance committee selection of finalist for recommendation to the board

#### **Project Timeline**

- Approve workplan and execute CCA consulting agreement (January)
- Identify relative priorities (January – February)
- Identify 10-12 well suited candidates to receive RFP (February)
- Review candidates and narrow list to 4-5 RFP recipients plus the incumbent (February)
- Draft RFP for Finance Committee review (February – March)
- Finalize and distribute RFP (March) – Allow 4 weeks for consultants to respond
- Compile, score and summarize responses (April)



- Select two finalists plus the incumbent to present (late April – early May)
- Conduct finalist presentations, virtual or in-person (May)
- Conduct reference checks and operational due diligence (May)
- Select finalist to recommend to the board (June)

### Project Team

The project lead is Bert Feuss:

**Bert Feuss, Senior Advisor, Community Capital Advisors**  
 Former Senior Vice President of Investments,  
 Silicon Valley Community Foundation  
 415-577-0336  
[bert@communitycapitaladvisors.us](mailto:bert@communitycapitaladvisors.us)

### Project Fee

CCF agrees to pay a total fee of \$20,000 for the Services, to be payable as follows:

Amount	Due Date
\$10,000	Upon signing of Service Agreement
\$10,000	Upon completion of project

Payment is due within 30 days after the invoice date.

The project fee includes up to two meetings onsite at the college campus if required. Travel beyond two meetings will be invoiced at the current mileage reimbursement rate set by the IRS for a 150-mile roundtrip from San Francisco to CCF.

In the event that the scope of services requested by CCF exceeds what is outlined in this Statement of Work, or should the nature or intensity of CCF's requests require review of CCA's costs for the delivery of the Services, Client agrees that the Project Fee will be adjusted accordingly. In the event that the Agreement is terminated by either party for cause, CCA will send a final invoice to CCF promptly following such termination. The final invoice will reflect work performed by CCA through the date of termination.

MEMORANDUM

DATE: January 6, 2022

TO: Finance and Investment Committee

FROM: Eileen Hill

SUBJECT: Draft Investment Consultant Selection Timeline

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January 14	Investment Consultant Ad Hoc Committee is formed to determine: <ul style="list-style-type: none"><li>• what is needed in the RFP to make selection</li><li>• which investment consultants will be included in the RFP</li><li>• develop RFP</li></ul>
March 1	Foundation staff mails RFP to distribution list allowing 30 days to submit proposal
March 30	Proposal Deadline
March 31	Finance and Investment Committee ranks proposals
April 4	Ad Hoc Committee reviews ranked proposals and determines final candidates to interview
April 4-14	Investment Consultant interviews
April 14	Finance and Investment Committee selects investment consultant
April 21	Executive Committee receives and approves the recommendation from Finance and Investment Committee
May 10	Board of Directors receives and accepts recommendation from Executive Committee
July 1	Commence implementation

**Cabrillo College Foundation**  
**Balance Sheet as of October 31, 2021**  
 With Comparative Totals as of October 31, 2020

	Operating 10/31/21 A	Nonendowed 10/31/21 B	Endowed 10/31/21 C	Total 10/31/21 D	Total 10/31/20 E
<b>ASSETS</b>					
<b>CASH AND INVESTMENTS</b>					
<b>CASH</b>					
SANTA CRUZ COUNTY BANK	(\$291,112)	\$46,851	\$357,431	\$113,171	\$129,403
SANTA CRUZ COUNTY BANK	\$228,597	\$25,898	\$2,105	\$256,600	\$448,498
PAYPAL	\$4,958	\$100	(\$2,145)	\$2,913	\$0
BAY FEDERAL CREDIT UNION	\$6,173	\$0	\$1,290	\$7,463	\$7,461
BAY FEDERAL CREDIT UNION	\$176,822	\$0	\$0	\$176,822	\$176,188
MORGAN STANLEY MID TERM POOL	\$1,148,769	\$1,124,314	\$0	\$2,273,084	\$903,905
MORGAN STANLEY NONENDOWED	\$509,538	\$2,029,652	\$0	\$2,539,190	\$3,222,115
MORGAN STANLEY GIFT RECEIPT	\$17,848	\$1,042	\$60,679	\$79,569	\$75,647
<b>SUBTOTAL CASH</b>	<b>\$1,801,594</b>	<b>\$3,227,857</b>	<b>\$419,360</b>	<b>\$5,448,811</b>	<b>\$4,963,217</b>
<b>INVESTMENTS</b>					
MORGAN STANLEY TITLE III/V HOLDING	\$1	\$0	\$0	\$1	\$13,251
MORGAN STANLEY LONG TERM POOL	\$141,971	\$1,475	\$34,362,106	\$34,505,551	\$27,788,105
MORGAN STANLEY TITLE V	\$0	\$0	\$1,271,803	\$1,271,803	\$1,167,541
MORGAN STANLEY TITLE III	\$0	\$0	\$535,371	\$535,371	\$258,262
MORGAN STANLEY ESG	\$16,090	\$0	\$4,324,077	\$4,340,168	\$1,290,083
<b>SUBTOTAL INVESTMENTS</b>	<b>\$158,063</b>	<b>\$1,475</b>	<b>\$40,493,357</b>	<b>\$40,652,894</b>	<b>\$30,517,241</b>
<b>TOTAL CASH AND INVESTMENTS</b>	<b>\$1,959,656</b>	<b>\$3,229,332</b>	<b>\$40,912,717</b>	<b>\$46,101,706</b>	<b>\$35,480,458</b>
<b>RECEIVABLES</b>					
<b>PLEDGES</b>					
PLEDGES - UNRESTRICTED	\$3,657	\$0	\$0	\$3,657	\$8,589
PLEDGES - ANNUAL FUND	\$0	\$0	\$0	\$0	\$3,230
PLEDGES - RESTRICTED	\$0	\$154,867	\$701,149	\$856,015	\$1,179,714
ALLOWANCE FOR UNCOLLECTIBLE PLEDGES	\$0	\$0	\$0	\$0	(\$1,131)
<b>SUBTOTAL PLEDGES</b>	<b>\$3,657</b>	<b>\$154,867</b>	<b>\$701,149</b>	<b>\$859,673</b>	<b>\$1,190,402</b>
<b>ACCOUNTS RECEIVABLE</b>					
ACCOUNTS RECEIVABLE	\$10	\$0	\$0	\$10	\$100

**Cabrillo College Foundation**  
**Balance Sheet as of October 31, 2021**  
 With Comparative Totals as of October 31, 2020

	Operating 10/31/21 A	Nonendowed 10/31/21 B	Endowed 10/31/21 C	Total 10/31/21 D	Total 10/31/20 E
TOTAL ACCOUNTS RECEIVABLE	\$10	\$0	\$0	\$10	\$100
OTHER RECEIVABLES					
SPLIT INTEREST AGREEMENTS	\$45,310	\$43,179	\$11,426	\$99,916	\$107,799
SUBTOTAL OTHER RECEIVABLES	\$45,310	\$43,179	\$11,426	\$99,916	\$107,799
TOTAL RECEIVABLES	\$48,978	\$198,046	\$712,575	\$959,598	\$1,298,301
FIXED ASSETS					
OFFICE EQUIPMENT	\$36,303	\$0	\$0	\$36,303	\$36,303
ACCUMULATED DEPRECIATION	(\$35,092)	\$0	\$0	(\$35,092)	(\$33,881)
TOTAL FIXED ASSETS (NET)	\$1,211	\$0	\$0	\$1,211	\$2,421
PREPAID EXPENSES	\$15,192	\$0	\$0	\$15,192	\$13,387
PREPAID RETIREMENT EXPENSE	\$23,198	\$0	\$0	\$23,198	\$22,758
DEFERRED OUTFLOWS - FY PERS EXPENSE	\$40,124	\$0	\$0	\$40,124	\$34,190
DEFERRED OUTFLOWS - PENSION INVESTMENTS	\$41,841	\$0	\$0	\$41,841	\$55,821
DEFERRED OUTFLOWS- OPEB PENSION INVESTMENTS	\$30,211	\$0	\$0	\$30,211	\$35,486
<b>TOTAL ASSETS</b>	<b>\$2,160,411</b>	<b>\$3,427,378</b>	<b>\$41,625,292</b>	<b>\$47,213,081</b>	<b>\$36,942,823</b>

**Cabrillo College Foundation**  
**Balance Sheet as of October 31, 2021**  
 With Comparative Totals as of October 31, 2020

	Operating 10/31/21 A	Nonendowed 10/31/21 B	Endowed 10/31/21 C	Total 10/31/21 D	Total 10/31/20 E
<b>LIABILITIES AND NET ASSETS</b>					
<b>LIABILITIES</b>					
PAYABLES AND ACCRUED EXPENSES					
ACCOUNTS PAYABLE	\$1,249	\$0	\$0	\$1,249	\$1,049
SANTA CRUZ COUNTY BANK PPP LOAN	\$0	\$0	\$0	\$0	\$102,569
ACCRUED PTO	\$58,607	\$0	\$0	\$58,607	\$65,217
ACCRUED HEALTH BENEFITS	\$46,121	\$0	\$0	\$46,121	\$42,434
SECTION 125 WITHHOLDINGS	\$759	\$0	\$0	\$759	\$1,205
EMPLOYEE PORTION OF BENEFITS	\$9	\$0	\$0	\$9	\$0
ACCRUED RETIREE MEDICAL BENEFITS	\$160,009	\$0	\$0	\$160,009	\$158,975
UNFUNDED PERS PENSION LIABILITY	\$515,027	\$0	\$0	\$515,027	\$476,536
DEFERRED INFLOWS - PERS	\$3,673	\$0	\$0	\$3,673	\$18,951
SUBTOTAL PAYABLES, ACCRUED EXPENSES	\$785,454	\$0	\$0	\$785,454	\$866,936
SCHOLARSHIPS AWARDED					
CAP SCHOLARSHIPS	\$0	\$33,997	\$610,503	\$644,500	\$741,000
ENDOWED SCHOLARSHIPS	\$0	\$0	\$3,500	\$3,500	\$6,000
NONENDOWED SCHOLARSHIPS	\$0	\$65,236	\$0	\$65,236	\$69,320
SUBTOTAL SCHOLARSHIPS AWARDED	\$0	\$99,233	\$614,003	\$713,236	\$816,320
WES GRANTS PAYABLE					
WES GRANTS	\$0	\$0	\$26,700	\$26,700	\$45,000
SUBTOTAL WES GRANTS PAYABLE	\$0	\$0	\$26,700	\$26,700	\$45,000
<b>TOTAL LIABILITIES</b>	<b>\$785,454</b>	<b>\$99,233</b>	<b>\$640,703</b>	<b>\$1,525,390</b>	<b>\$1,728,255</b>
<b>NET ASSETS</b>					
OPERATING NET ASSETS					
DESIGNATED-OPERATING RESERVE	\$541,766	\$0	\$0	\$541,766	\$509,995
DESIGNATED-PRESIDENT'S CIRCLE ENDOWMEN	\$10,000	\$0	\$0	\$10,000	\$10,000
DESIGNATED-EQUIPMENT	\$15,000	\$0	\$0	\$15,000	\$15,000
DESIGNATED-HURD TRIBUTE	\$294,302	\$0	\$0	\$294,302	\$294,302
DESIGNATED-RETIREE MEDICAL BENEFITS	\$75,003	\$0	\$0	\$75,003	\$67,727
UNDESIGNATED	\$438,886	\$0	\$0	\$438,886	\$118,668

**Cabrillo College Foundation**  
**Balance Sheet as of October 31, 2021**  
 With Comparative Totals as of October 31, 2020

	Operating 10/31/21 A	Nonendowed 10/31/21 B	Endowed 10/31/21 C	Total 10/31/21 D	Total 10/31/20 E
SUBTOTAL OPERATING NET ASSETS	\$1,374,957	\$0	\$0	\$1,374,957	\$1,015,691
NET ASSETS - NONENDOWED	\$0	\$3,328,145	\$0	\$3,328,145	\$3,150,748
NET ASSETS - ENDOWED	\$0	\$0	\$40,984,589	\$40,984,589	\$31,048,128
<b>TOTAL NET ASSETS</b>	<b>\$1,374,957</b>	<b>\$3,328,145</b>	<b>\$40,984,589</b>	<b>\$45,687,691</b>	<b>\$35,214,567</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$2,160,411</b>	<b>\$3,427,378</b>	<b>\$41,625,292</b>	<b>\$47,213,081</b>	<b>\$36,942,823</b>
 BEGINNING BALANCE WITH CURRENT YEAR ADJUSTMENTS	 \$1,411,410	 \$3,425,654	 \$40,066,211	 \$44,903,276	 \$34,218,137
NET SURPLUS/(DEFICIT)	(\$36,454)	(\$97,509)	\$918,377	\$784,415	\$996,430
 ENDING NET ASSETS	 \$1,374,957	 \$3,328,145	 \$40,984,589	 \$45,687,691	 \$35,214,567

**Cabrillo College Foundation**  
**Income Statement by Fund as of October 31, 2021**  
 With Comparative Totals as of October 31, 2020

	Operating 10/31/21 A	Nonendowed 10/31/21 B	Endowed 10/31/21 C	Total 10/31/21 D	Total 10/31/20 E
<b>REVENUE</b>					
<b>EARNED INCOME</b>					
INTEREST AND DIVIDENDS	\$28,067	\$0	\$165,691	\$193,758	\$154,677
UNREALIZED GAIN/LOSS ON SECURITIES	(\$35,715)	\$0	\$185,853	\$150,138	\$295,316
REALIZED GAINS/LOSSES	\$2,311	\$0	\$259,161	\$261,471	\$328,395
FEE INCOME	\$28,505	\$0	\$0	\$28,505	\$28,677
OPERATIONAL ENDOWMENT PAYOUT	\$13,999	\$0	\$0	\$13,999	\$14,359
ENDOWMENT MANAGEMENT FEE	\$144,062	\$0	\$0	\$144,062	\$111,089
<b>TOTAL EARNED INCOME</b>	<b>\$181,229</b>	<b>\$0</b>	<b>\$610,705</b>	<b>\$791,934</b>	<b>\$932,514</b>
<b>CONTRIBUTED INCOME</b>					
RESTRICTED CONTRIBUTIONS	\$0	\$194,881	\$626,193	\$821,074	\$848,566
OTHER INCOME	\$140	\$0	\$0	\$140	\$358
ANNUAL FUND	\$195	\$0	\$0	\$195	\$330
PRESIDENT'S CIRCLE GIFTS	\$93,238	\$0	\$0	\$93,238	\$80,350
UNRESTRICTED GIFTS	\$2,205	\$0	\$0	\$2,205	\$9,011
INTERFUND CONTRIBUTIONS	\$1	(\$38,036)	\$38,035	\$0	\$0
IN KIND REVENUE	\$0	\$5,730	\$0	\$5,730	\$10,000
IN KIND REVENUE-RENT	\$8,126	\$0	\$0	\$8,126	\$7,906
<b>TOTAL CONTRIBUTED INCOME</b>	<b>\$103,905</b>	<b>\$162,575</b>	<b>\$664,228</b>	<b>\$930,708</b>	<b>\$956,521</b>
<b>TOTAL REVENUE</b>	<b>\$285,134</b>	<b>\$162,575</b>	<b>\$1,274,933</b>	<b>\$1,722,642</b>	<b>\$1,889,034</b>
<b>EXPENSES</b>					
<b>SALARIES &amp; WAGES</b>					
SALARIES & WAGES	\$174,993	\$0	\$3,075	\$178,068	\$75,334
PPP LOAN PAYROLL COSTS	\$0	\$0	\$0	\$0	\$92,561
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$174,993</b>	<b>\$0</b>	<b>\$3,075</b>	<b>\$178,068</b>	<b>\$167,895</b>
<b>PAYROLL TAXES, BENEFITS</b>					
PAYROLL TAXES, BENEFITS	\$88,370	\$0	\$329	\$88,698	\$70,805
PPP LOAN BENEFITS & TAXES	\$0	\$0	\$0	\$0	\$10,008
<b>TOTAL PAYROLL TAXES, BENEFITS</b>	<b>\$88,370</b>	<b>\$0</b>	<b>\$329</b>	<b>\$88,698</b>	<b>\$80,813</b>
<b>PRINTING</b>	<b>\$3,621</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,621</b>	<b>\$3,539</b>

**Cabrillo College Foundation**  
**Income Statement by Fund as of October 31, 2021**  
 With Comparative Totals as of October 31, 2020

	Operating 10/31/21 A	Nonendowed 10/31/21 B	Endowed 10/31/21 C	Total 10/31/21 D	Total 10/31/20 E
ACCOUNTING/LEGAL/PROFESSIONAL SERVICES	\$22,365	\$0	\$0	\$22,365	\$16,830
FUNDRAISING/EVENTS/PUBLIC RELATIONS	\$2,742	\$0	\$0	\$2,742	\$4,587
OFFICE EQUIP & MAINTENANCE					
OFFICE EQUIPMENT	\$0	\$0	\$0	\$0	\$187
DEPRECIATION EXPENSE	\$404	\$0	\$0	\$404	\$404
SOFTWARE MAINTENANCE	\$4,587	\$0	\$0	\$4,587	\$4,287
TOTAL OFFICE EQUIP & MAINTENANCE	\$4,991	\$0	\$0	\$4,991	\$4,878
BOOKS/PUBLICATIONS/MEMBERSHIPS	\$30	\$0	\$0	\$30	\$1,600
OFFICE SUPPLIES	\$1,198	\$0	\$0	\$1,198	\$483
POSTAGE & MAILING SERVICE	\$3,186	\$0	\$0	\$3,186	\$2,915
BOARD EXPENSES	\$28	\$0	\$0	\$28	\$0
OTHER EXPENSES					
MISCELLANEOUS	\$75	\$0	\$0	\$75	\$38
UNCOLLECTIBLE PLEDGES	\$0	\$0	\$0	\$0	(\$149)
MILEAGE & PARKING	\$117	\$0	\$0	\$117	\$171
INTERNET SERVICE	\$267	\$0	\$0	\$267	\$375
IT HOSTING SERVICE	\$0	\$0	\$0	\$0	\$199
BANK CHARGES	\$3,355	\$0	\$0	\$3,355	\$2,193
INVESTMENT FEES	\$5,114	\$0	\$67,989	\$73,102	\$58,512
MANAGEMENT FEES	\$0	\$0	\$144,062	\$144,062	\$111,089
DIRECTOR/OFFICER LIABILITY INS	\$1,105	\$0	\$0	\$1,105	\$1,105
LIABILITY AND PROPERTY INSURANCE	\$1,301	\$0	\$0	\$1,301	\$1,302
CYBER INSURANCE	\$603	\$0	\$0	\$603	\$0
TOTAL OTHER EXPENSES	\$11,937	\$0	\$212,050	\$223,987	\$174,835
IN KIND EXPENSE	\$0	\$5,730	\$0	\$5,730	\$10,000
IN KIND EXPENSE - RENT	\$8,126	\$0	\$0	\$8,126	\$7,906
NONENDOWED PROGRAM EXPENSES	\$0	\$114,154	\$0	\$114,154	\$141,748
ENDOWED PROGRAM EXPENSES	\$0	\$0	\$87,461	\$87,461	\$22,791
SCHOLARSHIPS	\$0	\$140,200	\$53,641	\$193,841	\$251,784
<b>TOTAL EXPENSES</b>	<b>\$321,587</b>	<b>\$260,084</b>	<b>\$356,556</b>	<b>\$938,227</b>	<b>\$892,605</b>



**Cabrillo College Foundation**  
**Income Statement by Fund as of October 31, 2021**  
 With Comparative Totals as of October 31, 2020

NET SURPLUS/(DEFICIT)

Operating 10/31/21 A	Nonendowed 10/31/21 B	Endowed 10/31/21 C	Total 10/31/21 D	Total 10/31/20 E
<u>(\$36,454)</u>	<u>(\$97,509)</u>	<u>\$918,377</u>	<u>\$784,415</u>	<u>\$996,430</u>

**Cabrillo College Foundation**  
**Income Statement - Operating Budget as of 10/31/21**  
 With Comparative Totals as of 10/31/20

	20/21 Actual 4 Months A	21/22 Actual 4 Months B	21/22 Budget 4 Months C	21/22 Actual To 21/22 Budget D	21/22 4 Mos. Actual and 5 Mos. Projected E	21/22 Annual Budget (Approved 5/11/21) F	Variance 21/22 4 Mos. Actual & 8 Mos. Projected to 21/22 Budget G
<b>REVENUE</b>							
<b>EARNED INCOME</b>							
INTEREST AND DIVIDENDS	\$12,844	\$28,067	\$5,672	\$22,396	\$17,015	\$17,015	\$0
UNREALIZED GAIN/LOSS ON SECURITIES	(\$16,395)	(\$35,715)	\$0	(\$35,715)	\$0	\$0	\$0
REALIZED GAINS/LOSSES	\$7,942	\$2,311	\$0	\$2,311	\$0	\$0	\$0
FEE INCOME	\$28,677	\$28,505	\$21,212	\$7,292	\$91,303	\$91,303	\$0
OPERATIONAL ENDOWMENT PAYOUT	\$14,359	\$13,999	\$18,317	(\$4,318)	\$18,317	\$18,317	\$0
ENDOWMENT MANAGEMENT FEE	\$111,089	\$144,062	\$127,549	\$16,513	\$510,194	\$510,194	\$0
<b>TOTAL EARNED INCOME</b>	<b>\$158,516</b>	<b>\$181,229</b>	<b>\$172,749</b>	<b>\$8,480</b>	<b>\$636,829</b>	<b>\$636,829</b>	<b>\$0</b>
<b>CONTRIBUTED INCOME</b>							
OTHER INCOME	\$358	\$140	\$500	(\$360)	\$2,000	\$2,000	\$0
ANNUAL FUND	\$330	\$195	\$0	\$195	\$50,000	\$50,000	\$0
PRESIDENT'S CIRCLE GIFTS	\$80,350	\$93,238	\$86,500	\$6,738	\$428,000	\$428,000	\$0
UNRESTRICTED GIFTS	\$9,011	\$2,205	\$6,667	(\$4,462)	\$20,000	\$20,000	\$0
INTERFUND CONTRIBUTIONS	\$0	\$1	\$0	\$1	\$0	\$0	\$0
IN KIND REVENUE-RENT	\$7,906	\$8,126	\$7,904	\$222	\$24,821	\$23,712	\$1,110
<b>TOTAL CONTRIBUTED INCOME</b>	<b>\$97,954</b>	<b>\$103,905</b>	<b>\$101,570</b>	<b>\$2,334</b>	<b>\$524,821</b>	<b>\$523,712</b>	<b>\$1,110</b>
<b>TOTAL REVENUE</b>	<b>\$256,470</b>	<b>\$285,134</b>	<b>\$274,320</b>	<b>\$10,814</b>	<b>\$1,161,650</b>	<b>\$1,160,541</b>	<b>\$1,110</b>
<b>EXPENSES</b>							
<b>SALARIES &amp; WAGES</b>							
SALARIES & WAGES	\$73,242	\$174,993	\$184,373	\$9,380	\$556,620	\$556,620	\$0
PPP LOAN PAYROLL COSTS	\$92,561	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$165,804</b>	<b>\$174,993</b>	<b>\$184,373</b>	<b>\$9,380</b>	<b>\$556,620</b>	<b>\$556,620</b>	<b>\$0</b>
<b>PAYROLL TAXES, BENEFITS</b>							
PAYROLL TAXES, BENEFITS	\$70,567	\$88,370	\$89,367	\$997	\$268,588	\$268,588	\$0
PPP LOAN BENEFITS & TAXES	\$10,008	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL PAYROLL TAXES, BENEFITS</b>	<b>\$80,575</b>	<b>\$88,370</b>	<b>\$89,367</b>	<b>\$997</b>	<b>\$268,588</b>	<b>\$268,588</b>	<b>\$0</b>
<b>ADVERTISING</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$0</b>
<b>PRINTING</b>	<b>\$3,539</b>	<b>\$3,621</b>	<b>\$7,333</b>	<b>\$3,712</b>	<b>\$22,000</b>	<b>\$22,000</b>	<b>\$0</b>

**Cabrillo College Foundation**  
**Income Statement - Operating Budget as of 10/31/21**  
 With Comparative Totals as of 10/31/20

	20/21 Actual 4 Months A	21/22 Actual 4 Months B	21/22 Budget 4 Months C	21/22 Actual To 21/22 Budget D	21/22 4 Mos. Actual and 5 Mos. Projected E	21/22 Annual Budget (Approved 5/11/21) F	Variance 21/22 4 Mos. Actual & 8 Mos. Projected to 21/22 Budget G
PHOTOS	\$0	\$0	\$1,367	\$1,367	\$4,100	\$4,100	\$0
ACCOUNTING/LEGAL/PROFESSIONAL SERVICES	\$16,830	\$22,365	\$19,900	(\$2,465)	\$49,100	\$49,100	\$0
FUNDRAISING/EVENTS/PUBLIC RELATIONS	\$4,587	\$2,742	\$21,029	\$18,286	\$65,046	\$65,046	\$0
OFFICE EQUIP & MAINTENANCE							
OFFICE EQUIPMENT	\$187	\$0	\$1,500	\$1,500	\$10,000	\$1,500	(\$8,500)
DEPRECIATION EXPENSE	\$404	\$404	\$404	\$0	\$1,211	\$1,211	\$0
SOFTWARE MAINTENANCE	\$4,287	\$4,587	\$4,662	\$75	\$13,986	\$13,986	\$0
TOTAL OFFICE EQUIP & MAINTENANCE	\$4,878	\$4,991	\$6,566	\$1,575	\$25,197	\$16,697	(\$8,500)
BOOKS/PUBLICATIONS/MEMBERSHIPS	\$1,600	\$30	\$609	\$578	\$1,826	\$1,826	\$0
OFFICE SUPPLIES	\$483	\$1,198	\$2,577	\$1,379	\$7,730	\$7,730	\$0
POSTAGE & MAILING SERVICE	\$2,915	\$3,186	\$3,474	\$288	\$10,423	\$10,423	\$0
BOARD EXPENSES	\$0	\$28	\$1,188	\$1,160	\$3,563	\$3,563	\$0
OTHER EXPENSES							
MISCELLANEOUS	\$38	\$75	\$217	\$142	\$650	\$650	\$0
UNCOLLECTIBLE PLEDGES	(\$149)	\$0	\$0	\$0	\$17,500	\$17,500	\$0
MILEAGE & PARKING	\$171	\$117	\$186	\$69	\$745	\$745	\$0
INTERNET SERVICE	\$375	\$267	\$560	\$293	\$1,680	\$1,680	\$0
IT HOSTING SERVICE	\$199	\$0	\$0	\$0	\$10,314	\$10,314	\$0
BANK CHARGES	\$2,193	\$3,355	\$3,000	(\$355)	\$9,000	\$9,000	\$0
INVESTMENT FEES	\$2,107	\$5,114	\$1,567	(\$3,547)	\$7,500	\$4,700	(\$2,800)
DIRECTOR/OFFICER LIABILITY INS	\$1,105	\$1,105	\$1,331	\$227	\$3,994	\$3,994	\$0
LIABILITY AND PROPERTY INSURANCE	\$1,302	\$1,301	\$1,515	\$214	\$4,544	\$4,544	\$0
CYBER INSURANCE	\$0	\$603	\$0	(\$603)	\$1,810	\$0	(\$1,810)
TOTAL OTHER EXPENSES	\$7,340	\$11,937	\$8,375	(\$3,561)	\$57,737	\$53,127	(\$4,610)
IN KIND EXPENSE - RENT	\$7,906	\$8,126	\$7,904	(\$222)	\$24,821	\$23,712	(\$1,110)
<b>TOTAL EXPENSES</b>	<b>\$296,457</b>	<b>\$321,587</b>	<b>\$354,061</b>	<b>\$32,473</b>	<b>\$1,097,751</b>	<b>\$1,083,532</b>	<b>(\$14,220)</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$39,986)</b>	<b>(\$36,454)</b>	<b>(\$79,741)</b>	<b>\$43,287</b>	<b>\$63,899</b>	<b>\$77,009</b>	<b>(\$13,110)</b>

## **CABRILLO COLLEGE FOUNDATION**

**November 30, 2021 Narrative**

**Updated December 10, 2021**

### **(1) Balance Sheet**

- **Total Assets:**

Total assets of \$46.8M are \$4.6M over prior year primarily due to the increase in value of the assets in the bank and investment accounts.

- **Receivables:**

Total pledges receivable are \$329K less than prior year mostly due to an annual pledge payment of \$300K and other pledge payment received.

- **Liabilities:**

Total Liabilities of \$1.5M are \$218K less than prior year. CAP Scholarship liabilities are lower than normal because there were no CAP recipients awarded in 20/21 and the \$103K PPP loan was forgiven.

- **Net Assets:**

Total net assets of \$45.3M are \$4.8M more than prior year.

### **(2) Income Statement**

- **Revenue:**

Total Revenue is \$5.8M lower than prior year. Earned income is -\$7K compared to the prior year balance of \$3.5M due to lower investment returns during the first five months of 21/22. Contributed income of \$1.5M is \$2.3M lower than prior year.

- **Expenses:**

Total Expenses of \$1.1M are \$73K more than prior year.

- **Surplus/Deficit:**

There is a \$389K surplus compared to prior year's surplus of \$6.3M.

### **(3) Operational Budget to Actual**

- **Revenue:**

Operating revenue of \$430K is \$76K favorable vs budget. Contributed income is \$73K favorable vs budget.

- **Expenses:**

Operating expenses of \$423K are \$13K favorable vs projection.

- **Surplus/Deficit:**

The operating fund surplus is \$7K.

#### **(4) Investment Report – November 30, 2021**

- Our return on investments for the MS Long-Term Pool fiscal year to date as of November 30, 2021 (5 months) is as follows:  
  
Actual Return: -0.78%  
Benchmark Return: -0.54%  
Difference: -0.24%
- Our return on investments for the MS ESG Long-Term Pool fiscal year to date as of November 30, 2021 (5 months) is as follows:  
  
Actual Return: 0.77%  
Benchmark Return: -0.08%  
Difference: 0.85%
- Our return on investments for the MS Intermediate-Term Pool year to date as of November 30, 2021 (5 months) is as follows:  
  
Actual Return: -0.02%  
Benchmark Return: 0.01%  
Difference: -0.03%
- Our return on investments for the MS Short-Term Pool fiscal year to date as of November 30, 2021 (5 months) is as follows:  
  
Actual Return: - 0.20%  
Benchmark Return: 0.01%  
Difference: -0.21%
- Our return on investments for the MS Title III Pool fiscal year to date as of November 30, 2021 (5 months) is as follows:  
  
Actual Return: -0.23%  
Benchmark Return: -0.30%  
Difference: 0.07%
- Our return on investments for the MS Title V Pool fiscal year to date as of November 30, 2021 (5 months) is as follows:  
  
Actual Return: -0.24%  
Benchmark Return: -0.38%  
Difference: 0.14%

**Cabrillo College Foundation**  
**Balance Sheet as of November 30, 2021**  
 With Comparative Totals as of November 30, 2020

	Operating 11/30/21 A	Nonendowed 11/30/21 B	Endowed 11/30/21 C	Total 11/30/21 D	Total 11/30/20 E
<b>ASSETS</b>					
<b>CASH AND INVESTMENTS</b>					
<b>CASH</b>					
SANTA CRUZ COUNTY BANK	\$48,025	\$164,856	\$46,068	\$258,949	\$34,119
SANTA CRUZ COUNTY BANK	\$11,770	\$61,898	\$129,698	\$203,367	\$788,080
PAYPAL	\$5,052	(\$300)	\$6,700	\$11,452	\$0
BAY FEDERAL CREDIT UNION	\$6,173	\$0	\$1,290	\$7,463	\$7,461
BAY FEDERAL CREDIT UNION	\$176,822	\$0	\$0	\$176,822	\$176,188
MORGAN STANLEY MID TERM POOL	\$1,146,926	\$1,122,318	\$0	\$2,269,244	\$904,918
MORGAN STANLEY NONENDOWED	\$630,089	\$1,901,573	\$0	\$2,531,662	\$5,844,822
MORGAN STANLEY GIFT RECEIPT	\$10,594	\$251,489	\$0	\$262,083	\$12,033
<b>SUBTOTAL CASH</b>	<b>\$2,035,452</b>	<b>\$3,501,833</b>	<b>\$183,756</b>	<b>\$5,721,041</b>	<b>\$7,767,619</b>
<b>INVESTMENTS</b>					
MORGAN STANLEY TITLE III/V HOLDING	\$0	\$0	\$0	\$0	\$13,251
MORGAN STANLEY LONG TERM POOL	\$0	\$1,475	\$34,274,748	\$34,276,222	\$30,497,331
MORGAN STANLEY TITLE V	\$0	\$0	\$1,258,271	\$1,258,271	\$1,215,766
MORGAN STANLEY TITLE III	\$0	\$0	\$534,204	\$534,204	\$267,610
MORGAN STANLEY ESG	\$0	\$0	\$4,292,119	\$4,292,119	\$1,369,703
<b>SUBTOTAL INVESTMENTS</b>	<b>\$0</b>	<b>\$1,475</b>	<b>\$40,359,342</b>	<b>\$40,360,816</b>	<b>\$33,363,661</b>
<b>TOTAL CASH AND INVESTMENTS</b>	<b>\$2,035,452</b>	<b>\$3,503,308</b>	<b>\$40,543,097</b>	<b>\$46,081,857</b>	<b>\$41,131,280</b>
<b>RECEIVABLES</b>					
<b>PLEDGES</b>					
PLEDGES - UNRESTRICTED	\$6,053	\$0	\$0	\$6,053	\$10,547
PLEDGES - ANNUAL FUND	\$0	\$0	\$0	\$0	\$150
PLEDGES - RESTRICTED	\$0	\$153,158	\$353,263	\$506,421	\$830,628
ALLOWANCE FOR UNCOLLECTIBLE PLEDGES	\$0	\$0	\$0	\$0	(\$53)
<b>SUBTOTAL PLEDGES</b>	<b>\$6,053</b>	<b>\$153,158</b>	<b>\$353,263</b>	<b>\$512,474</b>	<b>\$841,272</b>
<b>ACCOUNTS RECEIVABLE</b>					
ACCOUNTS RECEIVABLE	\$0	\$92	\$0	\$92	\$360

**Cabrillo College Foundation**  
**Balance Sheet as of November 30, 2021**  
 With Comparative Totals as of November 30, 2020

	Operating 11/30/21 A	Nonendowed 11/30/21 B	Endowed 11/30/21 C	Total 11/30/21 D	Total 11/30/20 E
TOTAL ACCOUNTS RECEIVABLE	\$0	\$92	\$0	\$92	\$360
OTHER RECEIVABLES					
SPLIT INTEREST AGREEMENTS	\$37,046	\$43,179	\$11,426	\$91,652	\$107,780
SUBTOTAL OTHER RECEIVABLES	\$37,046	\$43,179	\$11,426	\$91,652	\$107,780
TOTAL RECEIVABLES	\$43,100	\$196,430	\$364,689	\$604,218	\$949,412
FIXED ASSETS					
OFFICE EQUIPMENT	\$36,303	\$0	\$0	\$36,303	\$36,303
ACCUMULATED DEPRECIATION	(\$35,193)	\$0	\$0	(\$35,193)	(\$33,982)
TOTAL FIXED ASSETS (NET)	\$1,110	\$0	\$0	\$1,110	\$2,321
PREPAID EXPENSES	\$13,293	\$0	\$0	\$13,293	\$11,713
PREPAID RETIREMENT EXPENSE	\$20,298	\$0	\$0	\$20,298	\$19,915
DEFERRED OUTFLOWS - FY PERS EXPENSE	\$40,124	\$0	\$0	\$40,124	\$34,190
DEFERRED OUTFLOWS - PENSION INVESTMENTS	\$41,841	\$0	\$0	\$41,841	\$55,821
DEFERRED OUTFLOWS- OPEB PENSION INVESTMENTS	\$30,211	\$0	\$0	\$30,211	\$35,486
<b>TOTAL ASSETS</b>	<b>\$2,225,428</b>	<b>\$3,699,738</b>	<b>\$40,907,786</b>	<b>\$46,832,952</b>	<b>\$42,240,139</b>

**Cabrillo College Foundation**  
**Balance Sheet as of November 30, 2021**  
 With Comparative Totals as of November 30, 2020

	Operating 11/30/21 A	Nonendowed 11/30/21 B	Endowed 11/30/21 C	Total 11/30/21 D	Total 11/30/20 E
<b>LIABILITIES AND NET ASSETS</b>					
<b>LIABILITIES</b>					
PAYABLES AND ACCRUED EXPENSES					
ACCOUNTS PAYABLE	\$11,334	\$0	\$0	\$11,334	\$20,166
SANTA CRUZ COUNTY BANK PPP LOAN	\$0	\$0	\$0	\$0	\$102,569
ACCRUED PTO	\$58,607	\$0	\$0	\$58,607	\$65,217
ACCRUED HEALTH BENEFITS	\$57,009	\$0	\$0	\$57,009	\$53,042
PAYROLL WITHHOLDINGS	\$0	\$0	\$0	\$0	\$30
SECTION 125 WITHHOLDINGS	\$927	\$0	\$0	\$927	\$1,403
EMPLOYEE PORTION OF BENEFITS	\$19	\$0	\$0	\$19	\$0
ACCRUED RETIREE MEDICAL BENEFITS	\$160,009	\$0	\$0	\$160,009	\$158,975
UNFUNDED PERS PENSION LIABILITY	\$515,027	\$0	\$0	\$515,027	\$476,536
DEFERRED INFLOWS - PERS	\$3,673	\$0	\$0	\$3,673	\$18,951
SUBTOTAL PAYABLES, ACCRUED EXPENSES	<u>\$806,604</u>	<u>\$0</u>	<u>\$0</u>	<u>\$806,604</u>	<u>\$896,890</u>
SCHOLARSHIPS AWARDED					
CAP SCHOLARSHIPS	\$0	\$33,997	\$622,003	\$656,000	\$741,000
ENDOWED SCHOLARSHIPS	\$0	\$0	\$7,500	\$7,500	\$6,000
NONENDOWED SCHOLARSHIPS	\$0	\$65,236	\$0	\$65,236	\$69,320
SUBTOTAL SCHOLARSHIPS AWARDED	<u>\$0</u>	<u>\$99,233</u>	<u>\$629,503</u>	<u>\$728,736</u>	<u>\$816,320</u>
WES GRANTS PAYABLE					
WES GRANTS	\$0	\$0	\$5,200	\$5,200	\$45,000
SUBTOTAL WES GRANTS PAYABLE	<u>\$0</u>	<u>\$0</u>	<u>\$5,200</u>	<u>\$5,200</u>	<u>\$45,000</u>
<b>TOTAL LIABILITIES</b>	<u><b>\$806,604</b></u>	<u><b>\$99,233</b></u>	<u><b>\$634,703</b></u>	<u><b>\$1,540,540</b></u>	<u><b>\$1,758,209</b></u>
<b>NET ASSETS</b>					
OPERATING NET ASSETS					
DESIGNATED-OPERATING RESERVE	\$541,766	\$0	\$0	\$541,766	\$509,995
DESIGNATED-PRESIDENT'S CIRCLE ENDOWMEN	\$10,000	\$0	\$0	\$10,000	\$10,000
DESIGNATED-EQUIPMENT	\$15,000	\$0	\$0	\$15,000	\$15,000
DESIGNATED-HURD TRIBUTE	\$255,759	\$0	\$0	\$255,759	\$294,302
DESIGNATED-RETIREE MEDICAL BENEFITS	\$75,003	\$0	\$0	\$75,003	\$67,727



**Cabrillo College Foundation**  
**Balance Sheet as of November 30, 2021**  
 With Comparative Totals as of November 30, 2020

	Operating 11/30/21 A	Nonendowed 11/30/21 B	Endowed 11/30/21 C	Total 11/30/21 D	Total 11/30/20 E
UNDESIGNATED	\$521,297	\$0	\$0	\$521,297	\$150,931
SUBTOTAL OPERATING NET ASSETS	\$1,418,824	\$0	\$0	\$1,418,824	\$1,047,955
NET ASSETS - NONENDOWED	\$0	\$3,600,504	\$0	\$3,600,504	\$3,273,386
NET ASSETS - ENDOWED	\$0	\$0	\$40,273,083	\$40,273,083	\$36,160,588
TOTAL NET ASSETS	\$1,418,824	\$3,600,504	\$40,273,083	\$45,292,412	\$40,481,930
TOTAL LIABILITIES AND NET ASSETS	\$2,225,428	\$3,699,738	\$40,907,786	\$46,832,952	\$42,240,139
BEGINNING BALANCE WITH CURRENT YEAR ADJUSTMENTS	\$1,411,410	\$3,425,654	\$40,066,211	\$44,903,276	\$34,218,137
NET SURPLUS/(DEFICIT)	\$7,414	\$174,850	\$206,872	\$389,136	\$6,263,792
ENDING NET ASSETS	\$1,418,824	\$3,600,504	\$40,273,083	\$45,292,412	\$40,481,930

**Cabrillo College Foundation**  
**Income Statement by Fund as of November 30, 2021**  
 With Comparative Totals as of November 30, 2020

	Operating 11/30/21 A	Nonendowed 11/30/21 B	Endowed 11/30/21 C	Total 11/30/21 D	Total 11/30/20 E
<b>REVENUE</b>					
<b>EARNED INCOME</b>					
INTEREST AND DIVIDENDS	\$36,418	\$0	\$217,357	\$253,776	\$204,368
UNREALIZED GAIN/LOSS ON SECURITIES	(\$47,022)	\$0	(\$853,056)	(\$900,079)	\$2,727,208
REALIZED GAINS/LOSSES	\$1,004	\$0	\$451,351	\$452,355	\$456,843
FEE INCOME	\$28,505	\$0	\$0	\$28,505	\$28,677
OPERATIONAL ENDOWMENT PAYOUT	\$13,999	\$0	\$0	\$13,999	\$14,359
ENDOWMENT MANAGEMENT FEE	\$144,062	\$0	\$0	\$144,062	\$111,089
<b>TOTAL EARNED INCOME</b>	<b>\$176,965</b>	<b>\$0</b>	<b>(\$184,348)</b>	<b>(\$7,383)</b>	<b>\$3,542,545</b>
<b>CONTRIBUTED INCOME</b>					
RESTRICTED CONTRIBUTIONS	\$0	\$506,880	\$712,426	\$1,219,306	\$3,521,583
OTHER INCOME	\$140	\$0	\$0	\$140	\$358
ANNUAL FUND	\$225	\$0	\$0	\$225	\$385
PRESIDENT'S CIRCLE GIFTS	\$235,424	\$0	\$0	\$235,424	\$178,984
UNRESTRICTED GIFTS	\$7,332	\$0	\$0	\$7,332	\$9,096
INTERFUND CONTRIBUTIONS	\$1	(\$68,100)	\$68,099	\$0	\$0
IN KIND REVENUE	\$0	\$5,730	\$0	\$5,730	\$10,000
IN KIND REVENUE-RENT	\$10,213	\$0	\$0	\$10,213	\$9,882
<b>TOTAL CONTRIBUTED INCOME</b>	<b>\$253,334</b>	<b>\$444,510</b>	<b>\$780,525</b>	<b>\$1,478,369</b>	<b>\$3,730,288</b>
<b>TOTAL REVENUE</b>	<b>\$430,300</b>	<b>\$444,510</b>	<b>\$596,177</b>	<b>\$1,470,987</b>	<b>\$7,272,833</b>
<b>EXPENSES</b>					
<b>SALARIES &amp; WAGES</b>					
SALARIES & WAGES	\$218,449	\$0	\$4,366	\$222,814	\$117,485
PPP LOAN PAYROLL COSTS	\$0	\$0	\$0	\$0	\$92,561
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$218,449</b>	<b>\$0</b>	<b>\$4,366</b>	<b>\$222,814</b>	<b>\$210,047</b>
<b>PAYROLL TAXES, BENEFITS</b>					
PAYROLL TAXES, BENEFITS	\$108,751	\$0	\$446	\$109,197	\$89,509
PPP LOAN BENEFITS & TAXES	\$0	\$0	\$0	\$0	\$10,008
<b>TOTAL PAYROLL TAXES, BENEFITS</b>	<b>\$108,751</b>	<b>\$0</b>	<b>\$446</b>	<b>\$109,197</b>	<b>\$99,517</b>
<b>PRINTING</b>	<b>\$15,864</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,864</b>	<b>\$3,539</b>

**Cabrillo College Foundation**  
**Income Statement by Fund as of November 30, 2021**  
 With Comparative Totals as of November 30, 2020

	Operating 11/30/21 A	Nonendowed 11/30/21 B	Endowed 11/30/21 C	Total 11/30/21 D	Total 11/30/20 E
PHOTOS	\$1,100	\$0	\$0	\$1,100	\$0
ACCOUNTING/LEGAL/PROFESSIONAL SERVICES	\$24,870	\$0	\$0	\$24,870	\$18,775
FUNDRAISING/EVENTS/PUBLIC RELATIONS	\$7,375	\$0	\$0	\$7,375	\$5,046
OFFICE EQUIP & MAINTENANCE					
OFFICE EQUIPMENT	\$9,803	\$0	\$0	\$9,803	\$187
DEPRECIATION EXPENSE	\$505	\$0	\$0	\$505	\$505
SOFTWARE MAINTENANCE	\$5,734	\$0	\$0	\$5,734	\$5,359
TOTAL OFFICE EQUIP & MAINTENANCE	\$16,041	\$0	\$0	\$16,041	\$6,051
BOOKS/PUBLICATIONS/MEMBERSHIPS	\$30	\$0	\$0	\$30	\$1,600
OFFICE SUPPLIES	\$1,615	\$0	\$0	\$1,615	\$579
POSTAGE & MAILING SERVICE	\$4,240	\$0	\$0	\$4,240	\$3,704
BOARD EXPENSES	\$28	\$0	\$0	\$28	\$0
OTHER EXPENSES					
MISCELLANEOUS	\$135	\$0	\$0	\$135	\$38
UNCOLLECTIBLE PLEDGES	\$0	\$0	\$100	\$100	\$1,928
MILEAGE & PARKING	\$314	\$0	\$0	\$314	\$171
INTERNET SERVICE	\$427	\$0	\$0	\$427	\$375
IT HOSTING SERVICE	\$300	\$0	\$0	\$300	\$499
BANK CHARGES	\$4,259	\$0	\$0	\$4,259	\$2,777
INVESTMENT FEES	\$5,114	\$0	\$71,170	\$76,284	\$62,642
MANAGEMENT FEES	\$0	\$0	\$144,062	\$144,062	\$111,089
DIRECTOR/OFFICER LIABILITY INS	\$1,381	\$0	\$0	\$1,381	\$1,381
LIABILITY AND PROPERTY INSURANCE	\$1,626	\$0	\$0	\$1,626	\$1,627
CYBER INSURANCE	\$754	\$0	\$0	\$754	\$0
TOTAL OTHER EXPENSES	\$14,310	\$0	\$215,332	\$229,642	\$182,528
IN KIND EXPENSE	\$0	\$5,730	\$0	\$5,730	\$10,000
IN KIND EXPENSE - RENT	\$10,213	\$0	\$0	\$10,213	\$9,882
NONENDOWED PROGRAM EXPENSES	\$0	\$123,230	\$0	\$123,230	\$163,657
ENDOWED PROGRAM EXPENSES	\$0	\$0	\$89,020	\$89,020	\$32,591
SCHOLARSHIPS	\$0	\$140,700	\$80,141	\$220,841	\$261,527

**Cabrillo College Foundation**  
**Income Statement by Fund as of November 30, 2021**  
 With Comparative Totals as of November 30, 2020

	Operating 11/30/21 A	Nonendowed 11/30/21 B	Endowed 11/30/21 C	Total 11/30/21 D	Total 11/30/20 E
<b>TOTAL EXPENSES</b>	<u>\$422,886</u>	<u>\$269,660</u>	<u>\$389,305</u>	<u>\$1,081,851</u>	<u>\$1,009,041</u>
<b>NET SURPLUS/(DEFICIT)</b>	<u>\$7,414</u>	<u>\$174,850</u>	<u>\$206,872</u>	<u>\$389,136</u>	<u>\$6,263,792</u>

**Cabrillo College Foundation**  
**Income Statement - Operating Budget as of 11/30/21**  
 With Comparative Totals as of 11/30/20

	20/21 Actual 5 Months A	21/22 Actual 5 Months B	21/22 Budget 5 Months C	21/22 Actual To 21/22 Budget D	21/22 5 Mos. Actual & 7 Mos. Projected E	21/22 Annual Budget (Approved 6/11/21) F	Variance 21/22 5 Mos. Actual & 7 Mos. Projected to 21/22 Budget G
<b>REVENUE</b>							
EARNED INCOME							
INTEREST AND DIVIDENDS	\$16,024	\$36,418	\$7,090	\$29,329	\$17,015	\$17,015	\$0
UNREALIZED GAIN/LOSS ON SECURITIES	(\$19,093)	(\$47,022)	\$0	(\$47,022)	\$0	\$0	\$0
REALIZED GAINS/LOSSES	\$8,643	\$1,004	\$0	\$1,004	\$0	\$0	\$0
FEE INCOME	\$28,677	\$28,505	\$21,212	\$7,292	\$91,303	\$91,303	\$0
OPERATIONAL ENDOWMENT PAYOUT	\$14,359	\$13,999	\$18,317	(\$4,318)	\$18,317	\$18,317	\$0
ENDOWMENT MANAGEMENT FEE	\$111,089	\$144,062	\$127,549	\$16,513	\$510,194	\$510,194	\$0
<b>TOTAL EARNED INCOME</b>	<b>\$159,699</b>	<b>\$176,965</b>	<b>\$174,167</b>	<b>\$2,798</b>	<b>\$636,829</b>	<b>\$636,829</b>	<b>\$0</b>
CONTRIBUTED INCOME							
OTHER INCOME	\$358	\$140	\$500	(\$360)	\$2,000	\$2,000	\$0
ANNUAL FUND	\$385	\$225	\$0	\$225	\$50,000	\$50,000	\$0
PRESIDENT'S CIRCLE GIFTS	\$178,984	\$235,424	\$161,500	\$73,924	\$428,000	\$428,000	\$0
UNRESTRICTED GIFTS	\$9,096	\$7,332	\$8,333	(\$1,001)	\$20,000	\$20,000	\$0
INTERFUND CONTRIBUTIONS	\$0	\$1	\$0	\$1	\$0	\$0	\$0
IN KIND REVENUE-RENT	\$9,882	\$10,213	\$9,880	\$333	\$24,821	\$23,712	\$1,110
<b>TOTAL CONTRIBUTED INCOME</b>	<b>\$198,705</b>	<b>\$253,334</b>	<b>\$180,213</b>	<b>\$73,121</b>	<b>\$524,821</b>	<b>\$523,712</b>	<b>\$1,110</b>
<b>TOTAL REVENUE</b>	<b>\$358,404</b>	<b>\$430,300</b>	<b>\$354,380</b>	<b>\$75,919</b>	<b>\$1,161,650</b>	<b>\$1,160,541</b>	<b>\$1,110</b>
<b>EXPENSES</b>							
SALARIES & WAGES							
SALARIES & WAGES	\$114,418	\$218,449	\$230,467	\$12,018	\$556,620	\$556,620	\$0
PPP LOAN PAYROLL COSTS	\$92,561	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$206,980</b>	<b>\$218,449</b>	<b>\$230,467</b>	<b>\$12,018</b>	<b>\$556,620</b>	<b>\$556,620</b>	<b>\$0</b>
PAYROLL TAXES, BENEFITS							
PAYROLL TAXES, BENEFITS	\$89,161	\$108,751	\$111,586	\$2,835	\$268,588	\$268,588	\$0
PPP LOAN BENEFITS & TAXES	\$10,008	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL PAYROLL TAXES, BENEFITS</b>	<b>\$99,169</b>	<b>\$108,751</b>	<b>\$111,586</b>	<b>\$2,835</b>	<b>\$268,588</b>	<b>\$268,588</b>	<b>\$0</b>
ADVERTISING	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$0
PRINTING	\$3,539	\$15,864	\$9,167	(\$6,697)	\$22,000	\$22,000	\$0

**Cabrillo College Foundation**  
**Income Statement - Operating Budget as of 11/30/21**  
 With Comparative Totals as of 11/30/20

	20/21 Actual 5 Months A	21/22 Actual 5 Months B	21/22 Budget 5 Months C	21/22 Actual To 21/22 Budget D	21/22 5 Mos. Actual & 7 Mos. Projected E	21/22 Annual Budget (Approved 5/11/21) F	Variance 21/22 5 Mos. Actual & 7 Mos. Projected to 21/22 Budget G
PHOTOS	\$0	\$1,100	\$1,708	\$608	\$4,100	\$4,100	\$0
ACCOUNTING/LEGAL/PROFESSIONAL SERVICES	\$18,775	\$24,870	\$22,900	(\$1,970)	\$49,100	\$49,100	\$0
FUNDRAISING/EVENTS/PUBLIC RELATIONS	\$5,046	\$7,375	\$22,601	\$15,226	\$65,046	\$65,046	\$0
OFFICE EQUIP & MAINTENANCE							
OFFICE EQUIPMENT	\$187	\$9,803	\$1,500	(\$8,303)	\$10,000	\$1,500	(\$8,500)
DEPRECIATION EXPENSE	\$505	\$505	\$505	\$0	\$1,211	\$1,211	\$0
SOFTWARE MAINTENANCE	\$5,359	\$5,734	\$5,828	\$94	\$13,986	\$13,986	\$0
TOTAL OFFICE EQUIP & MAINTENANCE	\$6,051	\$16,041	\$7,832	(\$8,209)	\$25,197	\$16,697	(\$8,500)
BOOKS/PUBLICATIONS/MEMBERSHIPS	\$1,600	\$30	\$761	\$730	\$1,826	\$1,826	\$0
OFFICE SUPPLIES	\$579	\$1,615	\$3,221	\$1,606	\$7,730	\$7,730	\$0
POSTAGE & MAILING SERVICE	\$3,704	\$4,240	\$4,343	\$103	\$10,423	\$10,423	\$0
BOARD EXPENSES	\$0	\$28	\$1,485	\$1,457	\$3,563	\$3,563	\$0
OTHER EXPENSES							
MISCELLANEOUS	\$38	\$135	\$271	\$136	\$650	\$650	\$0
UNCOLLECTIBLE PLEDGES	\$1,828	\$0	\$0	\$0	\$17,500	\$17,500	\$0
MILEAGE & PARKING	\$171	\$314	\$186	(\$128)	\$745	\$745	\$0
INTERNET SERVICE	\$375	\$427	\$700	\$273	\$1,680	\$1,680	\$0
IT HOSTING SERVICE	\$499	\$300	\$0	(\$300)	\$10,314	\$10,314	\$0
BANK CHARGES	\$2,777	\$4,259	\$3,750	(\$509)	\$9,000	\$9,000	\$0
INVESTMENT FEES	\$2,107	\$5,114	\$1,958	(\$3,156)	\$7,500	\$4,700	(\$2,800)
DIRECTOR/OFFICER LIABILITY INS	\$1,381	\$1,381	\$1,664	\$283	\$3,994	\$3,994	\$0
LIABILITY AND PROPERTY INSURANCE	\$1,627	\$1,626	\$1,893	\$267	\$4,544	\$4,544	\$0
CYBER INSURANCE	\$0	\$754	\$0	(\$754)	\$1,810	\$0	(\$1,810)
TOTAL OTHER EXPENSES	\$10,803	\$14,310	\$10,423	(\$3,887)	\$57,737	\$53,127	(\$4,610)
IN KIND EXPENSE - RENT	\$9,882	\$10,213	\$9,880	(\$333)	\$24,821	\$23,712	(\$1,110)
<b>TOTAL EXPENSES</b>	<b>\$366,126</b>	<b>\$422,886</b>	<b>\$436,373</b>	<b>\$13,487</b>	<b>\$1,097,751</b>	<b>\$1,083,532</b>	<b>(\$14,220)</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$7,722)</b>	<b>\$7,414</b>	<b>(\$81,992)</b>	<b>\$89,406</b>	<b>\$63,899</b>	<b>\$77,009</b>	<b>(\$13,110)</b>

# Executive Director Report: January 2022

## Administration

- Transitioning and adjusting in-person plans – STILL!
- Initiating RFP process for Investment Consultant
- 2022-23 Budget work, building capacity of Foundation
- Developing employee and retiree engagement plans
- Faculty and Staff Grants application process complete: \$102,176 awarded
- Annual Report: 8089 mailed with an additional 108 sent with personal note
- Awarded 113 students a total of \$83,876 in WES and Emergency Grants within days of request (for fall semester).



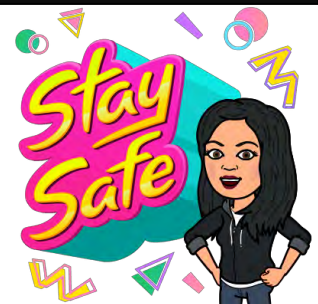
## Fundraising

- President's Circle: \$327,323 raised towards \$465,000 goal, 45 committee members working on campaign
- Women's Educational Success: \$198,784 raised  
\$100,000 available to award this year in emergency grants
- Student Veterans Endowment campaign exceeded goal with \$20,248 raised
- Scholarships: stewardship and solicitation of over 500 existing scholarship donors
- Recently funded proposals: Monterey Peninsula Foundation \$81,500 for homeless student support, PAMF/Sutter \$17,500 for Allied Health
- Pending proposals: CA Pathways Grant \$40,000 for foster youth
- Legacy Giving: received two estate gifts, working with five new donors, working on MOCIs for existing donors



## Upcoming Events

- Faculty and Staff Grants Celebration (virtual):  
January 20, 3:00 – 4:00 pm
- Board of Directors Meeting (virtual):  
February 8, 12:00 – 2:00 pm



## MEMORANDUM

**DATE:** January 6, 2022

**TO:** Finance and Investments Committee

**FROM:** Eileen Hill

**SUBJECT:** 2021-22 Fundraising Targets

### **BACKGROUND**

The Board approved a \$3M fundraising goal in outright and unbooked planned gifts. The following is an outline of the specific fundraising targets for the year to reach \$3M. The \$3M goal includes a target of \$850,000 in endowed gifts and \$500,000 in unbooked planned gifts. Focusing efforts on endowed gifts and legacy giving will help ensure the long-term health and sustainability of the Foundation.

<b>Amount Raised 7/1/21-12/30/21</b>	<b>2021-22 Target</b>	
\$327,323	\$430,000	President's Circle
\$0	\$50,000	Annual Fund
\$198,784	\$175,000	Women's Educational Success
\$424,235	\$200,000	Cabrillo Advancement Program (Endowed)
\$274,274	\$500,000	Scholarships (Endowed)
\$148,432	\$250,000	Scholarships (Nonendowed)
\$252,065	\$395,000	Faculty/Department Support (Faculty Grants, Allied Health, Athletics, VAPA, etc.)
\$23,248	\$250,000	Student Support Services (foster youth, internships, tutoring, food resources, Veterans, etc.)
\$250,000	\$250,000	Donor directed interests
\$150,000	\$500,000	Unbooked Planned Gifts
<b>\$2,048,361</b>	<b>\$3,000,000</b>	<b>TOTAL</b>



DATE: January 6, 2022

TO: Finance and Investment Committee

FROM: Eileen Hill

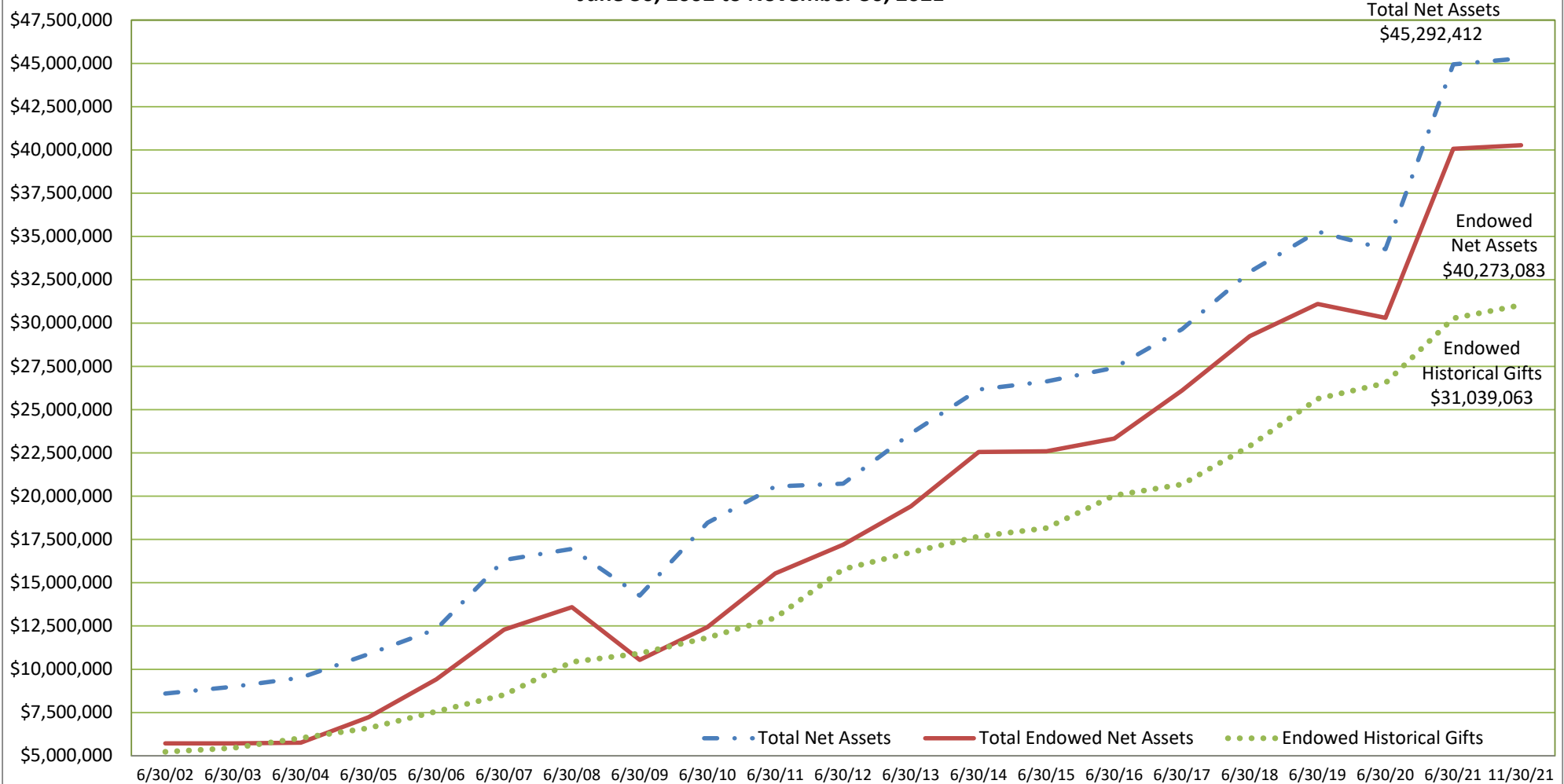
July 1, 2021 to December 30, 2021	
Outright Gifts	\$ 1,898,361
Unbooked Revocable Planned Gifts	<u>\$ 150,000</u>
<b>Total</b>	<b>\$ 2,048,361</b>

2021-22 Goal for Outright and Unbooked Revocable Planned Gifts	\$ 3,000,000
Recorded Gifts 07-01-21 to 12-30-21:	
Estate of Patricia Bowden (CAP)	\$ 256,457
Anonymous (Scholarship)	\$ 250,000
The Barbara Samper Foundation (CAP)	\$ 125,000
Paul & Pat Shirley (Scholarship & CAP)	\$ 100,000
Joan Griffiths (Scholarships, Tutorial, WES, Nursing, President's Circle)	\$ 61,644
Tom & Sara Karn (Scholarships)	\$ 54,000
Kathryn Shephard Cowan (President's Circle, WES, Student Vets Scholarships)	\$ 52,212
Cynthia FitzGerald & James Day (Scholarships, President's Circle WES)	\$ 28,850
Vertical Raise (Baseball)	\$ 27,570
Rachel Wedeen (WES, President's Circle, Scholarships)	\$ 25,100
Universal Audio (Scholarship)	\$ 25,000
Leestma Family Foundation/Little Flower Fund (Scholarship)	\$ 21,300
Craig Rowell & Corinda Ray (Scholarships, President's Circle WES, Veterans Services)	\$ 20,109
Eugene & Janice Corriden (Scholarship)	\$ 19,400
Dwayne & Linda Downing (WES, President's Circle, Scholarship)	\$ 17,500
Sutter Health Palo Alto Medical Foundation (Allied Health)	\$ 17,500
Jill & Dick Wilson (Scholarship)	\$ 17,000
Dan Rothwell & Marcy Wieland (President's Circle, Scholarship & WES)	\$ 16,880
Rick & Ruth Moe (President's Circle)	\$ 15,000
Edward Newman Family Charitable (President's Circle)	\$ 15,000
Donald Mungai (Stroke Center & Scholarship)	\$ 10,050
The Peggy & Jack Baskin Foundation (WES)	\$ 10,000
City of Capitola (Scholarship)	\$ 10,000
Brian & Patti Herman (President's Circle)	\$ 10,000
Estate of Shirley Manfre (Stroke Center)	\$ 10,000
Julie Packard (WES)	\$ 10,000
Thomas Sourisseau (President's Circle)	\$ 10,000
Gifts under \$10,000 (1,047 of 1,074 total donors)	\$ 662,789
Total Outright Gifts	<b>\$ 1,898,361</b>
Total Unbooked Revocable Planned Gifts	<u>\$ 150,000</u>
<b>TOTAL</b>	<b>\$ 2,048,361</b>

**Notes:** 1. For 2021-22, The Cabrillo College Foundation has been notified of one planned gift.

2. The cumulative unbooked revocable planned gifts total is \$25,945,000.

**Cabrillo College Foundation**  
**Total Net Assets, Endowed Net Assets, and Endowed Historical Gifts**  
**June 30, 2002 to November 30, 2021**



Total Net Assets highest level was \$45,687,691 as of October 31, 2021

Endowed Net Assets highest level was \$40,984,589 as of October 31, 2021

Endowed Historical Gifts highest level was \$31,039,063 on November 30, 2021

MEMORANDUM

DATE: January 6, 2022

TO: Finance and Investment Committee

FROM: Eileen Hill

SUBJECT: Cabrillo College Foundation Operational Reserve

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**Background**

The current Cabrillo College Foundation policy is to have a goal of maintaining a six-month operational reserve. At the October 14, 2021 meeting the Finance & Investment Committee members suggested having a discussion about increasing the operational reserve to nine months.

As of November 30, 2021, the six-month operational reserve is \$541,766 based on the \$1,083,532 budget for 2021-22. A nine-month operational reserve based on the 2021-22 budget is \$812,649. An additional \$270,883 is needed to meet the nine-month reserve goal.

Possible sources to fulfill an increase to the operational reserve

- \$521,297 in undesignated (surplus)
- \$255,759 in Operating Net Assets Board Designated – Hurd Tribute

Once the 2022-23 Operational Budget is drafted, staff will make a recommendation on the operational reserve increase.

**Vision**

The Foundation team is evaluating staffing with an eye towards long term growth. Recent staffing developments that have provided this opportunity:

- Longtime employee Georgia West, Accounting and HR Specialist has retired
- Development Assistant has not been rehired since the pandemic began
- Need to develop a substitute for the Annual Fund phone campaign
- Hire staff to support new annual campaigns the foundation has started (Veterans, Employees, Retirees) and increase opportunities for corporate and foundation giving

**Next Steps**

Foundation staff will develop the 2022-23 budget to include a new staffing plan. Budget will be presented to the committee for approval in March, at which point, staff will make a recommendation on the operational reserve increase.

MEMORANDUM

DATE: January 6, 2022

TO: Finance and Investment Committee

FROM: Eileen Hill

SUBJECT: President's Circle Endowment John Hurd Tribute Campaign

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**Background**

In fall 2003, a campaign was launched to raise President's Circle endowed funds to provide permanent operational support for the Foundation in the amount of \$450,000 in honor of College President John Hurd's retirement and to name Building 100 after him. A total of \$194,240 was raised for the President's Circle Endowment in honor of John Hurd.

On September 14, 2004, the Board of Directors approved fulfilling the \$255,759 needed to meet the goal of \$450,000 to name Building 100 with operational surpluses. The \$255,759 the Board designated to fulfill the goal has been reported in the Operating Net Assets Board Designated –Hurd Tribute since 2004 and aligns with original the intent of the Hurd Tribute Campaign to support the operations of the Foundation.

According to our auditor, because the Board of Directors designated these funds, the Board has discretion to designate the funds elsewhere if prudent. Funding designated by the Board supersedes any ties to naming rights.

Once the 2022-23 Operational Budget is drafted, this funding could be considered for building capacity of Foundation operations.

MEMORANDUM

DATE: January 6, 2022  
TO: Finance and Investment Committee  
FROM: Nancy Machado  
SUBJECT: 2022-23 Budget Timeline

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The following is the schedule for the 2022-23 Cabrillo College Foundation budget process:

Week of January 3, 2022	Nancy Machado begins requesting and collecting information for the 2022-23 budget
Week of January 24, 2022	Eileen Hill and Nancy Machado to review information and determine if further information is needed
January 31, 2022 to March 22, 2022	Eileen Hill and Nancy Machado to compare prior year trends to 2022-23 plan  Nancy Machado provides Eileen Hill with draft of 2022-23 Budget. Eileen Hill reviews, recommends changes and approves final 2022-23 Budget
March 23, 2022	Send recommended Budget to Finance and Investment Committee
March 31, 2022	Finance and Investment Committee reviews 2022-23 Budget and makes recommendation to Executive Committee
April 14, 2022	Send recommended Budget to Executive Committee
April 21, 2022	Executive Committee reviews 2022-23 Budget and makes recommendations to Board of Directors
May 3, 2022	Send recommended Budget to Board of Directors
May 10, 2022	Board of Directors approve 2022-23 Budget

# 2021-22 Cabrillo College Foundation Committee Meetings and Events

Updated 11/30/2021

## **BOARD OF DIRECTORS**

***Tuesdays, 12:00-2:00 pm***

**New Member Orientation**

September 14, 2021

11:00 am-12:00 pm

### **Meetings:**

September 14, 2021

November 9, 2021

February 8, 2022

May 10, 2022

## **AUDIT**

***10:00-11:00 am***

October 2021 TBD

May 2022 TBD

## **EXECUTIVE**

***9:00-10:00 am***

August 26, 2021 (Zoom)

(9:00 – 10:30 am)

October 28, 2021

January 27, 2022

April 21, 2022

## **FINANCE AND INVESTMENT**

***9:00-10:00 am***

August 19, 2021 (Zoom)

October 14, 2021

January 13, 2022

(9:00 – 10:30 am)

March 31, 2022

(9:00 – 10:30 am)

## **FACULTY GRANTS**

November 29, 2021

## **NOMINATING**

Dec 2021/Jan 2022 TBD

## **PRESIDENT'S CIRCLE**

August 24, 2021

5:30 – 7:30 pm

(kick-off party)

September 22, 2021

9:00 am – 12:00 pm

(signing pick up)

March 2022 TBD

5:30 pm – 7:00 pm

(wrap-up party)

## **WOMEN'S**

### **EDUCATIONAL**

### **SUCCESS (WES)**

September 10, 2021

12:00 pm – 1:00 pm

(Luncheon)

## **SCHOLARSHIP**

November 2021 TBD

## **CABRILLO**

### **ADVANCEMENT**

### **PROGRAM**

February 2022 TBD

May 2022 TBD

10:00 am

## **EXCLUSIVE EVENTS FOR PRESIDENT'S CIRCLE MEMBERS**

### **Virtual Back to School Celebration**

*\$1,000 + Members*

October 27, 2021

5:30 pm

### **Sandy Lydon Virtual History**

*\$1,000 + Members*

April/May 2022 TBD

### **Winemakers Dinner Sesnon House**

*\$2,500+ Members*

May 2022 TBD

### **Dinner Party at the home of Vance Landis-Carey and Robert Carey**

*\$5,000 + Members*

May/June 2022 TBD

### **Drive-Thru Picnic Sesnon House**

*\$1,500+ Members*

Summer 2022 TBD

### **Feasting with Faculty**

*\$10,000+ Members*

Summer 2022 TBD

### **Homemade Pizza Party at the home of Claire Biancalana and Bill Kelsay**

*\$15,000+ Members*

Summer 2022 TBD

*\*Due to Covid-19, all events will be planned with an eye for safety and well-being of guests and staff. All events are subject to change.*

## **EVENT DATES**

### **Colligan Family Scholarship Ceremony**

July 20, 2021

10:00 am

### **Heritage Club Lunch**

November 5, 2021

12:00 pm – 1:00 pm

### **President's Holiday Treats Pick-Up**

December 4, 2021

10:00 am – 12:00 pm

### **Faculty and Staff Grants Awards**

January 20, 2022

3:00 pm – 4:30 pm

# 2021-22 Cabrillo College Foundation Committee Roster – Updated 10/20/2021

## **BOARD OF DIRECTORS**

Rob Allen  
Pegi Ard, CFO  
Michele Bassi  
Claire Biancalana, Past President  
Ceil Cirillo  
Karen Cogswell  
Kathryn Cowan  
Paul De La Cerda, VP Instruction  
Matt Huffaker  
Amy Lehman, VP Student Services  
Kelly Nesheim  
Ed Newman  
Bradley Olin, VP Admin.  
Services, Asst. Treasurer  
Erica Ow  
Patty Quillin, Vice President  
Cory Ray  
Maria Esther Rodriguez  
Dan Rothwell, College Trustee  
Gun Ruder, President  
Karen Semingson  
Rachael Spencer, College Trustee  
Trevor Strudley  
Kate Terrell  
Julie Thiebaut  
Rachel Wedeen, Secretary  
Matt Wetstein, Asst. Secretary,  
CC President  
Kristin Wilson, Faculty Representative  
Donna Ziel, College Trustee

## **AUDIT**

*Chair:* Karen Semingson  
Carrie Birkhofer  
David Heald  
Barbara Scherer  
*Staff:* Eileen Hill  
Nancy Machado

## **EXECUTIVE**

Pegi Ard, CFO  
Claire Biancalana, Past President  
Patty Quillin, Vice President  
Gun Ruder, President  
Rachael Spencer  
Rachel Wedeen  
Matt Wetstein, CC President  
*Staff:* Eileen Hill  
Nancy Machado

## **FINANCE & INVESTMENTS**

*CFO:* Pegi Ard  
Owen Brown  
Karen Cogswell  
Marshall Delk  
David Heald  
Michael W. Machado  
Kelly Nesheim  
Gun Ruder  
Steve Snodgrass  
Trevor Strudley  
*Staff:* Eileen Hill  
Nancy Machado

## **CABRILLO ADVANCEMENT**

### **PROGRAM (CAP)**

*Chair:* Carrie Birkhofer  
Eva Acosta  
Rob Allen  
Enrique Buelna  
Sesario Escoto  
Leola Lapides  
Rachel Mayo  
June Padilla Ponce  
Maria Esther Rodriguez  
*College Advisors:*  
Liz Dominguez  
Michelle Donohue  
*Staff:* Eileen Hill, Caitlin Bonura

### **FACULTY GRANTS**

Cherie Barkey  
Owen Brown  
Ted Burke  
Linda Burroughs  
Ceil Cirillo  
Les Forster  
Mary Gaukel  
Matt Huffaker  
Francisco Iñiguez  
Tobin Keller  
Amy Newell  
Gun Ruder  
David Schwartz  
Natalie Vanoli  
*Staff:* Eileen Hill, Caitlin Bonura

### **NOMINATING**

Claire Biancalana  
Jess Brown  
Linda Burroughs  
Ceil Cirillo  
William Ow  
Gun Ruder  
Rachael Spencer  
*Lead Staff:* Eileen Hill

### **PRESIDENT'S CIRCLE**

*Co-chairs:*  
Linda Burroughs  
Vance Landis-Carey  
Pegi Ard  
Jim Baker  
Pat Barton  
Michele Bassi  
Claire Biancalana

Mary Blanchard  
Owen Brown  
Ted Burke  
Ceil Cirillo  
Karen Cogswell  
Kathryn Cowan  
Lee Duffus  
Jim Emerson  
Kristin Fabos  
Duf Fischer  
Paula Fischer  
Peggy Flynn  
Joel-Ann Foote  
Mahlon Foote  
DeAnne Hart  
Rich Hart  
Jackie Heald  
Kent Imai  
Julie Lambert  
Marilyn Manning Lonerger  
Richard Lonerger  
Fred McPherson  
Kelly Nesheim  
Ed Newman  
Erica Ow  
William Ow  
Burt Rees  
Steve Snodgrass  
Ginny Solari Mazry  
Rachael Spencer  
Julie Thiebaut  
Rachel Wedeen  
Matt Wetstein  
Theo Wierdsma  
Paula Woods  
*Staff:* Caitlin Bonura

### **SCHOLARSHIP**

*Chair:* Rachael Spencer  
Claire Biancalana  
Jess Brown  
Ceil Cirillo  
Virginia Coe  
Karen Cogswell  
Kathryn Cowan  
Linda Downing  
Jan Furman  
Rich Hart  
Adele Miller  
Corinne Miller  
Cory Ray  
Dan Rothwell  
Julie Thiebaut  
Rachel Wedeen  
Jill Wilson  
*Staff:* Caitlin Bonura

## **WOMEN'S EDUCATIONAL SUCCESS (WES)**

*Co-chairs:*  
Mary Culley  
Tonée Picard  
Peggy Downes Baskin, cofounder  
Shannon Brady  
Sue Broadston  
Lynette Cleland  
Cathy Conway  
Freny Cooper  
Kathryn Cowan  
Cynthia Druley  
Cynthia FitzGerald  
Corrine Flanagan  
Peggy Flynn  
Pam Goodman  
Amy Ivey  
Kathleen Jones  
Janet Krassow  
Chris Maffia  
Angie McClellan  
Martina O'Sullivan  
Mara Palandrani  
Carolyn Parham  
Gail Pellerin  
Patty Quillin  
Karen Semingson  
Rachael Spencer, cofounder  
Bunny Tavares  
Kate Terrell  
Karri White  
Kristin Wilson  
Donna Ziel

### *WES Advisors:*

Marcy Alancraig  
Leti Amezcua  
Jenna Becker  
Rosemary Brogan  
Sue Bruckner  
Lauren Cole  
Olga Diaz  
Mario Garcia  
Ofelia Garcia  
Irma Gil  
Holly Goodman  
Gabby Huezco  
Jay Jackson  
Michelle Morton  
Christina Ortega  
Beth Regardz  
Ana Rodriguez  
Barbara Schultz-Perez  
Nancy Spangler  
Tasha Sturm  
Laura Thurman  
Windy Valdez  
Marilyn Zanetti  
*Staff:* Caitlin Bonura