



# Agenda

## MEETING OF THE SAN MARCOS COMMUNITY FOUNDATION

WEDNESDAY, JANUARY 11, 2017 – 6:00 P.M.

MEETING OF THE  
SAN MARCOS COMMUNITY FOUNDATION  
GRANT FUNDING COMMITTEE

SAN MARCOS ROOM  
1 CIVIC CENTER DRIVE  
SAN MARCOS, CA 92069

**Cell Phones:** As a courtesy to others, please silence your cell phone or pager during the meeting and engage in conversations outside the meeting room.

**Americans with Disabilities Act:** If you need special assistance to participate in this meeting, please contact the Board Secretary at (760) 744-1050, ext. 3116. Notification 48 hours in advance will enable the City to make reasonable arrangements to ensure accessibility to this meeting. Assisted listening devices are available for the hearing impaired. Please see the Board Secretary if you wish to use this device.

**Public Comment:** If you wish to address the Board on any agenda item, please complete a “Request to Speak” form. Be sure to indicate which item number you wish to address. Comments are limited to FIVE minutes.

The Oral Communication segment of the agenda is for the purpose of allowing the public to address the Board on any matter NOT listed on the agenda. The Board is prohibited by state law from taking action on items NOT listed on the Agenda. However, they may refer the matter to staff for a future report and recommendation. If you wish to speak under “Oral Communications,” please complete a “Request to Speak” form as noted above.

**Agendas:** Agenda packets are available for public inspection 72 hours prior to scheduled meetings at the Administration Department located on the second floor of City Hall, 1 Civic Center Drive, San Marcos, during normal business hours.

## AGENDA

### CALL TO ORDER

### ROLL CALL

### OLD BUSINESS

#### 1. GRANT AWARD HISTORY

*Recommendation:* **NOTE & FILE**

### NEW BUSINESS

2. REGULAR GRANT APPLICATION PROPOSALS Consider five (5) Regular Grant proposals by non-profit organizations requesting funds from the Foundation. Recommend funding to the SMCF Board.

**(A) PARTNERSHIPS WITH INDUSTRY** – Request for funding in the amount of \$5,000.00 to provide San Marcos residents with employment training, job coaching support and job placement.

*Recommendation:* **CONSIDER/RECOMMEND**

**(B) JUST IN TIME FOR FOSTER YOUTH** – Request for funding in the amount of \$4,186.88 to provide eight San Marcos former foster youth with laptops and printers for their educational pursuits at Cal State San Marcos.

*Recommendation:* **CONSIDER/RECOMMEND**

**(C) WOUNDED WARRIOR HOMES** – Request for funding in the amount of \$10,000.00 to provide transitional housing for homeless or at risk disabled veterans who are symptomatic of post-traumatic stress and/or traumatic brain injury.

*Recommendation:* **CONSIDER/RECOMMEND**

**(D) EMS – EMPLOYMENT MEANS SUCCESS** – Request for funding in the amount of \$10,000.00 to assist youth with disabilities to go to work in the jobs of their choice through employment preparation services.

*Recommendation:* **CONSIDER/RECOMMEND**

**(E) FEEDING SAN DIEGO** – Request for funding in the amount of \$7,000.00 to cover costs to operate its mobile pantry distributions in San Marcos.

*Recommendation:* **CONSIDER/RECOMMEND**

### **CONSENT CALENDAR**

3. **WAIVER OF TEXT** This item is to waive the reading of the text of all Resolutions and Policies adopted at this meeting. Resolutions and Policies shall be **adopted** by title.

*Recommendation:* **WAIVE**

4. **APPROVAL OF MINUTES** SMCF Grant Funding Committee Meeting, November 9, 2016.

*Recommendation:* **CONSIDER/APPROVE**

5. **ORAL COMMUNICATIONS** Speakers are limited to five minutes. Please complete a "Request to Speak" form and place in basket provided. According to Board policy, **FIFTEEN** minutes has been established during this portion of the Agenda to allow citizens to speak on any matter **NOT** listed. The Board is prohibited by state law from taking action on items **NOT** listed on the Agenda. However, they may refer the matter for a future report and recommendation.

### **ITEMS FOR THE GOOD OF THE ORDER**

6. **NEXT MEETING DATE**

The next meeting of the Grant Funding Committee is scheduled for Wednesday, February 8, 2017. The next meeting of the SMCF Board of Directors is scheduled for Tuesday, February 21, 2017.

**7. MISCELLANEOUS**

**8. ADJOURNMENT**

AFFIDAVIT OF POSTING  
STATE OF CALIFORNIA    )  
COUNTY OF SAN DIEGO    ) ss.  
CITY OF SAN MARCOS    )

I, Michael Gordon, Secretary of the San Marcos Community Foundation Grant Funding Committee, hereby certify that I caused the posting of this agenda in the glass display case at the north entrance of City Hall on Friday, January 6, 2017, at 5:00 pm.

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Michael Gordon, Secretary - SMCF

**SAN MARCOS COMMUNITY FOUNDATION**  
**Grant Award History FY2016-2017**

| Organization   | Type    | Award      | Date       | Name of Project  | Summary of Project  |
|--|---------|------------|------------|--|---|
| Luminary Arts Corporation  | Mini    | \$1,500.00 | 8/10/2016  | Elementary Arts Education Classroom Instruction  | To provide elementary arts education classroom instruction program at three San Marcos elementary schools. Serves 2,100 San Marcos residents.   |
| Riding Emphasizing Individual Needs & Strengths (REINS)                            | Mini    | \$500.00   | 8/10/2016  | Therapeutic Horsemanship Program   | To provide a scholarship for a student to ride in the Therapeutic Horsemanship Program. Serves 1 San Marcos resident.   |
| Rancho Santa Fe Foundation   | Regular | \$2,800.00 | 8/16/2016  | North County Senior Connections  | To help fund the North County Senior Connections program to provide access to food for vulnerable seniors. May serve up to 1,327 San Marcos residents.  |
| North County Health Services   | Regular | \$4,700.00 | 8/16/2016  | ECG Machine  | To purchase a new electrocardiograph (ECG) machine at its San Marcos Health Center. Serves 13,521 San Marcos residents.   |
| Cal State University San Marcos Foundation   | Regular | \$2,500.00 | 8/16/2016  | The Alliance to Accelerate Excellence in Education at CSUSM: Roadshows and Coaching Cadres | To offer college readiness assemblies to 8th grade students and train current CSUSM students to support graduating San Marcos high school seniors transitioning to college. Serves 2,900 San Marcos residents |
| San Marcos Historical Society  | Mini    | \$894.00   | 10/13/2016 | Ongoing Preservation Initiative  | To purchase collection management software and training CDs. The group serves over 1,000 San Marcos residents.  |
| Mission Hills Link Crew (San Marcos Unified School District as the fiscal sponsor) | Mini    | \$1,500.00 | 11/9/2016  | Mission Hills Link Crew  | To purchase 150 t-shirts for the Mission Hills High School Link Crew. Serves 150 San Marcos residents.  |
| Palomar Health Foundation  | Regular | \$1,000.00 | 11/15/2016 | Forensic Health Services   | To fund the training of staff to become facilitators and educate the community on preventing, identifying, and reporting child abuse. Serves 58 San Marcos residents.   |
| Alzheimer's San Diego  | Regular | \$5,000.00 | 11/15/2016 | Addressing Alzheimer's and Dementia within the San Marcos community                        | To fund the Safety and Independence Workshop to address Alzheimer's and dementia within the San Marcos community. Serves 835 San Marcos residents.  |

|                                       |         |             |            |   |  |
|---------------------------------------|---------|-------------|------------|---|--|
| Restorative Justice Mediation Program | Regular | \$5,000.00  | 11/15/2016 | Teacher training in restorative practices | To train 20 teachers and administrators in San Marcos schools in restorative disciplinary practices. May serve over 1,000 San Marcos students. |
| Total Grants Awarded FY16-17          |         | \$25,394.00 |            |   |  |

## Winter Quarter 2016-2017: Funding Recommendation Worksheet

|   |                   |
|---|-------------------|
| Asset Balance on 6/30/2016:   | \$1,152,765       |
| Available for Distribution for FY16-17:   | \$46,111-\$57,638 |
| Total FY16-17 Distributions Year to Date:                                       | \$25,394.00       |
| Total Remaining Funds for Quarter if Awarding Grants at 4% of Assets Available: | \$10,359          |
| Total Remaining Funds for Quarter if Awarding Grants at 5% of Assets Available: | \$16,122          |

| Name                            | Requested Amount | Type               | Name of Project             | Summary of Project   | GFC Funding Recommendation |
|---------------------------------|------------------|--------------------|-----------------------------|--|----------------------------|
| Partnerships with Industry      | \$5,000.00       | Regular            | Employment Services         | To provide San Marcos residents with disabilities with employment training, job coaching support and job placement. Serves 5 existing clients and plans to expand to additional San Marcos business partners.        |                            |
| Just in Time for Foster Youth   | \$4,186.88       | Regular            | College Bound               | To provide eight San Marcos former foster youth with laptops and printers for their educational pursuits at Cal State San Marcos. Will serve 8 San Marcos residents. Currently supports 15-20 San Marcos students.   |                            |
| Wounded Warrior Homes           | \$10,000.00      | Regular            | Warrior Housing             | To support a program of transitional housing for homeless or at risk disabled veterans who are symptomatic of post-traumatic stress and/or traumatic brain injury. Serves an unknown number of San Marcos residents. |                            |
| EMS -- Employment Means Success | \$10,000.00      | Regular            | Transitional Youth to Work  | To assist youth with disabilities to go to work in the jobs of their choice through employment preparation services. Plan to serve 15 San Marcos residents.  |                            |
| Feeding San Diego               | \$7,000.00       | Regular            | Mobile Pantry -- San Marcos | To cover costs to operate its mobile pantry distributions in San Marcos. Serves over 11,232 San Marcos residents.  |                            |
| <b>Total Grants Requested:</b>  |                  | <b>\$36,186.88</b> |                             |  |                            |



**SAN MARCOS COMMUNITY FOUNDATION**  
**Grant Cover Page**

(Choose one) ☐ **MINI-GRANT** (Choose one) ☒ **REGULAR GRANT**

|   |   |                                  |
|---|---|----------------------------------|
| <b>Project Name:</b> Employment Services<br><b>Date Submitted:</b> 12/20/2016   | <b>Total # of people served:</b> 1,100<br><b>Total # of San Marcos residents served:</b> 5 existing client positions as well as supporting multiple families and expanding to additional San Marcos business parnters   | <b>Amount Requested:</b> \$5,000 |
| <b>Non-Profit Organization Name and Address, Website</b><br>Partnerships With Industry<br>7540 Metropolitan Drive, Suite 105<br>San Diego, CA 92108<br><a href="http://www.pwiworks.org">www.pwiworks.org</a>   | <b>Contact Person – Name, Title &amp; Phone, email</b><br>Debbie Kempinski<br>Development Officer<br>619-354-6156<br>dkempinski@pwiworks.org  |                                  |
| <b>Briefly describe your request for funds (to be expanded upon in narrative for regular grant):</b><br>Established in 1985, Partnerships With Industry (PWI) has assisted 12,500 individuals with disabilities find employment. 100% of the individuals served by PWI were unemployed prior to enrolling in PWI's serves. This request will empower adults with disabilities to become successful members of the workforce. A grant of \$5,000 from the San Marcos Community Foundation will provide current and upcoming PWI clients that are San Marcos residents with the employment training, job coaching support, and job placement they need to thrive in the workforce and move toward greater independence. |   |                                  |
| <b>Briefly describe the significance of your request to the San Marcos community:</b><br>In California, 78.1% of adults with intellectual and/or developmental disabilities (IDD) are unemployed. Even with the passing of the Americans with Disabilities Act (ADA; 1990), research studies and statistical evidence continue to prove the persistence of stereotyping and discrimination in employment decisions, especially against adults with an IDD. This grant will give existing and new PWI clients and their families in San Marcos, who are eager to work, the opportunity to work and become productive and contributing members of the local community.  |   |                                  |
| <b>Please attach the following items.</b><br><b>Both Mini-Grant &amp; Regular:</b><br>1. Budget for request (use SMCF Budget Worksheet)<br>2. Annual Operating budget for the organization or unit<br>3. Federal & State Tax ID numbers<br>4. Board of Directors listing with affiliations<br><b>5. Regular Grants Only:</b><br>a. 1-2 page narrative<br>b. First 2 pages of Federal 990<br>c. Most recent year-end Statement or Audit including any management letters associated with Audit.<br>d. Signature of President or Authorized Officer on Application<br>e. Optional: letters of support   | <b>Expected date project will begin/end:</b><br><br><b>Date by which funds will be expended:</b><br><br><b>Signature of President or Authorized Officer</b><br><div style="display: flex; justify-content: space-between;"><div><b>Name, Title</b><br/>MARK BERGER, PRESIDENT/CEO</div><div><b>Date</b><br/>12/22/16</div></div><br><b>Submit Via Mail, In Person or Via Email to:</b><br>San Marcos Community Foundation<br>c/o City of San Marcos<br>1 Civic Center Drive<br>San Marcos, CA 92069<br>Email (PDF Format): <a href="mailto:mgordon@san-marcos.net">mgordon@san-marcos.net</a> |                                  |

# SAN MARCOS COMMUNITY FOUNDATION

## Budget Worksheet

Provide an itemized list of expenses for this project:  
(example – 72 bicycle helmets at \$7.80 each including tax = \$561.60)

|  |                    |
|--|--------------------|
| <u>83 Employment Training Specialists (job coaches)</u>                | <u>\$1,995,231</u> |
| <u>23 Program Managers, and Directors</u>                              | <u>\$1,587,701</u> |
| <u>5 Business and Job Developers</u>                                   | <u>\$ 340,998</u>  |
| <u>Client Salaries and Wages (375 clients – most paid by business)</u> | <u>\$1,549,617</u> |
| <u>Rent</u>  | <u>\$ 586,318</u>  |
| <u>Utilities and Phones</u>  | <u>\$ 119,209</u>  |
| <u>Client Break Room Equipment (4 microwaves, 4 refrigerators)</u>     | <u>\$ 36,090</u>   |
| <u>Tables (30 – for work stations and client break rooms)</u>          | <u>\$ 4,200</u>    |
| <u>Heat Sealers and other safety supplies</u>                          | <u>\$ 3,920</u>    |
| <u>Delivery Vehicle (lease, gas, mileage, maintenance)</u>             | <u>\$ 166,208</u>  |
| <u>Shipping Supplies (postage, boxes, tape, stuffing, etc.)</u>        | <u>\$ 26,592</u>   |
| <u>Marketing materials (brochures, case statements, etc.)</u>          | <u>\$ 1,713</u>    |

Total budget for this PROJECT: \$6,335,702

**Grant Request Amount:** \$ 5,000

*(Mini-grants not to exceed \$1,500, Regular grants not to exceed \$10,000.)*

Is this a challenge grant?      No.                                      Could it be? No.

**Please list any other funding sources for this project.**

**\*\*Indicate if funds are committed (C), conditional (CD), or pending (P).**

|   |                                |
|---|--------------------------------|
| <u>\$ 4,610,598 - San Diego Regional Center</u>         | <u>** CD (Fee for service)</u> |
| <u>\$ 52,192 – Department of Rehabilitation</u>         | <u>** CD (Fee for service)</u> |
| <u>\$ 1,770,241 – Business Partner Contract Revenue</u> | <u>** CD (Fee for service)</u> |
| <u>\$ 25,000 – Qualcomm Foundation</u>                  | <u>** C</u>                    |
| <u>\$ 20,000 – Genentech Foundation</u>                 | <u>** C</u>                    |
| <u>\$ 5,000 – Maximus Foundation</u>                    | <u>** C</u>                    |
| <u>\$ 5,000 – US Bank</u>                               | <u>** C</u>                    |
| <u>\$ 5,000 – Bank of the West</u>                      | <u>** C</u>                    |

## Partnerships With Industry

Organizational Budget FY 17

| EXPENSES                            | FY 15            |                  | FY16             |                  | FY17             |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                     | Projected        | Actual           | Projected        | Actual           | Projected        |
| <b><u>Personnel Expenses</u></b>    |                  |                  |                  |                  |                  |
| Payroll                             | 3,127,500        | 2,926,799        | 3,110,806        | 2,516,896        | 3,274,380        |
| Client Salaries                     | 909,410          | 916,211          | 1,413,841        | 1,121,168        | 1,253,482        |
| Payroll Taxes and Benefits          | 497,430          | 439,625          | 496,685          | 404,259          | 513,925          |
| Workers Comp                        | 182,720          | 209,512          | 231,382          | 242,948          | 256,601          |
| Payroll Processing                  | 24,240           | 23,315           | 27,660           | 29,218           | 31,040           |
| Professional Services               | 43,200           | 56,132           | 80,000           | 101,583          | 134,949          |
| Travel/Lodging/Meals                | 11,880           | 8,335            | 10,644           | 4,265            | 7,521            |
| Staff Recruitment/Retention         | 16,920           | 18,672           | 19,446           | 17,400           | 25,946           |
| <b>Total Personnel Expenses</b>     | <b>4,813,300</b> | <b>4,598,601</b> | <b>5,390,464</b> | <b>4,437,737</b> | <b>5,497,844</b> |
| <b><u>Operating Expenses</u></b>    |                  |                  |                  |                  |                  |
| Rent                                | 652,090          | 597,130          | 577,558          | 697,260          | 637,303          |
| Telephone                           | 27,240           | 27,025           | 31,320           | 40,011           | 31,740           |
| Tools and Equipment                 | 46,680           | 49,282           | 60,706           | 43,484           | 56,200           |
| Utilities                           | 63,360           | 79,406           | 137,076          | 86,560           | 97,835           |
| Insurance                           | 28,560           | 25,277           | 34,488           | 242,948          | 39,379           |
| Repairs and Maintenance             | 28,060           | 33,899           | 20,618           | 47,466           | 26,164           |
| Janitorial Service                  | 1,320            | 4,556            | 4,970            | 1,830            | 5,670            |
| Program Vehicles                    | 20,400           | 24,022           | 24,418           | 19,315           | 19,949           |
| Program Vehicles Gas                | 43,200           | 15,270           | 19,000           | 19,390           | 17,000           |
| Office Supplies                     | 47,880           | 57,482           | 53,778           | 42,658           | 51,349           |
| Misc. Operating Expenses            | 12,080           | 13,323           | 9,110            | 37,967           | 15,890           |
| <b>Total Operating Costs</b>        | <b>970,870</b>   | <b>926,672</b>   | <b>973,042</b>   | <b>1,278,889</b> | <b>998,479</b>   |
| <b><u>Programmatic Expenses</u></b> |                  |                  |                  |                  |                  |
| Mileage Reimbursement               | 92,480           | 111,089          | 111,412          | 100,808          | 107,580          |
| Contract Supplies                   | 33,360           | 38,328           | 40,200           | 28,824           | 41,196           |
| Staff Training                      | 5,400            | 3,485            | 5,660            | 12,788           | 2,650            |
| Safety Supplies                     | 1,320            | 4,110            | 3,200            | 2,557            | 2,960            |
| Dues / Subs / Accreditation         | 16,440           | 16,907           | 17,293           | 18,397           | 16,960           |
| <b>Total Programmatic Expenses</b>  | <b>149,000</b>   | <b>173,919</b>   | <b>177,765</b>   | <b>163,374</b>   | <b>171,346</b>   |
| <b><u>Other Expenses</u></b>        |                  |                  |                  |                  |                  |
| Fundraising                         | 0                | 5,614            | 15,000           | 77,220           | 10,000           |
| Printings and Mailings              | 13,200           | 7,932            | 10,516           | 13,805           | 13,097           |
| Public Relations                    | 9,180            | 6,239            | 7,980            | 107              | 6,000            |
| <b>Total Other Expenses</b>         | <b>22,380</b>    | <b>19,785</b>    | <b>33,496</b>    | <b>91,132</b>    | <b>29,097</b>    |
| <b>TOTAL EXPENSES</b>               | <b>5,955,550</b> | <b>5,718,977</b> | <b>6,574,767</b> | <b>5,971,132</b> | <b>6,696,766</b> |

## Partnerships With Industry

Organizational Budget FY 17

| <b>INCOME</b>                                  | <b>FY 15</b>            |                           | <b>FY16</b>             |                           | <b>FY17</b>             |
|--|-------------------------|---------------------------|-------------------------|---------------------------|-------------------------|
|  | <b>Projected</b>        | <b>Actual</b>             | <b>Projected</b>        | <b>Actual</b>             | <b>Projected</b>        |
| <b><u>Fee For Service - Reimbursements</u></b> |                         |                           |                         |                           |                         |
| Work Activity programs                         | 2,013,132               | 1,813,645                 | 1,948,536               | 1,880,390                 | 1,917,931               |
| Supported Employment                           | 2,323,608               | 2,093,355                 | 2,448,521               | 2,260,696                 | 2,744,859               |
|  |                         |                           |                         |                           |                         |
| <b><i>Total Fee For Service</i></b>            | <b><i>4,336,740</i></b> | <b><i>3,907,000</i></b>   | <b><i>4,397,057</i></b> | <b><i>4,141,086</i></b>   | <b><i>4,662,790</i></b> |
|  |                         |                           |                         |                           |                         |
| <b><u>Contract Revenue</u></b>                 |                         |                           |                         |                           |                         |
| Work & Training Center Contracts               | 453,490                 | 414,910                   | 517,140                 | 490,605                   | 518,316                 |
| Group Services Contracts                       | 769,560                 | 915,815                   | 1,258,844               | 1,114,976                 | 1,251,925               |
| Document Destruction Center                    | 46,320                  | 37,622                    | 71,945                  | 30,036                    |                         |
| <b><i>Total Contract Revenue</i></b>           | <b><i>1,269,370</i></b> | <b><i>\$1,368,347</i></b> | <b><i>1,847,929</i></b> | <b><i>\$1,635,617</i></b> | <b><i>1,770,241</i></b> |
|  |                         |                           |                         |                           |                         |
| <b><u>Donations</u></b>                        |                         |                           |                         |                           |                         |
| Grants   | 220,000                 | 197,023                   | 170,000                 | 196,488                   | 240,000                 |
| Events   | 48,000                  | 3,500                     | 50,000                  | 73,796                    | 60,000                  |
| Gifts from Individuals                         | 131,000                 | 80,385                    | 130,000                 | 87,744                    | 125,000                 |
| Inkind   |                         |                           | 0                       | 73,784                    |                         |
| <b><i>Total Donations</i></b>                  | <b><i>\$399,000</i></b> | <b><i>\$280,908</i></b>   | <b><i>\$350,000</i></b> | <b><i>\$431,812</i></b>   | <b><i>\$425,000</i></b> |
|  |                         |                           |                         |                           |                         |
| <b><u>Investment income</u></b>                |                         |                           |                         | \$1,576                   |                         |
| <b>TOTAL INCOME</b>                            | <b>6,005,110</b>        | <b>5,556,255</b>          | <b>6,594,986</b>        | <b>6,210,091</b>          | <b>6,858,031</b>        |

P.O. Box 2508, Room 4010  
Cincinnati OH 45201

In reply refer to: 4077552844  
June 29, 2011 LTR 4168C 0  
33-0169950 000000 00  
00040582  
BODC: TE

PARTNERSHIPS WITH INDUSTRY  
% MARK BERGER  
7540 METROPOLITAN DR STE 105  
SAN DIEGO CA 92108-4416

19

Employer Identification Number: 33-0169950  
Person to Contact: Ms Fox  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Apr. 14, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(03) of the Internal Revenue Code in a determination letter issued in August 1986.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

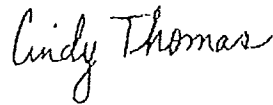
Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

4077552844  
June 29, 2011 LTR 4168C 0  
33-0169950 000000 00  
00040583

PARTNERSHIPS WITH INDUSTRY  
% MARK BERGER  
7540 METROPOLITAN DR STE 105  
SAN DIEGO CA 92108-4416

If you have any questions, please call us at the telephone number  
shown in the heading of this letter.

Sincerely yours,

A handwritten signature in cursive script that reads "Cindy Thomas".

Cindy Thomas  
Manager, EO Determinations



PO BOX 1286  
RANCHO CORDOVA CA 95741-1286

In reply refer to  
755:G :GRW

March 24, 2008

PARTNERSHIPS WITH INDUSTRY  
7540 METROPOLITAN DR STE 105  
SAN DIEGO CA 92108-4416

Purpose : CHARITABLE  
Code Section : 23701d  
Form of Organization : Corporation  
Accounting Period Ending: June 30  
Organization Number : 1375185

#### EXEMPT DETERMINATION LETTER

This letter confirms your previous exemption from state franchise and income tax under Section 23701d, Revenue and Taxation Code. In confirming your exempt status, we have made no examination of your current activities. If the organization has changed its operation, character, or purpose since exemption was originally granted, that change must be reported immediately to this office.

To retain exempt status, organizations are required to be organized and operating for nonprofit purposes within the provisions of the above section. An inactive organization is not entitled to exemption.

For filing requirements see, FTB Pub. 1068, Exempt Organizations - Requirements for Filing Returns and Paying Filing Fees is available online at [www.ftb.ca.gov](http://www.ftb.ca.gov).

Note: This exemption is for state franchise or income tax purposes only.

G WALKER  
EXEMPT ORGANIZATIONS  
BUSINESS ENTITIES SECTION  
TELEPHONE (916) 845-6053  
FAX NUMBER (916) 845-9501

RTF:



Creating Jobs. Enhancing Lives.™

## Partnerships With Industry 2016 – 2017 Board of Directors (as of December 2016)

*The PWI board dedicates their valuable experience and professional resources to ensure that the organization is managed well, defines and meets challenging, but realistic, goals for the future, and carefully oversees the well-being of our clients, staff and fellow board members.*

| Name and Title                                | Business Affiliation (informational purposes only)   |
|---|--|
| Barrett Lambert – Board Chair                 | Retired Chief Financial Officer (international electronics firm)<br><a href="mailto:barrettlambert@cox.net">barrettlambert@cox.net</a><br>(619) 990-6681                                   |
| Carol Stachwick – Board Vice Chair            | CPA, Accounting Consultant to Nonprofits<br><a href="mailto:cstachwick@gmail.com">cstachwick@gmail.com</a><br>(858) 212-3147   |
| Jeffrey Litteken – Immediate Past Board Chair | Principal at Talent Link Solutions (financial search firm)<br><a href="mailto:jlitteken@talentlinksolutions.com">jlitteken@talentlinksolutions.com</a><br>(619) 795-7403 C: (619) 252-1615 |
| Joseph Wilkinson – Board Treasurer            | Chief Operating Officer at Taiyo Yuden (USA)<br><a href="mailto:jwilkinson@t-yuden.com">jwilkinson@t-yuden.com</a><br>(858) 756-0856   |
| Jennifer Berry – Board Secretary              | Associate City Attorney, Office of the San Diego City Attorney<br><a href="mailto:jennifer@berry.org">jennifer@berry.org</a><br>(619) 243-6772   |
| Greg Altman – Board Member                    | Vice President and District Manager, US Bank<br><a href="mailto:James.altman@usbank.com">James.altman@usbank.com</a><br>(858) 623-2921   |
| Mark Berger – President                       | President/CEO at Partnerships With Industry<br><a href="mailto:mberger@pwiworks.org">mberger@pwiworks.org</a><br>(619) 450-8000 C: (619) 303-1200  |
| Ted Finkel – Board Member                     | Retired Financial Advisor<br><a href="mailto:tvfinkel@gmail.com">tvfinkel@gmail.com</a><br>(619) 417-8410  |
| Sam Quigley – Board Member                    | Director, Commercial Department at Barney and Barney<br><a href="mailto:Samq@barneyandbarney.com">Samq@barneyandbarney.com</a><br>(858) 587-7162   |
| Judi Reynolds – Board Member                  | Director of Membership Development, Corporate Alliance<br><a href="mailto:judreynolds@corporatealliance.net">judreynolds@corporatealliance.net</a><br>(858) 255-6703 C: (619) 743-5870     |
| Veronica Vallejo – Board Member               | Arena Pharmaceuticals<br><a href="mailto:vvallejo@arenapharm.com">vvallejo@arenapharm.com</a><br>(858) 449-9042  |



Creating Jobs. Enhancing Lives.™

**Partnerships With Industry**  
Employment Services Program  
*Prepared for: San Marcos Community Foundation*

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Established in 1985, PWI has assisted over 12,500 adults with disabilities find employment in San Diego County. PWI's mission is to successfully create win-win partnerships between San Diego County businesses and adults with disabilities who want to work. PWI clients have a wide range of intellectual, developmental, and/or other disabilities, including but not limited to: Autism Spectrum Disorder, Down syndrome, cerebral palsy, epilepsy, blindness, physical disabilities, and mental illnesses.

Even with the passing of the Americans with Disabilities Act (ADA; 1990), research studies and statistical evidence continue to prove the persistence of stereotyping and discrimination in employment decisions, especially against adults with intellectual and/or developmental disabilities (IDD). California is home to 864,659 adults with IDD, of whom 78.1 percent are unemployed. This staggering statistic is evidence of the continued perception that adults with IDD are incapable, ineffective, and a burden rather than a benefit to a work environment. Nothing is further from the truth.

Each year, PWI helps 1,100 individuals with disabilities find employment and thrive in a work environment. PWI assists clients in identifying their talents and challenges, marketing their skills, learning professional etiquette, and overcoming obstacles that may prevent them from entering the workforce. A specialized staff of job coaches, job trainers and assessors, and business developers work tirelessly to find the best environments for our clients; environments where both the client can thrive and PWI can provide a service to the business.

The impact of employment goes beyond financial stability. American culture expects and values independence and self-reliance, and assumes capable adults will enter the workforce. This expectation is not lost on individuals with disabilities; they too want to contribute, to put their abilities to work and to be a part of the workforce. The individuals active in PWI's services benefit financially, psychologically, and socially; increasing their connectedness to the community and stimulating the economy through increased spending and helping local businesses fill their staffing needs.

PWI provides three types of employment opportunities through its Employment Services Program:

**Work and Training Centers (WTC)**

PWI's four WTC are located at each one of its four office locations: San Diego, Oceanside, Santee, and Chula Vista. The WTC are often the first exposure clients have to a work environment. In addition to hands on work experience, clients receive training on professional etiquette, communication, and workplace safety. The WTC are structured as team environments where clients work together to assemble product for PWI business partners. Each day, 268 individuals go to work at a WTC, 44 of whom work in the North County Office, located in Oceanside.

**Group Services (GS)**

Group Services' clients work in teams of three or four in the community, with the support of an Employment Training Specialist (aka job coach). Currently, 130 individuals with disabilities are employed through GS. Clients are responsible for interviewing for available GS positions, for arriving to work on time, and for completing their tasks with minimal support. Individuals employed through GS typically work 20 hours per week. Current GS jobs in North County include: Genentech, City of Vista, The Quad at CSUSM, and Hoehn Mercedes.

### **Individual Placement (IP)**

Individual Placement provides the highest level of independence of the employment services provided to adults with intellectual and/or developmental disabilities. Currently, 97 individuals are employed through IP. IP clients do not work in a team or with a group, but rather independently. The Employment Training Specialists assigned to IP clients start by helping the clients 100 percent of the time, and slowly reduce to a schedule of approximately 20 percent after the first six months. Current IP jobs in North County include: Albertsons (San Marcos Blvd.), 24 Hour Fitness' Corporate Office, and Legoland.

PWI strives to help every person we serve achieve maximum independence and success in a work environment. This is accomplished by always pursuing our goal of helping adults with disabilities find employment, and striving to hit each of the following objectives.

*Goal: Help adults with intellectual and/or developmental disabilities find employment in the San Diego community.*

**Objective A:** Ensure employment within the first 3 months of working with PWI, for 100% of new clients.

**Objective B:** Enroll a minimum of 200 new clients in FY17.

**Objective C:** Establish 30 new business partnerships that provide employment opportunities for those served by PWI.

**Objective D:** Host annual meetings with each client to ensure their satisfaction with their employment and to keep in focus their individual vocational goals.

Support from the San Marcos Community Foundation will help San Marcos adults with intellectual and/or developmental disabilities identify their vocational aspirations, learn the skills necessary to reach those aspirations, and ultimately find employment at a local business. Your support will help clients like "Jerry" who came to PWI with zero work experience and a mild intellectual and developmental disability, determined to become a janitor, just like his dad. After a few years of training and experience in Group Services, "Jerry" has reached his vocational goal and is employed in Individual Placement as the janitor for PWI's San Diego office. Your support will also help clients like "Cory" who is on the autism spectrum. "Cory" is a bright, hardworking, dedicated individual, fully capable of successful employment, but he struggles with communication and social interactions, making it difficult to shine in interviews and form relationships with his supervisors and coworkers. PWI helped "Cory" find the perfect position at Albertsons, and continues to provide ongoing on-the-job support to "Cory."

Every day PWI opens the door for individuals with disabilities to find meaningful employment and prove to themselves, their loved ones, and the community at large that they are capable of not only becoming employed, but also excelling in a work environment. A grant of \$5,000 from the San Marcos Community Foundation will undoubtedly impact the lives of existing PWI clients and upcoming PWI clients in San Marcos with disabilities by giving them the confidence and skills they need to be successful in a work environment and move towards maximum independence.

Form **990**

Department of the Treasury  
Internal Revenue Service

## Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- ▶ Do not enter social security numbers on this form as it may be made public.  
▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2015**

Open to Public Inspection

**A** For the 2015 calendar year, or tax year beginning **JUL 1, 2015** and ending **JUN 30, 2016**

**B** Check if applicable:

- ☐ Address change  
☐ Name change  
☐ Initial return  
☐ Final return/terminated  
☐ Amended return  
☐ Application pending

**C** Name of organization

**PARTNERSHIPS WITH INDUSTRY**

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite

**7540 METROPOLITAN DR 105**

City or town, state or province, country, and ZIP or foreign postal code

**SAN DIEGO, CA 92108**

**F** Name and address of principal officer: **MARK BERGER**

**SAME AS C ABOVE**

**D** Employer identification number

**33-0169950**

**E** Telephone number

**619-681-1999**

**G** Gross receipts \$ **6,196,047.**

**H(a)** Is this a group return

for subordinates? ☐ Yes ☒ No

**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

**H(c)** Group exemption number ▶

**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) ( ) ▶ (insert no.) ☐ 4947(a)(1) or ☐ 527

**J** Website: ▶ **WWW.PWIWORKS.ORG**

**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

**L** Year of formation: **1985**

**M** State of legal domicile: **CA**

### Part I Summary

|                             |            |   |   |
|-----------------------------|------------|---|---|
| Activities & Governance     | <b>1</b>   | Briefly describe the organization's mission or most significant activities: <u>SEE SCHEDULE O</u>                                       |   |
|                             | <b>2</b>   | Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. |   |
|                             | <b>3</b>   | Number of voting members of the governing body (Part VI, line 1a) <b>3</b> <b>12</b>  |   |
|                             | <b>4</b>   | Number of independent voting members of the governing body (Part VI, line 1b) <b>4</b> <b>11</b>  |   |
|                             | <b>5</b>   | Total number of individuals employed in calendar year 2015 (Part V, line 2a) <b>5</b> <b>671</b>  |   |
|                             | <b>6</b>   | Total number of volunteers (estimate if necessary) <b>6</b> <b>98</b>   |   |
|                             | Revenue    | <b>7a</b>   | Total unrelated business revenue from Part VIII, column (C), line 12 <b>7a</b> <b>0.</b>                              |
| <b>b</b>                    |            | Net unrelated business taxable income from Form 990-T, line 34 <b>7b</b> <b>0.</b>  |   |
| <b>8</b>                    |            | Contributions and grants (Part VIII, line 1h) <b>Prior Year</b> <b>280,908.</b> <b>Current Year</b> <b>417,768.</b>                     |   |
| <b>9</b>                    |            | Program service revenue (Part VIII, line 2g) <b>5,275,347.</b> <b>5,776,703.</b>  |   |
| <b>10</b>                   |            | Investment income (Part VIII, column (A), lines 3, 4, and 7d) <b>3,505.</b> <b>1,576.</b>   |   |
| <b>11</b>                   |            | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) <b>-4,500.</b> <b>-44,474.</b>                                 |   |
| <b>12</b>                   |            | Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) <b>5,555,260.</b> <b>6,151,573.</b>                  |   |
| Expenses                    |            | <b>13</b>   | Grants and similar amounts paid (Part IX, column (A), lines 1-3) <b>0.</b> <b>0.</b>                                  |
|                             |            | <b>14</b>   | Benefits paid to or for members (Part IX, column (A), line 4) <b>0.</b> <b>0.</b>                                     |
|                             |            | <b>15</b>   | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) <b>4,282,637.</b> <b>4,406,398.</b> |
|                             | <b>16a</b> | Professional fundraising fees (Part IX, column (A), line 11e) <b>0.</b> <b>0.</b>   |   |
|                             | <b>b</b>   | Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>190,006.</b>   |   |
|                             | <b>17</b>  | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) <b>1,477,725.</b> <b>1,506,216.</b>  |   |
|                             | <b>18</b>  | Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) <b>5,760,362.</b> <b>5,912,614.</b>                           |   |
| Net Assets or Fund Balances | <b>19</b>  | Revenue less expenses. Subtract line 18 from line 12 <b>-205,102.</b> <b>238,959.</b>   |   |
|                             | <b>20</b>  | Total assets (Part X, line 16) <b>Beginning of Current Year</b> <b>1,582,313.</b> <b>End of Year</b> <b>1,815,372.</b>                  |   |
|                             | <b>21</b>  | Total liabilities (Part X, line 26) <b>299,822.</b> <b>293,922.</b>   |   |
|                             | <b>22</b>  | Net assets or fund balances. Subtract line 21 from line 20 <b>1,282,491.</b> <b>1,521,450.</b>  |   |

### Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

|                        |   |                                |
|------------------------|---|--------------------------------|
| Sign Here              | Signature of officer  | Date                           |
|                        | <b>MARK BERGER, PRESIDENT &amp; CEO</b>                                       |                                |
| Paid Preparer Use Only | Print/Type preparer's name  | Preparer's signature           |
|                        | <b>LISA M. CUMMINGS, CPA</b>  |                                |
| Paid Preparer Use Only | Firm's name ▶ <b>COHNREZNICK LLP</b>  | Firm's EIN ▶ <b>22-1478099</b> |
|                        | Firm's address ▶ <b>400 CAPITOL MALL, SUITE 1200<br/>SACRAMENTO, CA 95814</b> | Phone no. <b>916-442-9100</b>  |

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

**Part III** Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐**1** Briefly describe the organization's mission:

**SUCCESSFULLY CREATING WIN-WIN PARTNERSHIPS BETWEEN SAN DIEGO COUNTY BUSINESSES AND ADULTS WITH DISABILITIES WHO WANT TO WORK.**

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ 2,616,749. including grants of \$ ) (Revenue \$ 2,546,760. )

**GROUP SERVICES: INDIVIDUALS PLACED IN GROUP SERVICES WORK AT LOCAL BUSINESSES SUCH AS HOTELS, RETAIL SETTINGS, COLLEGES AND UNIVERSITIES IN A SMALL GROUP OF 3 OR MORE PEERS WITH THE SUPPORT OF A DEDICATED JOB COACH. CURRENT JOBS INCLUDE: LANDSCAPING, JANITORIAL SERVICES, PRODUCTION SUPPORT, HOUSEKEEPING AND RECYCLING. INDIVIDUALS EMPLOYED THROUGH GROUP SERVICES TYPICALLY WORK 20+ HOURS A WEEK.**

**THERE WERE 43 BUSINESSES THAT PARTNERED WITH PWI TO MEET THEIR BUSINESS NEEDS THIS YEAR. THESE PARTNERSHIPS PROVIDED WORK OPPORTUNITIES FOR OVER 350 CLIENTS.**

**4b** (Code: ) (Expenses \$ 1,938,311. including grants of \$ ) (Revenue \$ 2,371,272. )

**WORK ACTIVITY PROGRAMS: THESE PROGRAMS PROVIDE HANDS-ON EXPERIENCE AND WORK SKILLS TRAINING IN A STRUCTURED ENVIRONMENT WITH CONTINUOUS SUPPORT BY DEDICATED JOB COACHES. PARTICIPANTS DEVELOP VOCATIONAL AND SOCIAL SKILLS THROUGH VOCATIONAL TRAINING AND CLASSROOM INSTRUCTION AND LEARN THE SKILLS NECESSARY TO FIND FUTURE EMPLOYMENT IN THE COMMUNITY. INDIVIDUALS EARN A PAYCHECK WHILE COMPLETING DIVERSE PROJECTS FOR OUR LOCAL BUSINESSES.**

**WORK SKILLS TRAINING WAS OFFERED TO OVER 350 CLIENTS THROUGHOUT THE YEAR. PWI ASSISTED OVER 45 BUSINESSES IN THE COMMUNITY.**

**4c** (Code: ) (Expenses \$ 547,626. including grants of \$ ) (Revenue \$ 858,671. )

**INDIVIDUAL AND DIRECT PLACEMENTS AND VOCATIONAL ASSESSMENT SERVICES: THERE WERE OVER 200 CLIENTS THAT RECEIVED WORK SUPPORT SERVICES FROM PWI THIS YEAR.**

**4d** Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses **5,102,686.**

Form 990 (2015)



**12,500**  
adults with  
disabilities  
employed since  
1985



**750**  
adults with  
disabilities  
employed daily



**4 Computer  
Resource  
Centers**

**89,831**  
hours of job  
training and  
development in  
2015



**230+**  
local business  
partnerships



**Work & Training  
Centers  
&  
Community-  
based  
Programs**



**1100+  
lives  
impacted  
each year**

## **Partnerships With Industry**

empowers adults with disabilities to pursue their vocational aspirations and maximize their potential

***Serving all of San Diego County***

***Partnerships With Industry***

**Creating Jobs. Enhancing Lives. Since 1985.**

**619-681-1999**

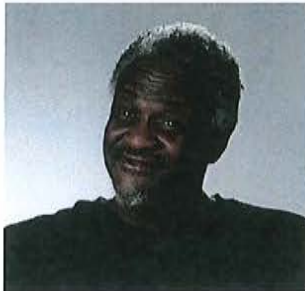
**[www.pwiworks.org](http://www.pwiworks.org)**



**Creating Jobs. Enhancing Lives.™**

# Partnerships With Industry

Successfully creating win-win partnerships between San Diego County businesses and adults with disabilities who want to work since 1985



## A Word from a Client

"I do my best. PWI helps me a lot to get the job done. I love going to work and being with my friends and co-workers."



## A Word from a Sibling

*"We have moved quite a bit, after our most recent move, my sister started to doubt herself and lose confidence in her abilities. My family and I, not used to seeing her be so hard on herself, were hesitant to put her in another program in which she may get lost in the crowd."*

*"With PWI, we did not have this problem. From her first day to the present, my sister's eyes light up when it's time for work. At PWI, she truly feels that she is doing something of worth, and learning useful life and job skills. My sister has grown immensely since she started at PWI. Most important of all, she is smiling once again."*

## A Word from a Business Partner

*"Annex Brand/Postal Annex+ has used PWI's product assembly services for over 10 years. **We hold in high respect the quality & speed of the work their clients do for us.** With their assistance, we're able to communicate with our franchisees more quickly & efficiently than we could do on our own."*

## A Word from a Volunteer

*"This is THE highlight of my week. I get such tremendous reward from being with the Clients. It's such a pleasure volunteering at PWI with the amazing individuals who try their best & work so hard. I look forward to coming here each week – they really lift me up!"*




Creating Jobs. Enhancing Lives.™

[www.pwiworks.org](http://www.pwiworks.org)  
(619) 681-1999

7540 Metropolitan Drive, Suite 105  
San Diego, CA 92108



|   |  |   |
|---|--|---|
| Project Name: <b>College Bound</b>  | Total # of people served:70  | Amount Requested: \$4,186.88  |
| Date Submitted:   | Total # of San Marcos residents served: 15-20 students   |   |
| Non-Profit Organization Name and Address, Website<br>Just In Time For Foster Youth<br>P.O. Box 81292<br>San Diego, CA 92138<br><a href="http://www.jitfosteryouth.org">www.jitfosteryouth.org</a>   | Contact Person – Name, Title & Phone, email<br>Don Wells, Executive Director<br>858-663-2081<br>don@jitfosteryouth.org |   |
| <p><u>Briefly</u> describe your request for funds (to be expanded upon in narrative for regular grant):</p> <p>Just in Time (JIT) requests a \$4,186.88 grant from the San Marcos Community Foundation to provide eight San Marcos transition age former foster youth with laptops and printers for their educational pursuits at Cal State San Marcos. These resources will be provided along with a caring and committed JIT College Bound Coach (volunteer) to provide the encouragement, support and attention that will eventually help lead to graduation.</p>  |  |   |
| <p><u>Briefly</u> describe the significance of your request to the San Marcos community: San Marcos foster youth leaving the child welfare system are faced with devastating odds. 40-50% of former foster youth become homeless within 18 months of emancipation, 50% experience high rates of unemployment within five years and 25% of former foster youth will spend time in jail within the first two years of emancipation. For the only 10% of former foster youth, that beat these odds, and enter college only 3-5% graduate. Just in Time's College Bound program helps residents of San Marcos, and those who attend Cal State San Marcos, by becoming the family they need to succeed in their educational and life goals so they are able to give back to their community.</p> |  |   |
| <p>Please attach the following items.</p> <p><b><u>Both Mini-Grant &amp; Regular:</u></b></p> <ol style="list-style-type: none"> <li>1. Budget for request (use SMCF Budget Worksheet)</li> <li>2. Annual Operating budget for the organization or unit</li> <li>3. Federal &amp; State Tax ID numbers</li> <li>4. Board of Directors listing with affiliations</li> <li><b><u>5. Regular Grants Only:</u></b> <ol style="list-style-type: none"> <li>a. 1-2 page narrative</li> <li>b. First 2 pages of Federal 990</li> <li>c. Most recent year-end Statement or Audit including any management letters associated with Audit.</li> <li>d. Signature of President or Authorized Officer on Application</li> <li>e. Optional: letters of support</li> </ol> </li> </ol>                    |  | <p>Expected date project will begin/end:</p> <p>Date by which funds will be expended:</p> <hr/> <p>Signature of President or Authorized Officer</p> <p> <u>Executive Director</u> <u>12/28/16</u></p> <p>Name, Title Date</p> <hr/> <p>Submit Via Mail, In Person or Via Email to:</p> <p>San Marcos Community Foundation<br/>c/o City of San Marcos<br/>1 Civic Center Drive<br/>San Marcos, CA 92069<br/>Email (PDF Format): <a href="mailto:mgordon@san-marcos.net">mgordon@san-marcos.net</a></p> |

**SAN MARCOS COMMUNITY FOUNDATION  
Budget Worksheet**

**Just In Time For Foster Youth's College Bound Program**

|   |           |
|---|-----------|
| 70 Youth Awards   |           |
| Laptops, Printers, Books, Dorm Set Up, School Supplies @ 1,200 each | \$ 84,000 |
| 15 Youth Laptops (year round) @ \$500 each                          | \$ 7,500  |
| 6 Youth Tuition Fees Assistance @ \$300 each                        | \$ 1,800  |
| 15 Youth Book Assistance @ \$200 each                               | \$ 3,000  |
| Transportation Assistance - 25 Youth with bus passes @ \$74 each    | \$ 1,850  |
| 10 Youth with School Supplies @ \$60 each                           | \$ 600    |
| College Bound Event/Year Long Events                                | \$ 5,000  |
| 1 Graduate Scholarship  | \$ 2,000  |
| Computer Repairs/Software for Youth                                 | \$ 1,000  |
| Program Coordinator   | \$ 21,225 |
| Administrative Costs  | \$ 5,233  |

**Total Budget for the PROJECT** **\$ 133,208**

**Grant Request Amount** **\$ 4,186.88**

*(Mini-grants not to exceed \$1,500, Regular grants not to exceed \$10,000.)*

Is this a challenge grant? **NO**

Could it be? **Possibly**

**Please list any other funding sources for this project.**

**\*\*Indicate if funds are committed (C), conditional (CD), or pending (P).**

|          |                           |    |   |
|----------|---------------------------|----|---|
| \$32,500 | Moxie Foundation          | ** | C |
| \$10,000 | Crevier Family Foundation | ** | C |
| \$25,000 | Farrell Family Foundation | ** | C |
| \$20,000 | Ashford University        | ** | P |
| \$2,500  | Sundt Foundation          | ** | P |
|          |                           | ** |   |
|          |                           | ** |   |
|          |                           | ** |   |

\* P - Donated last year and expect to receive this year

**Just in Time For Foster Youth**  
**Statement of Activity**  
**FY17 Budget**

|   | <b>FY17 Budget</b> | <b>FY16 Budget</b> |
|---|--------------------|--------------------|
| <b>REVENUE</b>  |                    |                    |
| <b>Direct Public Support</b>                              |                    |                    |
| Corporations  | \$ 186,350         | \$ 240,000         |
| Foundations   | 677,500            | 555,000            |
| Individuals   | 663,584            | 560,000            |
| Civic and Faith Organizations                             | 112,500            | 90,000             |
| <b>Special Events</b>                                     |                    |                    |
| Gross Revenue Special Events                              | 471,000            | 435,000            |
| Less Direct Costs of Special Events                       | (115,000)          | (90,000)           |
| <b>Special Events - Net Revenue</b>                       | <b>356,000</b>     | <b>345,000</b>     |
| <b>Total Direct Public Support</b>                        | <b>1,995,934</b>   | <b>1,790,000</b>   |
| <b>Government Agencies/Partner Program Grants</b>         | <b>50,000</b>      | <b>25,000</b>      |
| <b>Board Restricted Operating/Quasi Endowment Revenue</b> | <b>200,000</b>     |                    |
| <b>Subtotal Revenue</b>                                   | <b>2,245,934</b>   | <b>1,815,000</b>   |
| <br><b>In-Kind Donations</b>                              | <br><b>166,456</b> | <br><b>284,720</b> |
| <b>Interest and Dividend Income</b>                       |                    |                    |
| <b>TOTAL REVENUE</b>                                      | <b>2,412,390</b>   | <b>2,099,720</b>   |
| <br><b>AWARDS AND EXPENSES</b>                            |                    |                    |
| <b>Program Awards</b>                                     |                    |                    |
| Basic Needs   | 106,760            | 98,300             |
| My First Home   | 50,040             | 41,600             |
| Education   | 179,650            | 84,000             |
| Career Horizons   | 39,300             | 32,200             |
| Bridge to Success   | 40,375             | 34,100             |
| Financial Fitness   | 85,200             | 146,000            |
| Coaching/Volunteer  | 96,252             | 51,010             |
| Ambassador/ LEAP/Take Charge                              | 7,250              | 21,500             |
| Community and other                                       | 23,500             | 21,000             |
| Overall Program related expenses                          | 18,000             |                    |
| Program Personnel Expense                                 | 715,814            | 684,276            |
| Administrative Expense allocation                         | 48,148             | 63,893             |
| <b>Total Program Awards</b>                               | <b>1,410,289</b>   | <b>1,277,879</b>   |

|  | <b>FY17 Budget</b> | <b>FY16 Budget</b> |
|--|--------------------|--------------------|
| <b>In-Kind Awards</b>                            |                    |                    |
| Educational & Vocational                         |                    | 16,400             |
| Basic Needs                                      | 6,600              | 35,800             |
| Career Horizons                                  | 13,920             | 39,000             |
| Home Furnishings                                 | 80,500             | 80,000             |
| Rent & Miscellaneous                             | 62,844             | 65,364             |
| <b>Total In-Kind Awards</b>                      | <b>163,864</b>     | <b>236,564</b>     |
| <b>Development and Fundraising Expenses</b>      |                    |                    |
| Advertising/Promotional                          | 30,700             | 30,000             |
| Advertising/Promotional - inkind SVP             | -                  | 12,000             |
| Consultants - Marketing                          | 5,000              | 24,000             |
| Consultants - Advertising                        | 40,000             | 36,000             |
| Credit Card Charges                              |                    | 5,000              |
| Event Expense                                    | 9,000              | 5,000              |
| Office Expense                                   | 5,936              | 720                |
| Rent Expense                                     | 14,568             | 23,132             |
| Printing, Copying & Postage                      | 11,200             | 9,733              |
| Travel/Meals/Entertainment                       | 12,000             | 1,200              |
| Software Services                                | +                  |                    |
| Development Salary expense                       | 346,697            | 254,976            |
| Administrative Expense Allocations               | 18,027             | 21,817             |
| <b>Total Development and Fundraising Expense</b> | <b>493,128</b>     | <b>423,578</b>     |
| <b>Administrative Expenses</b>                   |                    |                    |
| Computer and Internet                            | 240                | 8,800              |
| Contract Services                                | 75,160             | 101,100            |
| Credit Card Fees                                 | -                  | 1,500              |
| Insurance - Liability, D and O                   | 13,440             | 12,000             |
| Telephone, Telecommunications                    | 5,844              | 4,800              |
| Office Expense                                   | 4,810              | 8,800              |
| Printing and Copying                             | 1,200              | 4,000              |
| Advertising/Promotional                          | 600                |                    |
| Office Rent - In-kind                            | 2,592              | 2,556              |
| Office Rent - Annex                              | 20,796             | 1,151              |
| Registration and Licensing Fees                  | 310                |                    |
| Staff Development                                | 13,200             | 9,000              |
| Travel and Meetings                              | 9,040              | 7,400              |
| Depreciation Expense                             | 1,224              |                    |
| <b>Total Administrative Expenses</b>             | <b>148,456</b>     | <b>161,107</b>     |
| Less Administrative Expense allocations          | -66,175            | -85,710            |
| <b>Administrative Expense</b>                    | <b>82,281</b>      | <b>75,397</b>      |

|  | <b>FY17 Budget</b> | <b>FY16 Budget</b> |
|--|--------------------|--------------------|
| <b>Personnel Expense</b>                     |                    |                    |
| Employees Salaries                           | 941,727            | 840,996            |
| Insurance - Healthcare                       | 75,000             | 70,800             |
| 401k Employer Contribution                   | 24,288             | 6964               |
| Payroll Service Fees                         | 624                | 600                |
| Payroll Taxes                                | 76,404             | 69,050             |
| Workers' Compensation                        | 6,164              | 6,195              |
| <b>Total Personnel Expense</b>               | <b>1,124,207</b>   | <b>994,605</b>     |
| Less Program & Development Personnel expense | (1,062,511)        | (939,252)          |
| <b>Administrative Personnel expense</b>      | <b>61,696</b>      | <b>55,353</b>      |
| <b>TOTAL AWARDS AND EXPENSES</b>             | <b>2,211,258</b>   | <b>2,068,771</b>   |
| <b>CHANGE IN NET ASSETS</b>                  | <b>\$ 201,132</b>  | <b>\$ 30,949</b>   |

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUN 14 2007

JUST IN TIME FOR FOSTER YOUTH  
C/O KATHRYN VAUGHN  
3363 HARBOR VIEW DR  
SAN DIEGO, CA 92106

Employer Identification Number:  
20-5448416  
DLN:  
17053089008007  
Contact Person:  
RENEE RILEY NORTON ID# 31172  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
June 30  
Public Charity Status:  
170(b)(1)(A)(vi)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
July 16, 2006  
Contribution Deductibility:  
Yes  
Advance Ruling Ending Date:  
June 30, 2011

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. During your advance ruling period, you will be treated as a public charity. Your advance ruling period begins with the effective date of your exemption and ends with advance ruling ending date shown in the heading of the letter.

Shortly before the end of your advance ruling period, we will send you Form 8734, Support Schedule for Advance Ruling Period. You will have 90 days after the end of your advance ruling period to return the completed form. We will then notify you, in writing, about your public charity status.

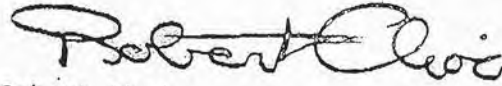
Please see enclosed Information for Exempt Organizations Under Section 501(c)(3) for some helpful information about your responsibilities as an exempt organization.

Letter 1045 (DO/CG)

JUST IN TIME FOR FOSTER YOUTH

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Choi". The signature is fluid and cursive, with the first name "Robert" and last name "Choi" clearly distinguishable.

Robert Choi  
Director, Exempt Organizations  
Rulings and Agreements

Enclosures: Information for Organizations Exempt Under Section 501(c)(3)  
Statute Extension



STATE OF CALIFORNIA  
FRANCHISE TAX BOARD  
PO BOX 1286  
RANCHO CORDOVA CA 95741-1286

In reply refer to  
755:G :EU

April 18, 2007

JUST IN TIME FOR FOSTER YOUTH  
KATHY VAUGHN  
3363 HARBOR VIEW DR  
SAN DIEGO CA 92106-2919

Purpose : CHARITABLE  
Code Section : 23701d  
Form of Organization : Corporation  
Accounting Period Ending: June 30  
Organization Number : 2596165

You are exempt from state franchise or income tax under the section of the Revenue and Taxation Code indicated above.

This decision is based on information you submitted and assumes that your present operations continue unchanged or conform to those proposed in your application. Any change in operation, character, or purpose of the organization must be reported immediately to this office so that we may determine the effect on your exempt status. Any change of name or address must also be reported.

In the event of a change in relevant statutory, administrative, judicial case law, a change in federal interpretation of federal law in cases where our opinion is based upon such an interpretation, or a change in the material facts or circumstances relating to your application upon which this opinion is based, this opinion may no longer be applicable. It is your responsibility to be aware of these changes should they occur. This paragraph constitutes written advice, other than a chief counsel ruling, within the meaning of Revenue and Taxation Code Section 21012(a)(2).

You may be required to file Form 199 (Exempt Organization Annual Information Return) on or before the 15th day of the 5th month (4 1/2 months) after the close of your accounting period. Please see annual instructions with forms for requirements.

You are not required to file state franchise or income tax returns unless you have income subject to the unrelated business income tax

April 18, 2007  
JUST IN TIME FOR FOSTER YOUTH  
ENTITY ID : 2596165  
Page 2

under Section 23731 of the Code. In this event, you are required to file Form 109 (Exempt Organization Business Income Tax Return) by the 15th day of the 5th month (4 1/2 months) after the close of your annual accounting period.

Please note that an exemption from federal income or other taxes and other state taxes requires separate applications.

A copy of this letter has been sent to the Registry of Charitable Trusts.

E ULCH  
EXEMPT ORGANIZATIONS  
BUSINESS ENTITIES SECTION  
TELEPHONE (916) 845-4173  
FAX NUMBER (916) 843-0188

EO :

**Just in Time for Foster Youth**  
**Board of Directors Roster, Affiliations, and Tenure**  
**FY 2017**

**Board membership has a minimum two-year term with no term limits. 100% of board members contribute financially to the JIT organization.**

**Keith Brandt**

Board Chair, *President, California Wealth Transitions*  
*4 years*

**James Lepanto**

Vice-Chair, *Behavioral Health Consultant*  
*4 years*

**Chris Burr**

Treasurer, *Sr. Vice-President – Relationship Manager, Banner Bank*  
*1 year*

**Jennell Mott**

Secretary, *Business Operations Manager, Managed Solution*  
*2 years*

**David Archambault**

*Managing Member, Showley Archambault & Alexander*  
*Incoming*

**Diane Archambault**

*Personal Wardrobe Consultant*  
*1 year*

**Patricia Benesh**

*Owner, AuthorAssist.com; 7Memories.com*  
*8 years*

**Steven Bernitz**

*Retired Biotechnology Executive*  
*Incoming*

**Grace Chui-Miller**

*Chief Financial Officer, Correlation Ventures*  
*Incoming*

**Lisa Cobble**

*Executive Level Technical Consulting, Cobble Consulting*  
*1 year*

**Joan Coppenrath**

*CFO, HSBC Bank*

*Incoming*

**Theodore DeFrank**

*President and CFO, Active Motif*

*3 years*

**Martin Goodman**

*Board Member, Social Venture Partners International*

*Incoming*

**Kristy Gregg**

*Immediate Past Chair, Retired Bank Executive*

*4 years*

**Meredith Hall**

*Business Development Specialist, iMatrix*

*1 year*

**Mary Hart**

*Senior Account Executive, Gartner*

*1 year*

**Pamela Hunt**

*Retired Educator*

*3 years*

**Brad Livingston**

*President, Residential Wholesale Mortgage, Inc.*

*1 year*

**Matthew Medeiros**

*Portfolio Manager, Clelland & Company, Inc.*

*1 year*

**Brad Norris**

*Philanthropist and Community Volunteer*

*4 years*

**Jon Pak**

*Vice President, The Private Client Reserve of U.S. Bank*

*Incoming*

**Lauren Silverman, PhD**

*Retired Managing Director Novartis Venture Fund*

*Incoming*

**Monica Slev**

*Partner, Stryker Slev Law Group  
1 year*

## **ADVISORY COUNCIL**

**Jorge Cabrera**

*Supervisor, Casey Family Programs*

**Harriet Carter, Esq.**

*A Professional Law Corporation*

**Lynne Doyle**

*Chief Financial Officer, Sand River Holdings*

**Sean Ferrel**

*CEO/President, Managed Solution*

**Alan Sorkin**

*President, San Diego Social Venture Partners*

## **HONORARY BOARD/CO-FOUNDERS**

**Diane Cox**

*Co-Founder/Past Board Chair, Professional Coach and Development Consultant*

**Jeanette Day, Esq.**

*Co-Founder, Former Child Advocacy Attorney*

**Tony Hsu**

*Co-Founder/Past Treasurer, Founder/Chief Investment Officer, Alethea Capital Management, LLC*

**Louarn Sorkin**

*Co-Founder, Board of Directors, San Diego Social Venture Partners*

**Kathryn Vaughn, Esq.**

*Co-Founder/Past President, Partner, Law Offices of Vaughn and Vaughn*

## **San Marcos Community Foundation Narrative – Just in Time for Foster Youth**

### **Just in Time's Work and Mission**

Without family support, young adults are at risk of being homeless, unemployed, and under-educated. Only too often they plunge onto a path of lifelong dependence or prison. To make our vision a reality, Just in Time for Foster Youth (JIT) mobilizes a caring community as an extended family for transitioning foster youth. This is done through consistent relationships and emergency resources provided by individuals, agencies, businesses and foundations that share our core values and mission.

Our programs intend to significantly improve youth's chances to: secure steady employment with decent pay/benefits; establish and sustain stable housing; responsibly manage their finances for the long term; form families that they can support; avoid the criminal justice system; and make meaningful contributions in San Marcos and the overall San Diego community. Our volunteer-driven services help motivated youth stay off the streets and on their path to educational and economic success.

### **The Need**

Statistics show that 70% of foster youth express a desire to go to college, while only 13% attend and, at best, 3-5% graduate. Though support for foster youth exist in the form of scholarships and other services, the statistics reveal persistent gaps in positive outcomes – gaps created by a lack of the basic resources required for college life and the focused and consistent encouragement of an extended family.

Just in Time is requesting funds to purchase eight laptops and printers for eight San Marcos College Bound participants so that they can have the needed tools and technology to succeed in their educational pursuits. While most youth receive support well into their twenties from their families, former foster youth are expected to navigate adulthood and the overwhelming education system on their own. Just in Time steps in during this critical juncture by providing the needed support and guidance to help these youth succeed.

### **College Bound Service Summary**

Through our College Bound program, the JIT extended family comes together to give transition age former foster youth the resources and encouragement they need to begin a new life chapter as college students.

In research commissioned to survey all JIT participants, 43% of all respondents dropped out of school at least once, while 31% have enrolled in school three times or more since the age of 18. When asked why they had dropped out, 38% identified not having a stable place to live as an initial barrier to staying in school, 33% identified not feeling like they would succeed or that they had never done well in school, 32% identified having a hard time working and going to school, and 30% identified not having access to reliable transportation.

College Bound specifically addresses the impact of these challenges with timely resources and consistent connections that make the difference between falling into the dropout gap or getting a degree at graduation. Our measurable outcomes show the impact of this results-driven model.

Throughout the year, the JIT extended family of staff and volunteers comes together to give transition age foster youth the resources and encouragement they need to begin a new life chapter as college students. Specifically, JIT identifies between 60-75 highly motivated former foster youth who have beaten the odds in graduating from high school and have been accepted to college. The initial launch in June provides youth with the resources and training they need to succeed. Youth are then connected to volunteers who guide them on a shopping trip for essential dorm furnishings - often the first time they've set up a home of their own.

After the event, JIT's commitment continues for College Bound students, helping them overcome specific obstacles that could derail their academic progress, including reliable transportation, financial stability, emergency medical/dental care, meaningful employment at a living wage, mental and emotional issues, and academic challenges. That targeted support is always there for youth, just as a family would be, throughout their college career and until they receive their diplomas.

### **Measures/Outcomes**

College Bound participants are tracked and monitored throughout their time in higher education and regular reports are developed based on the JIT Self-Sufficiency Scale. Success is evaluated based on school enrollment over time, graduation or certification, and continuation on to graduate studies. The data collected is done through staff contact, connections to JIT volunteers (Faculty), and mandatory online surveys. The long-term goal of all of JIT's programs, including College Bound, is to give disadvantaged youth the resources and community connections needed to help them become independent, self-sufficient, thriving adults who ultimately will make meaningful contributions to our community.

22 Cal State San Marcos College Bound students have graduated since 2008 and another 31 are still in school. But our impact is best illustrated through the stories of the youth we serve.

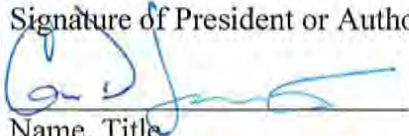
### **Jasmin's Story – Cal State San Marcos Student and College Bound Participant**

Jasmin grew up in chaos, with a mother who was absent or putting her six siblings in danger because of her drug dealing. The children were eventually separated by multiple placements through their years in foster care. After moving to San Diego after emancipation, Jasmin became part of College Bound 2015 and joined the JIT Community. A student at Cal State San Marcos, she's now getting the kind of consistent, high level support she never thought possible. She even received assistance from JIT to pay for graduate school test prep courses.

With the San Marcos Community Foundation's support, we will be able to provide laptops and printers to eight youth like Jasmin, as they make their own paths to a brighter future.

**SAN MARCOS COMMUNITY FOUNDATION**  
**Grant Cover Page**

(Choose one) ☐ MINI-GRANT    (Choose one) ☐ REGULAR GRANT

|  |  |                               |
|--|--|-------------------------------|
| Project Name: Warrior Housing<br>Date Submitted: 10/25/16  | Total # of people served: We have a capacity of 10 veterans. We served 48 veterans to date.<br>Total # of San Marcos residents served: Homeless  | Amount Requested: \$10,000.00 |
| Non-Profit Organization Name and Address, Website<br>Wounded Warrior Homes, Inc.<br>1145 Linda Vista Drive, Ste. 104<br>San Marcos, CA 92078<br><a href="http://www.woundedwarriorhomes.org">www.woundedwarriorhomes.org</a>   | Contact Person – Name, Title & Phone, email<br>Larry Lauber, MSW (Volunteer)<br>(760)483-3553<br>Llauber.wwh@gmail.com   |                               |
| Briefly describe your request for funds (to be expanded upon in narrative for regular grant):<br>The funds requested will support a program of transitional housing, up to 2 years, for homeless or at risk post 9/11 disabled veterans who are symptomatic of post-traumatic stress and/or traumatic brain injury.  |  |                               |
| Briefly describe the significance of your request to the San Marcos community: The Regional Task Force on the Homeless, indicated in their “2015 We All Count Results”, that there were 8,742 estimated homeless veterans both sheltered and unsheltered in San Diego County. The estimate for unsheltered veterans in North County was 459, which would include those in San Marcos. These numbers will grow as more veterans are discharged.   |  |                               |
| Please attach the following items.<br><b>Both Mini-Grant &amp; Regular:</b> <ol style="list-style-type: none"> <li>Budget for request (use SMCF Budget Worksheet)</li> <li>Annual Operating budget for the organization or unit</li> <li>Federal &amp; State Tax ID numbers</li> <li>Board of Directors listing with affiliations</li> </ol> <b>5. Regular Grants Only:</b> <ol style="list-style-type: none"> <li>1-2 page narrative</li> <li>First 2 pages of Federal 990</li> </ol> | Expected date project will begin Jan 1, 2017/end: Dec. 31, 2017<br>Date by which funds will be expended: 12/31/2017<br>Signature of President or Authorized Officer<br><br>Name, Title: GEORGE D. JEHNKE, Assistant Director<br>Date: 12/30/16 |                               |



# WOUNDED WARRIOR HOMES

*Helping Those Who Protect Our Freedom™*

## Introduction

American psychologist Abraham Maslow proposed that human beings are motivated to thrive if their needs are satisfied. The basic needs he cited were breathing, food, water, and shelter. Maslow said that only when the basic needs are fulfilled could human beings meet more complex needs. (Maslow, 1943)

Our mission is to aid post 9/11 homeless or at risk disabled veterans symptomatic of Post Traumatic Stress and/or Traumatic Brain Injury who are in need of housing, medical, psychological, employment and other social services so that they are prepared to return to civilian life as veterans of foreign wars able to live with their injuries. We provide long term transitional housing, up to two years, and access to needed services.

## History

Wounded Warrior Homes was founded in 2009 as a result of Mia and Steve Roseberry providing space for up to 20 Marines from 29 Palms Marine Base to relax on their downtime. The Roseberrys realized there was an unsatisfied niche regarding housing and resources for former servicemen who were single and whose families were, for whatever reason, unavailable as a support system. These men needed a consistency in the form of a home environment in order to readjust to civilian life. Mia and Steve Roseberry provided that home environment.

## Background

The Wounded Warrior Homes organization provides transitional housing to post 9/11 war veterans having served in Operations Iraqi Freedom and Enduring Freedom, who have or are symptomatic of service-related Traumatic Brain Injury and/or Post Traumatic Stress.

According to the Defense and Veterans Brain Injury Center there were 352,619 service members diagnosed with traumatic brain injury through the second quarter of 2016. More difficult to diagnose because the symptoms are behavioral is post traumatic stress, known from past wars as "shell shock". PTS also occurs in the general population as a result of many types of trauma.

The Regional Task Force on Homelessness 2015 count indicated that there were 459 unsheltered homeless in North County, San Diego. With homelessness on the rise in San Diego County, we want to do our part to serve those who have served our country.

## Program Description

The project provides long term subsidized housing for up to 2 years to single combat veterans symptomatic of Post Traumatic Stress (PTS) and/or Traumatic Brain Injury (TBI) who are homeless or at risk, lack sufficient resources and require continuing medical and psychological care with a plan to become self-sufficient as a civilian veteran of foreign wars. The project intends to provide resources on the continuum.

The first Wounded Warrior home was leased in November 2012 and in July 2013 Wounded Warrior Homes purchased that home. The incorporation of the modular home we were awarded in 2012 and lease of a home in Escondido has increased our capacity to 10 veterans. Each program participant has his or her own room and participates in the upkeep of the home. They will use a percentage of their monthly income for rent with the balance subsidized by Wounded Warrior Homes.

Each program member will compose a needs assessment including agreed upon time-specific goals upon program entry. Periodic reassessments will be conducted, as to determine the program's strengths and weaknesses and needs for adjustments. We utilize the Logic Model of program evaluation.

Enrolled participants often require aggressive rehabilitation consisting of physical therapy, occupational therapy and speech/language therapy. Education, meditation, guided imagery and other rehabilitation services have consistently shown to improve the outcomes with those diagnosed with Traumatic Brain Injury and Post Traumatic Stress. Wounded Warrior Homes will facilitate access to these necessary services to promote healing and quality of life for the service member and help them develop the skills and experience they need to transition into a non-military life and to live successfully with their injuries.

## Impact

The long-term goal for Wounded Warrior Homes is to end homelessness and suicide in veteran populations who have been affected with Traumatic Brain Injury and Post Traumatic Stress. The intermediate goals are to increase the self-reliance and self-efficacy of said populations by providing them with case management, vocational training, and other resources to build a skill set consistent with civilian life. The short-term goal for Wounded Warrior Homes is to provide transitional housing to former Operation Enduring Freedom and Operation Iraqi Freedom veterans.

Wounded Warrior Homes requests \$10,000 to cover rent, food and other expenses for the enrolled participants. With continued effort from donors and providers, Wounded Warrior Homes hopes to ease the transition of those who serve and protect our freedom.

**SAN MARCOS COMMUNITY FOUNDATION**  
**Budget Worksheet**

Wounded Warrior Homes  
Housing Budget  
Jan 1, 2017 – Dec 31, 2017

|                                   |              |
|-----------------------------------|--------------|
| Administrative Overhead @18%_____ | \$_25,033.00 |
| Rent/Mortgage_____                | \$71,196.00  |
| Food/Household Supplies_____      | \$44,800..00 |
| Utilities_____                    | \$ 6,960.00  |
| Cable/Internet_____               | \$ 5,292.00  |
| Trash_____                        | \$ 1,384.00  |
| Water_____                        | \$2,500.00   |
| Insurance_____                    | \$ 800.00    |
| Property Taxes_____               | \$ 3,141.00  |
| Misc. Repairs/Supplies_____       | \$ 3,000.00  |

**Total budget for this PROJECT:** **\$157,842.00**

**Grant Request Amount:** **\$10,000.00**

*(Mini-grants not to exceed \$1,500, Regular grants not to exceed \$10,000.)*

Is this a challenge grant?      No                              Could it be?

**Please list any other funding sources for this project.**

**\*\*Indicate if funds are committed (C), conditional (CD), or pending (P).**

|         |                                 |      |
|---------|---------------------------------|------|
| \$5,000 | David C. Copley Foundation_____ | ** P |
| \$5,000 | Country Friends_____            | ** P |
| \$2,500 | Stater Bros. _____              | **C  |
| \$5,000 | Wells Fargo_____                | **C  |

| WOUNDED WARRIOR HOMES, INC.                  |    |          |  |
|--|----|----------|--|
| APPROVED OPERATING BUDGET FY 2016 - 2017     |    |          |  |
| INCOME                                       |    |          |  |
| Total 4000 · Contributions/Donations         | \$ | 288,359  |  |
| Total 4100 · Fundraising Income              | \$ | 32,244   |  |
| Total 4200 · Grants                          | \$ | 76,500   |  |
| Total 4300 · Workplace Giving                | \$ | 64,584   |  |
| Total 4600 · Military Homes Programs         | \$ | 45,084   |  |
| Total 4700 · Rental Income                   | \$ | 26,696   |  |
| Total Income                                 | \$ | 533,467  |  |
| EXPENSE                                      |    |          |  |
| 6000 · BUSINESS OPERATIONAL Expenses         |    |          |  |
| Total 6050 · Advertising & Marketing Expense | \$ | 10,675   |  |
| Total 6100 · Auto Expense                    | \$ | 188      |  |
| Total 6125 · Bank Charges                    | \$ | 3,730    |  |
| 6140 · Charitable Contributions              | \$ | 293      |  |
| Total 6150 · Insurance                       | \$ | 1,599    |  |
| Total 6175 · Licenses, Permits & Fees        | \$ | 33       |  |
| 6190 · Meals & Entertainment                 | \$ | 484      |  |
| Total 6200 · Office Expense                  | \$ | 3,409    |  |
| Total 6250 · Office Rent & Utilities         | \$ | 3,243    |  |
| Total 6300 · Payroll Expenses                | \$ | 29,739   |  |
| 6340 · Postage & Delivery                    | \$ | 127      |  |
| 6345 · Printing & Reproduction               | \$ | 148      |  |
| Total 6350 · Professional/Contract Services  | \$ | 2,301    |  |
| 6375 · Repair & Maintenance                  | \$ | 155      |  |
| Total 6500 · Travel Expense                  | \$ | 1,097    |  |
| Total 6000 · BUSINESS OPERATIONAL Expenses   | \$ | 60,220   |  |
| 7000 · FUNDRAISING Expense                   |    |          |  |
| Total 7050 · Advertising & Marketing Exp (F) | \$ | 18,437   |  |
| Total 7150 · Insurance (F)                   | \$ | 426      |  |
| 7195 · Meetings (F)                          | \$ | 82       |  |
| Total 7200 · Office Expense (F)              | \$ | 1,478    |  |
| Total 7250 · Office Rent & Utilities (F)     | \$ | 1,322    |  |
| Total 7300 · Payroll Expenses (F)            | \$ | 39,710   |  |
| 7340 · Postage & Shipping (F)                | \$ | 380      |  |
| Total 7350 · Professional/Contract Svcs (F)  | \$ | 611      |  |
| Total 7500 · Travel Expense (F)              | \$ | 2,826    |  |
| Total 7000 · FUNDRAISING Expense             | \$ | 65,272   |  |
| 8025 · PROGRAM General Expenses              |    |          |  |
| Total 8050 · Advertising & Marketing Exp (P) | \$ | 36,852   |  |
| 8145 · Professional Development              | \$ | 3,000    |  |
| 8134 · Merchant/Paypal/Classy Fees(P)        | \$ | 343      |  |
| Total 8150 · Insurance (P)                   | \$ | 4,758    |  |
| 8195 · Meetings (P)                          | \$ | 1,325    |  |
| Total 8200 · Office Expense (P)              | \$ | 4,605    |  |
| Total 8250 · Office Rent & Utilities (P)     | \$ | 20,477   |  |
| Total 8300 · Payroll Expenses (P)            | \$ | 147,729  |  |
| 8340 · Postage & Delivery (P)                | \$ | 139      |  |
| Total 8350 · Professional/Contract Svcs (P)  | \$ | 9,394    |  |
| Total 8500 · Travel Expense (P)              | \$ | 1,550    |  |
| Total 8700 · Vet Expenses (P)                | \$ | 738      |  |
| Total 8025 · PROGRAM General Expenses        | \$ | 230,910  |  |
| Total 8950 · Current Housing                 | \$ | 49,063   |  |
| Total 8950 · New Housing                     | \$ | 53,263   |  |
| Total Expense                                | \$ | 458,728  |  |
| Net Ordinary Income                          | \$ | 74,739   |  |
| Other Income/Expense                         |    |          |  |
| Total 9500 · In-Kind Contributions           | \$ | 211,320  |  |
| Total Other Expense                          | \$ | 226,927  |  |
| Net Other Income                             | \$ | (15,607) |  |
| Net Income                                   | \$ | 59,132   |  |

Wounded Warrior Homes, Inc.

BOARD OF DIRECTORS

|                                 |                            |  |
|---------------------------------|----------------------------|--|
| President                       | Jane Howell                | Retired, Nonprofit Management                                      |
| Secretary                       | Charlie Marsh              | Psychiatrist   |
| Treasurer/Comptroller           | Doyle Price                | Financial Advisor  |
| Board Member                    | Bobbi Crann                | US Navy (Ret), Navy Marine Corps<br>Relief Society, Visiting Nurse |
| Co-Founder                      | Steve Roseberry            | Contractor, Building Inspector                                     |
| Board Member                    | Robert Gough               | Architect  |
| Board Member                    | Dan Lopez                  | Canine Trainer (Veteran)   |
| Board Member                    | Jack Friedel               | Attorney   |
| Co-Founder (Non-Voting)         | Mia Roseberry              | Executive Director   |
| Legal Counsel (Non-Voting)      | Brian Ragen                | Attorney   |
| President Emeritus (Non-Voting) | Windus Fernandez Brinkford |  |

**SAN MARCOS COMMUNITY FOUNDATION**  
**Grant Cover Page**



(Choose one) ☐ **MINI-GRANT**    (Choose one) ☒ **REGULAR GRANT**

|  |   |  |
|--|---|--|
| Project Name: Transitional Youth to Work<br><br>Date Submitted: 1/4/17   | Total # of people served: 15<br><br>Total # of San Marcos residents served: 15  | Amount Requested: \$ 10,000  |
| Non-Profit Organization Name and Address, Website<br>EMS Inc. dba Employment Means Success<br>105 S. Spring Street<br>Claremont, CA 91711<br>www.employmentms.org  | Contact Person – Name, Title & Phone, email<br>Lisa Bullen<br>CEO/Executive Director<br>(909) 214-8379<br>lisa@employmentms.org |  |
| <p><u>Briefly describe your request for funds (to be expanded upon in narrative for regular grant):</u><br/>         EMS Inc. dba Employment Means Success is a woman owned and run, CARF Accredited, non-profit organization helping people with disabilities to go to work. We are certified with the State of California to provide employment services throughout Southern California.</p> <p>EMS Inc. has a planned Project Start Date of 4/1/17 where we will be assisting youths with disabilities who are transitioning from school to go to work in the jobs of their choice. Not all youths are interested in going to college or vocational training schools. Some individuals want to learn what they need to on the job and earn a reasonable wage to be independent. EMS Inc. will assist with all aspects of Employment Preparation, which includes- resumes, cover letters, thank you letters, job applications, how to dress for the interview, interview techniques, individual and group job clubs. We will help to train these individuals with how to locate the jobs of their choice, how to attain and retain them.</p> |   |  |
| <p><u>Briefly describe the significance of your request to the San Marcos community:</u><br/>         We have just begun to provide employment services to adults with disabilities out of the office of Department of Rehabilitation in San Marcos. It would be very beneficial for the San Marcos Community to have EMS Inc. providing special assistance one-on-one and in a group to youth who are transitioning from school to work.</p>  |   |  |
| Please attach the following items.<br><b>Both Mini-Grant &amp; Regular:</b><br>1. Budget for request (use SMCF Budget Worksheet)<br>2. Annual Operating budget for the organization or unit<br>3. Federal & State Tax ID numbers<br>4. Board of Directors listing with affiliations<br><b>5. Regular Grants Only:</b><br>a. 1-2 page narrative<br>b. First 2 pages of Federal 990  |   | Expected date project will begin/end: 4/1/17 to 4/1/18<br><br>Date by which funds will be expended: 8/1/17<br><br><hr/> Signature of President or Authorized Officer<br><div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <br/>             Name, Title           </div> <div style="text-align: center;">             CEO/<br/>Executive Director<br/>             Date           </div> <div style="text-align: center;">             1/4/17           </div> </div> <hr/> Submit Via Mail, In Person or Via Email to: |

|  |  |
|--|--|
| c. Most recent year-end Statement or Audit including any management letters associated with Audit. | San Marcos Community Foundation  |
| d. Signature of President or Authorized Officer on Application                                     | c/o City of San Marcos   |
| e. Optional: letters of support  | 1 Civic Center Drive   |
|  | San Marcos, CA 92069   |
|  | Email (PDF Format): <a href="mailto:mgordon@san-marcos.net">mgordon@san-marcos.net</a> |

**SAN MARCOS COMMUNITY FOUNDATION**  
**Budget Worksheet**

Provide an itemized list of expenses for this project:  
(example – 72 bicycle helmets at \$7.80 each including tax = \$561.60)

**Transitional Youth Employment Services**

|  |                 |
|--|-----------------|
| 15 Intakes completed with Transitional Youth @ \$150 =                 | \$ <u>2,250</u> |
| 13 Employment Preparations completed with Transitional Youth @ \$600 = | \$ <u>7,800</u> |
|  | \$ _____        |
| 13 Job Placements of Transitional Youth into Jobs of their Choice @700 | \$ <u>9,100</u> |
| 13 Job Retentions for Transitional Youth @ 500                         | \$ <u>6,500</u> |
|  | \$ _____        |
|  | \$ _____        |
|  | \$ _____        |
|  | \$ _____        |
|  | \$ _____        |
|  | \$ _____        |

**Total budget for this PROJECT:** **\$ 25,650**

**Grant Request Amount:** **\$ 10,000**  
(Mini-grants not to exceed \$1,500, Regular grants not to exceed \$10,000.)

Is this a challenge grant?      No                                      Could it be? Yes

**Please list any other funding sources for this project.**

**\*\*Indicate if funds are committed (C), conditional (CD), or pending (P).**

|  |              |
|--|--------------|
| \$ <u>State Department of Rehabilitation</u> | ** <u>CD</u> |
| \$ _____ (Name of source)                    | ** _____     |
| \$ _____ (Name of source)                    | ** _____     |
| \$ _____ (Name of source)                    | ** _____     |

**EMS, Inc.**  
**Profit & Loss Budget Overview**  
January through December 2017

| Ordinary Income/Expense                | Jan - Mar 17      | Apr - Jun 17      | Jul - Sep 17      | Oct - Dec 17      | TOTAL<br>Jan - Dec 17 |
|--|-------------------|-------------------|-------------------|-------------------|-----------------------|
| <b>Income</b>                          |                   |                   |                   |                   |                       |
| Job Coaching                           | 3,960.00          | 11,880.00         | 11,880.00         | 11,880.00         | 39,600.00             |
| <b>Program Income</b>                  |                   |                   |                   |                   |                       |
| Intake                                 | 58,400.00         | 46,200.00         | 51,900.00         | 49,800.00         | 206,300.00            |
| Job Prep                               | 95,200.00         | 84,000.00         | 81,900.00         | 81,900.00         | 343,000.00            |
| Placement                              | 48,300.00         | 42,700.00         | 36,400.00         | 35,000.00         | 162,400.00            |
| Retention                              | 18,000.00         | 22,000.00         | 19,000.00         | 15,000.00         | 74,000.00             |
| <b>Total Program Income</b>            | <b>219,900.00</b> | <b>194,900.00</b> | <b>189,200.00</b> | <b>181,700.00</b> | <b>785,700.00</b>     |
| <b>Direct Support</b>                  |                   |                   |                   |                   |                       |
| Fundraisers                            |                   |                   |                   |                   |                       |
| Casino Night 3-13-16                   | 1,000.00          | 5,000.00          | 0.00              | 0.00              | 6,000.00              |
| Fundraisers - Other                    | 4,500.00          | 4,500.00          | 4,500.00          | 4,500.00          | 18,000.00             |
| <b>Total Fundraisers</b>               | <b>5,500.00</b>   | <b>9,500.00</b>   | <b>4,500.00</b>   | <b>4,500.00</b>   | <b>24,000.00</b>      |
| Individual Contributions               | 0.00              | 0.00              | 0.00              | 1,000.00          | 1,000.00              |
| <b>Total Direct Support</b>            | <b>5,500.00</b>   | <b>9,500.00</b>   | <b>4,500.00</b>   | <b>5,500.00</b>   | <b>25,000.00</b>      |
| <b>Total Income</b>                    | <b>229,360.00</b> | <b>216,280.00</b> | <b>205,580.00</b> | <b>199,080.00</b> | <b>850,300.00</b>     |
| <b>Gross Profit</b>                    | <b>229,360.00</b> | <b>216,280.00</b> | <b>205,580.00</b> | <b>199,080.00</b> | <b>850,300.00</b>     |
| <b>Expense</b>                         |                   |                   |                   |                   |                       |
| Equipment Rental                       | 245.13            | 245.13            | 276.28            | 245.13            | 1,011.67              |
| Fees & Surcharges                      | 31.27             | 131.63            | 232.13            | 276.28            | 671.31                |
| Interest                               | 1,140.00          | 1,140.00          | 1,140.00          | 1,140.00          | 4,560.00              |
| <b>Advertising and Marketing</b>       |                   |                   |                   |                   |                       |
| Fundraisers                            |                   |                   |                   |                   |                       |
| Casino Night 3-13-16                   | 1,350.00          | 250.00            | 0.00              | 0.00              | 1,600.00              |
| <b>Total Fundraisers</b>               | <b>1,350.00</b>   | <b>250.00</b>     | <b>0.00</b>       | <b>0.00</b>       | <b>1,600.00</b>       |
| Advertising and Marketing -            | 450.00            | 450.00            | 450.00            | 450.00            | 1,800.00              |
| <b>Total Advertising and Marketing</b> | <b>1,800.00</b>   | <b>700.00</b>     | <b>450.00</b>     | <b>450.00</b>     | <b>3,400.00</b>       |
| <b>Contract Services</b>               |                   |                   |                   |                   |                       |
| Contract Labor                         | 294.00            | 294.00            | 294.00            | 294.00            | 1,176.00              |
| Contract Services - Job Coa            | 1,320.00          | 3,960.00          | 3,960.00          | 3,960.00          | 13,200.00             |
| <b>Total Contract Services</b>         | <b>1,614.00</b>   | <b>4,254.00</b>   | <b>4,254.00</b>   | <b>4,254.00</b>   | <b>14,376.00</b>      |

**EMS, Inc.**  
**Profit & Loss Budget Overview**  
January through December 2017

|                                 | <u>Jan - Mar 17</u> | <u>Apr - Jun 17</u> | <u>Jul - Sep 17</u> | <u>Oct - Dec 17</u> | <u>TOTAL</u><br><u>Jan - Dec 17</u> |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------------|
| Depreciation                    | 0.00                | 0.00                | 0.00                | 700.00              | 700.00                              |
| Dues and Subscriptions          | 801.00              | 801.00              | 801.00              | 801.00              | 3,204.00                            |
| Employee Benefits Insurance     | 2,346.00            | 2,346.00            | 2,346.00            | 2,346.00            | 9,384.00                            |
| Dental                          | 915.00              | 915.00              | 915.00              | 915.00              | 3,660.00                            |
| Liability Insurance             | 1,950.00            | 1,950.00            | 1,950.00            | 1,950.00            | 7,800.00                            |
| Work Comp Insurance             | 1,350.00            | 1,350.00            | 1,350.00            | 1,350.00            | 5,400.00                            |
| Health Insurance                | 10,575.00           | 10,575.00           | 10,575.00           | 10,575.00           | 42,300.00                           |
| Total Insurance                 | 14,790.00           | 14,790.00           | 14,790.00           | 14,790.00           | 59,160.00                           |
| Licenses and Permits            | 306.00              | 306.00              | 306.00              | 306.00              | 1,224.00                            |
| Payroll                         | 119,795.46          | 125,423.46          | 125,423.46          | 125,423.46          | 496,065.84                          |
| Payroll Expenses                |                     |                     |                     |                     |                                     |
| Background Checks               | 41.90               | 125.70              | 0.00                | 0.00                | 167.60                              |
| Payroll Fees                    | 1,098.00            | 1,098.00            | 1,098.00            | 1,098.00            | 4,392.00                            |
| Payroll Taxes                   | 9,999.99            | 15,000.00           | 15,000.00           | 15,000.00           | 54,999.99                           |
| Payroll Expenses - Other        | 0.00                | 0.00                | 0.00                | 0.00                | 0.00                                |
| Total Payroll Expenses          | 11,139.89           | 16,223.70           | 16,098.00           | 16,098.00           | 59,559.59                           |
| Postage and Delivery            | 416.00              | 416.00              | 324.00              | 324.00              | 1,480.00                            |
| Professional Development        | 30.00               | 30.00               | 30.00               | 30.00               | 120.00                              |
| Professional Fees               |                     |                     |                     |                     |                                     |
| Accounting                      | 1,950.00            | 2,600.00            | 1,950.00            | 2,600.00            | 9,100.00                            |
| Professional Fees - Other       | 0.00                | 0.00                | 0.00                | 0.00                | 0.00                                |
| Total Professional Fees         | 1,950.00            | 2,600.00            | 1,950.00            | 2,600.00            | 9,100.00                            |
| Rent                            | 8,177.73            | 8,177.73            | 8,177.73            | 8,177.73            | 32,710.92                           |
| Repairs and Maintenance         |                     |                     |                     |                     |                                     |
| Computer & Printers Maintenance | 825.00              | 825.00              | 825.00              | 825.00              | 3,300.00                            |
| Monitoring Services             | 108.00              | 108.00              | 108.00              | 108.00              | 432.00                              |
| Total Repairs and Maintenance   | 933.00              | 933.00              | 933.00              | 933.00              | 3,732.00                            |
| Supplies                        | 4,320.15            | 4,320.15            | 4,320.15            | 4,320.15            | 17,280.60                           |
| Telephone and Internet          | 4,200.00            | 4,200.00            | 4,200.00            | 4,200.00            | 16,800.00                           |
| Travel, Meals and Entertainment |                     |                     |                     |                     |                                     |
| Travel                          | 18,000.00           | 18,000.00           | 18,000.00           | 18,000.00           | 72,000.00                           |

EMS, Inc.  
**Profit & Loss Budget Overview**  
January through December 2017

|                                       | <u>Jan - Mar 17</u> | <u>Apr - Jun 17</u> | <u>Jul - Sep 17</u> | <u>Oct - Dec 17</u> | <u>TOTAL</u> |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Meals                                 | 1,500.00            | 1,500.00            | 1,500.00            | 1,500.00            | 6,000.00     |
| Entertainment                         | 0.00                | 200.00              | 0.00                | 200.00              | 400.00       |
| Total Travel, Meals and Entertainment | 19,500.00           | 19,700.00           | 19,500.00           | 19,700.00           | 78,400.00    |
| Utilities                             |                     |                     |                     |                     |              |
| Electricity                           | 360.00              | 360.00              | 360.00              | 360.00              | 1,440.00     |
| Gas                                   | 110.00              | 25.00               | 0.00                | 80.00               | 215.00       |
| Total Utilities                       | 470.00              | 385.00              | 360.00              | 440.00              | 1,655.00     |
| Total Expense                         | 194,005.63          | 207,122.80          | 205,911.75          | 207,554.75          | 814,594.93   |
| Net Ordinary Income                   | 35,354.37           | 9,157.20            | -331.75             | -8,474.75           | 35,705.07    |
| Other Income/Expense                  |                     |                     |                     |                     |              |
| Other Income                          | 0.00                | 0.00                | 0.00                | 0.00                | 0.00         |
| Total Other Income                    | 0.00                | 0.00                | 0.00                | 0.00                | 0.00         |
| Other Expense                         |                     |                     |                     |                     |              |
| Other Expense                         | 0.00                | 0.00                | 0.00                | 0.00                | 0.00         |
| Total Other Expense                   | 0.00                | 0.00                | 0.00                | 0.00                | 0.00         |
| Net Other Income                      | 0.00                | 0.00                | 0.00                | 0.00                | 0.00         |
| Net Income                            | 35,354.37           | 9,157.20            | -331.75             | -8,474.75           | 35,705.07    |

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **AUG 07 2014**

EMS INC  
112 HARVARD AVE NUM 312  
CLAREMONT, CA 91711

Employer Identification Number:  
46-1149136  
DLN:  
17053204338003  
Contact Person:  
CUSTOMER SERVICE ID# 31954  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
12  
Public Charity Status:  
170(b)(1)(A)(vi)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
August 10, 2012  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to [www.irs.gov/charities](http://www.irs.gov/charities). Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,



Director, Exempt Organizations



State of California  
**Franchise Tax Board**

PO Box 1286  
Rancho Cordova CA 95741-1286

EMS INC.  
ATTN: KARI ANDERSON  
112 HARVARD NUM 312  
CLAREMONT CA 91711

Date: 06.30.16  
Case: 30830610965899423  
Case Unit: 30830610965899426  
In reply refer to: 760:MN:F120

|                              |                          |
|------------------------------|--------------------------|
| Regarding:                   | <b>Tax-Exempt Status</b> |
| Organization's Name:         | EMS INC.                 |
| CCN:                         | 3499021                  |
| Purpose:                     | Charitable               |
| R&TC Section:                | 23701d                   |
| Form of Organization:        | Incorporated             |
| Accounting Period Ending:    | 12/31                    |
| Tax-Exempt Status Effective: | 08/10/2012               |

## Exempt Acknowledgement Letter

We have received your federal determination letter that shows tax exemption under Internal Revenue Code (IRC) Section 501(c)(3).

Under California law, Revenue and Taxation Code (R&TC) Section 23701 provides that an organization is exempt from taxes imposed under Part 11 upon submission of the federal determination letter approving the organization's tax-exempt status.

Generally, the effective date of an organization's California tax-exempt status is the same date as the federal tax-exempt status.

To retain tax-exempt status, the organization must be organized and operating for nonprofit purposes within the provisions of the above R&TC section. An inactive organization is not entitled to tax-exempt status.

In order for us to determine any effect on the tax-exempt status, the organization must immediately report to us any change in:

- Operation
- Character
- Purpose
- Name
- Address

For filing requirements, refer to FTB Pub.1068, *Exempt Organizations - Filing Requirements and Filing Fees*. Go to **ftb.ca.gov** and search for **1068**.

This exemption is for state franchise or income tax purposes only. For information regarding sales tax exemption, contact the State Board of Equalization at 800.400.7115 or go to their website at **boe.ca.gov**.

Molly N

Telephone: 916.845.4171

Fax: 916.843.6006



Board of Directors

2016

**Officers**

**President**

Larry Schroeder  
619 N Indian Hill Blvd  
Claremont CA 91711  
(909) 702-2033  
[lschroeder@cicclaremont.ca.us](mailto:lschroeder@cicclaremont.ca.us)  
Claremont City Council

**Vice-President**

Sean Flynn  
Scripps College  
1030 Columbia, #4074  
Claremont, CA 91711  
(510) 459-4079  
[sean.flynn@scrippscollege.edu](mailto:sean.flynn@scrippscollege.edu)  
Asst. Economics Professor Scripps College

**Secretary**

Kari Anderson  
1300 Shadow Circle  
Upland CA 91784  
(909) 519-3178  
[andersonkarina@gmail.com](mailto:andersonkarina@gmail.com)  
Co-Founder EMS Inc.

**Treasurer**

Kevin Bunch  
906 W Buffington St.  
Upland, CA. 91784  
[KB65HOCKEYFAN@aol.com](mailto:KB65HOCKEYFAN@aol.com)  
(909) 382-3058  
San Bernardino County Dep't of Behavior  
Health (DBH)

**Members**

James Miura  
9674 Balsa Street  
Rancho Cucamonga CA 91730  
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[JamezM74@gmail.com](mailto:JamezM74@gmail.com)  
Upland Unified School District

Lisa Bullen  
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(909) 527-8276 (phone)  
(909) 988-9711 (fax)  
[rmuir@qdroman.net](mailto:rmuir@qdroman.net)  
Attorney

## ARTICLES OF INCORPORATION

OF

EMS Inc.

**ENDORSED - FILED**  
in the office of the Secretary of State  
of the State of California

AUG 10 2012

I.

The name of this corporation is EMS Inc.

II.

A. This corporation is a nonprofit PUBLIC BENEFIT CORPORATION and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes.

B. The specific purpose of this corporation is to be a vendor for the state of California helping people with disabilities become gainfully employed.

III.

The name and address in the State of California of this corporation's initial agent for service of process is:

Legalzoom.com, Inc.

IV.

A. This corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.

B. No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

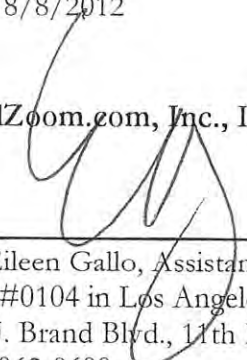
V.

The property of this corporation is irrevocably dedicated to charitable purposes and no part of the net income or assets of this corporation shall ever inure to the benefit of any director, officer, or member thereof or to the benefit of any private person. Upon the dissolution or winding up of the corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed to a nonprofit fund, foundation, or corporation which is organized and operated exclusively for charitable purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code.

IN WITNESS WHEREOF, the undersigned incorporator has executed these Articles of Incorporation on the date below.

Date: 8/8/2012

LegalZoom.com, Inc., Incorporator



---

By: Eileen Gallo, Assistant Secretary  
LDA #0104 in Los Angeles County (expires 12/2013)  
101 N. Brand Blvd., 11th Floor, Glendale, CA 91203  
(323) 962-8600



## **Transitional Youth to Work**

**Project Start Date: 4/1/17**

EMS Inc. dba Employment Means Success is a woman owned and run, CARF Accredited, non-profit organization helping people with disabilities to go to work. We are certified with the State of California to provide employment services throughout Southern California.

EMS Inc. has a planned Project Start Date of 4/1/17 where we will be assisting youths with disabilities who are transitioning from school to go to work in the jobs of their choice. Not all youths are interested in going to college or vocational training schools. Some individuals want to learn what they need to on the job and earn a reasonable wage to be independent. EMS Inc. will assist with all aspects of Employment Preparation, Job Development and Placement and Job Retention.

The majority of persons served by EMS Inc. are of a lower socioeconomic status or classification who also have disabilities. Many are well within or under the poverty level. Disabilities among youth may affect the socioeconomic standing of entire families. It is estimated that over 40 million people in America have some level of disability, and many of these individuals live in poverty. Although the Americans with Disabilities Act assures equal opportunities in education and employment for people with and without disabilities and prohibits discrimination on the basis of disability, people with disabilities remain overrepresented among America's poor and undereducated. These barriers contribute to discrepancies in wealth and socioeconomic opportunities for persons with a disability and their families.

Despite minimal forms of assistance, persons with disabilities are more likely to be unemployed and live in poverty. The American Association of People with Disabilities (AAPD) estimates that two thirds of people with disabilities are of working age and want to work. The high incidence of poverty among persons with a disability fuels doubts about the sufficiency of public assistance to these individuals.

In an effort to investigate unemployment disparities, a recent study surveyed Human Resources and project managers about their perceptions of hiring persons with disabilities. Results indicated that these professionals held negative perceptions related to the productivity, social maturity, interpersonal skills and psychological adjustment of persons with disabilities. For individuals who are blind and visually impaired, unemployment rates exceed 70 percent.

EMS Inc. provides employment services to individuals referred by the State of California Department of Rehabilitation. These individuals are people with disabilities. It is EMS Inc.'s plan to reach out to the High Schools located in San Marcos to offer employment services to those transitioning students exiting high school to go to work. Marketing materials will be developed specific for this Project and will be distributed accordingly.

Program participants will be identified by EMS Inc. Executive Director and will be scheduled for an Intake meeting. An assessment will be conducted to measure appropriateness of job choice in relation to the availability of employers and job postings in the local labor market. Analysis of pertinent collateral

information and reports of prior work experiences and performance if any. Determination if individual will benefit from services. Development of an Individual Service Plan (ISP) to affirm employment goal, identify services to be provided and include the following:

- Employment goals and objectives
  - Employment components to be addressed
  - Proposed activities
  - Proposed outcomes (measurable)
  - Schedule/Timeline for completion
  - Persons responsible
- 

#### Employment Preparation Services:

Upon determination that program participant is appropriate to engage in Employment Preparation Services, EMS Inc. and program participant will participate in the following activities as guided by the ISP:

- Interviewing techniques
- Resume development
- Application preparation
- Appropriate work behaviors and work ethics
- Relevant work practices
- Appropriate grooming and hygiene
- Assistance in becoming knowledgeable regarding the impact of employment on the individual and their disability
- Assistance with benefits planning related to employment
- Identification of additional support services such as meeting transportation or other needs

#### Job Development and Placement:

Upon determination of program participant's preparedness to engage in job search activities, EMS Inc. and program participant will collaborate in the following activities as guided by the ISP:

- Identification of specific job openings appropriate for the program participant
- Contact of employers to identify job openings
- Obtaining information detailing qualification and work site requirements for specific job opportunities to ensure applicant readiness and success on the job
- Assisting program participant in the interviewing process
- Provision of job club or tools to assist in job search
- Upon Placement- job destination training, job orientation assistance, and information on conditions of employment.

#### Employment Retention:

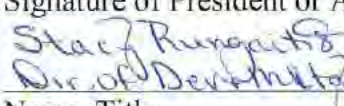
Upon program participant acceptance of employment of a job that is consistent with goals and needs, EMS Inc. will provide at least 90 days of Employment Retention activities:

- Phone or personal contact on or off the job with program participant to determine ongoing satisfaction with the terms of employment
- Assistance with necessary minimal supports to sustain employment

**SAN MARCOS COMMUNITY FOUNDATION**  
**Grant Cover Page**



(Choose one) ☐ **MINI-GRANT**    (Choose one) ☒ **REGULAR GRANT**

|   |  |  |
|---|--|--|
| Project Name: <b>Mobile Pantry – San Marcos</b><br>Date Submitted: <b>3 January 2016</b>  | Total # of people served: <b>11,232+</b><br>Total # of San Marcos residents served: <b>11,232+</b>   | Amount Requested: <b>\$7,000</b>   |
| Non-Profit Organization Name and Address, Website<br><b>Feeding San Diego</b><br><b>9455 Waples Street, Suite 135</b><br><b>San Diego, CA 92121</b><br><a href="http://www.feedingsandiego.org">www.feedingsandiego.org</a>   | Contact Person – Name, Title & Phone, email<br><br><b>Veronica Cruz, Grant Writer</b><br><b>858.452.3663 x 112</b><br><a href="mailto:vcruz@feedingsandiego.org">vcruz@feedingsandiego.org</a> |  |
| Briefly describe your request for funds (to be expanded upon in narrative for regular grant):<br><br><p><b>Feeding San Diego requests support to cover costs to operate its Mobile Pantry distributions in San Marcos. Serving predominantly rural areas, especially in the North and East Counties of San Diego, the Mobile Pantry delivers food to underserved neighborhoods that have a high incidence of poverty and lack consistent access to transportation to reach grocery stores or other sources of fresh, healthy food. Families have access to this farmer's market style distribution at sites across the county twice per month, often paired with nutrition education, CalFresh outreach or other community resources.</b></p>   |  |  |
| Briefly describe the significance of your request to the San Marcos community:<br><br><p><b>The San Marcos Mobile Pantry serves the most households (up to 500) of all 16 of Feeding San Diego's Mobile Pantry distributions that take place across the county. The sheer number of households served per distribution day, exemplifies the great need for hunger relief resources in San Marcos. The program serves a diverse demographic from seniors and households with children to migrant agricultural workers and individuals.</b></p>   |  |  |
| Please attach the following items.<br><b>Both Mini-Grant &amp; Regular:</b> <ol style="list-style-type: none"> <li>1. Budget for request (use SMCF Budget Worksheet)</li> <li>2. Annual Operating budget for the organization or unit</li> <li>3. Federal &amp; State Tax ID numbers</li> <li>4. Board of Directors listing with affiliations</li> <li>5. <b>Regular Grants Only:</b> <ol style="list-style-type: none"> <li>a. 1-2 page narrative</li> <li>b. First 2 pages of Federal 990</li> <li>c. Most recent year-end Statement or Audit including any management letters associated with Audit.</li> <li>d. Signature of President or Authorized Officer on Application</li> <li>e. Optional: letters of support</li> </ol> </li> </ol> |  | Expected date project will begin/end:<br><br><b>12 month period after funds have been provided</b><br><br>Date by which funds will be expended: <b>12 months after funding has been provided</b> |
| Signature of President or Authorized Officer<br><br>Name, Title   |  | Date<br><b>12/28/16</b>  |
| Submit Via Mail, In Person or Via Email to:<br>San Marcos Community Foundation<br>c/o City of San Marcos<br>1 Civic Center Drive<br>San Marcos, CA 92069<br>Email (PDF Format): <a href="mailto:mgordon@san-marcos.net">mgordon@san-marcos.net</a>  |  |  |

**About Feeding San Diego:**

Feeding San Diego is committed to a culture of responsibility and dignity and to leading the local community in the fight against hunger by efficiently providing access to food and nutritious meals. Feeding San Diego builds local and national partnerships with purpose. Founded in 2007, the organization provided three million meals its first year with two employees, one parking lot for food distributions and no truck or forklift. Today, it is the leading hunger-relief organization in the county, offering no-cost, comprehensive hunger relief to 63,000 adults, children and seniors *each week*. Through innovative programs and collaborative partnerships with more than 225 distribution partners, including food pantries, soup kitchens and schools, the organization provided 21.2 million meals in the last year.

**The Need:**

One in eight San Diegans struggle with hunger, one in five are children. Many individuals and families rely on Feeding San Diego regularly for their dietary needs, even with the presence of a working member in their household. Additionally, 58 percent of the more than 490,000 clients served annually have income less than \$1,000 a month and seek help due to difficult decisions they are making between buying food and paying for other vital needs like medicine, shelter, utilities, transportation and education. To cope, the vast majority of those who access Feeding San Diego's services have had to resort to choosing cheap, unhealthy food items as a way to stretch grocery dollars.

Countless studies confirm that a diet regularly lacking nutrient-dense food is a risk factor for rising obesity, diabetes and heart disease and can negatively affect physical and cognitive development, especially amongst vulnerable children. Many affected by hunger markedly struggle with poor health, illness and medical disorders, which presents a substantial financial challenge, and often creates a cyclical struggle of choosing between paying for nutritious foods and medical care.

San Diego County's remote areas disproportionately struggle with health risks because low-income rates are high, access to healthy food is low and there is a lack of transportation to access nutritious food sources like full service grocery stores or hunger relief agencies. Further, San Diego County has one of the nation's lowest participation rates for CalFresh (SNAP) that exists to provide millions of additional meals and economic activity in the region (Hunger Gap, Feeding America 2016).

**The Solution:**

Mobile Pantry program's goal is improved health and food security for at-risk households residing in rural areas of San Diego County. As the only program of its kind in the county, Mobile Pantry removes access barriers by meeting people where they live to provide a client choice, farmer's market style distribution that promotes empowerment and self-sufficiency.

The program brings consistent and comprehensive hunger-relief to residents struggling with hunger in north and east San Diego County food deserts where there are high incidences of poverty, no mass transit or low access to other means of transport, and low levels of emergency food assistance. Distributions take place on a bi-weekly basis at 16 designated sites located in Alpine, Bonsall; Borrego Springs; Boulevard; Campo; Descanso; Fallbrook; Guatay; Jacumba; Julian; Oceanside; Pauma; Potrero; **San Marcos**; Shelter Valley; Vista.

During fiscal year 2016-17, Mobile Pantry will serve more than 1.1 million duplicated households, including adults, children, seniors, military and migrant farm workers, during its 384 planned distributions for the fiscal year. Food distributions are set up in a client choice farmer's market style and will be paired with nutrition education to reinforce healthy eating habits and CalFresh outreach and advocacy to provide families with the means to achieve long-term food security.

**Mobile Pantry Objectives:**

1. Feeding San Diego will provide an average of 180 households per distribution, per each of the 16 sites, with 22 pounds of fresh produce and healthy shelf-stable items, on a bi-monthly basis, for an annual total of 1,520,640 pounds (1,267,200 meals).
2. Nutrition education interns will conduct a minimum of 2 nutrition demonstrations at each of the 16 sites.
3. CalFresh interns will conduct an average of one outreach visit per distribution site, prescreening clients for eligibility and providing application assistance.

**San Marcos Mobile Pantry Site:**

Twice each month, Feeding San Diego's Mobile Pantry rolls into rural, northeast San Marcos to provide residents with 22 pounds of healthy shelf-stable food and fresh produce per household, per distribution. North County Health Services, the host partner for this distribution, is integral to ensuring a smooth operation. It provides an average of 15 volunteers to facilitate each distribution, helping with everything from setting up and breaking down to pre-packing individual food totes, serving clients, answering questions, troubleshooting and ensuring an overall welcoming and dignified experience for each client served.

The San Marcos Mobile Pantry is unique because it serves the most clients (500 households per distribution) of all 16 of Feeding San Diego's Mobile Pantry distribution locations and a significant number of clients are agricultural migrant workers from the nearby farms and plant nurseries.

A study by the National Latino Research Center found that North County agricultural workers' greatest needs were access to healthcare, housing and healthy food. As a result, North County Health Services helped implement an innovative "expedited pickup" practice in which representatives from the agricultural sites come to the distribution with a roster of workers requesting assistance, and then collect and distribute pre-packaged food totes for each of the workers at their site. Approximately 30 percent of the total households served through the San Marcos Mobile Pantry receive food through this practice.

The remaining 70 percent of clients served through the San Marcos Mobile Pantry are individuals, households with children and seniors who are food insecure. The sheer number of clients being served through this program exemplifies the great need by those struggling with hunger in San Marcos.

***Feeding San Diego is requesting \$7,000 in support from the San Marcos Community Foundation to help cover the \$14,125 cost to operate its San Marcos Mobile Pantry program twice per month, over a 12-month period. This grant would support one of two monthly distributions benefiting residents of San Marcos through the Mobile Pantry program for a 12-month period.***

**Partnerships:**

As central, familiar and trusted resources in the community, Mobile Pantry host sites are critical to program outreach and success. These partners include community health centers, churches, libraries and a town hall. To raise awareness of the Mobile Pantry, partners disseminate flyers and other collateral at their distribution sites and other venues within their community i.e. post offices, recreation centers and libraries. Word of mouth in these rural communities is also a common means of alerting area households about the program and its benefits.

**Measuring Effectiveness:**

Program effectiveness is measured by client surveys, bi-annual site visits and regular contact between staff and site volunteers. Such interactions provide management with a clear understanding of site needs, progress and overall lessons learned. Surveys assessing the program's impact on clients' food security, eating behaviors and basic nutrition knowledge are distributed and analyzed each fall and spring. CalFresh outreach and application assistance outcomes are tracked. The data from each of these methods is instrumental in leadership's future program planning and enhancements. The information is also shared along with client testimonials, photos, feedback and children's artwork to funders and key organizational stakeholders.

**SAN MARCOS COMMUNITY FOUNDATION**  
**Budget Worksheet**

**FEEDING SAN DIEGO**

**MOBILE PANTRY BUDGET 2016-17**

**EXPENSES**

|   |                             |
|---|-----------------------------|
| <b>Direct Payroll Expense</b> – Director of Programs (.05 FTE = \$3,883.20) + Program Manager 1 (.10 FTE = \$4,608) + Program Manager 2 (.10 FTE = \$4,382.40) + Programs Coordinator (.15 FTE = \$2,852) + Benefits (28% of Salaries = \$5,042.02) = \$23,049.22 | <b>\$ 23,049.22</b>         |
| <b>Indirect Payroll Expense</b> – Includes salaries and benefits for supporting Administration, Finance, HR, Development, Marketing, Operations, Food Sourcing, Volunteer Mgmt., Facilities, Distribution and Inventory teams                                     | <b>\$ 56,990.58</b>         |
| <b>Food Costs</b> – Represents procurement costs and handling of 1.5 million pounds of food for the Mobile Pantry program with an annual objective to distribute 70% produce and 30% donated shelf-stable items.  | <b>\$ 76,176.00</b>         |
| <b>Administration</b> – Represents accounting, computer, postage and printing expenses related to the program   | <b>\$ 4,481.83</b>          |
| <b>Occupancy</b> – Insurance, utilities, and pro-rated rent   | <b>\$ 36,045.13</b>         |
| <b>Operations &amp; Warehouse</b> – Equipment rental and expenses, warehouse supplies, the cost to operate and insure vehicles for the program,   | <b>\$ 23,487.62</b>         |
| <b>Programs</b> – Agency capacity and program supplies  | <b>\$ 318.58</b>            |
| <b>Fundraising Expenses</b>   | <b>\$ -</b>                 |
| <b>Marketing &amp; Communications</b>   | <b>\$ -</b>                 |
| <b>Miscellaneous</b> – Dues, subs & pubs, taxes & licenses, mileage reimbursement and travel expenses   | <b>\$ 6,418.42</b>          |
| <b>Total budget for this PROJECT:</b>   | <b><u>\$ 226,967.38</u></b> |

**Grant Request Amount: \$ 7,000**

This amount represents the cost for one of two distributions held per month at the San Marcos site over a 12-month period. (Calculation: \$226,967.38/16 sites = \$14,185.46/2 distributions per site = \$7,092.73)

**Is this a challenge grant? No**

**Could it be?** Feeding San Diego welcomes the opportunity to leverage support for Mobile Pantry. Well experienced in raising funds through challenge grant opportunities, in the past two years alone the organization has leveraged more than \$200,000 in additional grants and recognizes the value this approach accords in its fundraising success. Feeding San Diego has learned that the best practice to meet its program's budget need is a grant award that combines a base amount to help sustain the program along with a smaller portion contingent upon a match grant or individual contribution, or optimally, two separate grant awards. Further, the grantor's agreement to allow the organization to match the grant with as few as one source, thereby, keeping any administrative burden at minimum.

**Please list any other funding sources for this project.**

**\*\*Indicate if funds are committed (C), conditional (CD), or pending (P).**

|           |                                 |     |
|-----------|---------------------------------|-----|
| \$ 2,000  | Elevate Foundation              | **C |
| \$ 15,000 | SDG&E                           | **C |
| \$ 7,500  | TJX Foundation                  | **C |
| \$ 10,000 | Dr. Scholl Foundation           | **P |
| \$ 40,000 | (16) Walmart Local Store Grants | **P |



*We're here for you.*

21 December 2016

To whom it may concern:

North County Health Services supports Feeding San Diego's outstanding efforts and commitment to provide hunger-relief services to the North County area for individuals, families, children and seniors struggling with hunger through the organization's Mobile Pantry Program that takes place in San Marcos.

North County Health Services has been a partner agency of Feeding San Diego since 2011. Twice each month we partner together to serve 500 households in San Marcos struggling with hunger through the Mobile Pantry program.

North County Health Services' mission is to improve the health status of our diverse communities by providing quality healthcare that is comprehensive, affordable, and culturally sensitive. However, through the partnership with Feeding San Diego, we ensure not only quality healthcare, but also quality access to nutrition.

The support of the San Marcos Community Foundation to sustain this important program will mean a great deal for the people of San Marcos struggling with food insecurity. Thank you for your commitment to serve the citizens of San Marcos and thank you for considering Feeding San Diego's request for funding support of the San Marcos Mobile Pantry program.

Sincerely,

Luzmam Vigil  
Community Engagement Project Manager  
[luzmam.vigil@nchs-health.org](mailto:luzmam.vigil@nchs-health.org)  
760-736-8745

**Corporate Offices**

150 Valpreda Road  
San Marcos, CA 92069  
T (760) 736-6700  
F (760) 736-6753

Irma Cota, MPH - President & CEO

**Health Centers Contact**

T (760) 736-6767  
F (760) 736-6714

**NCHS Carlsbad Health Center**

1295 Carlsbad Village Drive  
Carlsbad, CA 92008

**NCHS Encinitas Health Center**

1130 Second Street  
Encinitas, CA 92024

**NCHS Grand Ave Health Center**

727 W. San Marcos Blvd., Suite 112  
San Marcos, CA 92078

**NCHS La Misi6n Health Center**

3220 Mission Avenue, Unit 1  
Oceanside, CA 92058

**NCHS Mission Mesa Dental**

2216 S. El Camino Real, Suites 121-122  
Oceanside, CA 92054

**NCHS Mission Mesa Pediatric Health Center**

2210 Mesa Drive, Suite 300  
Oceanside, CA 92054

**NCHS Mission Mesa Women's Health Center**

2210 Mesa Drive, Suite 5  
Oceanside, CA 92054

**NCHS Mission Mesa Women's Health Center (Satellite)**

161 Thunder Drive, Suite 210  
Vista, CA 92083

**NCHS Oceanside Health Center (Loma Alta)**

605 Crouch Street  
Oceanside, CA 92054

**NCHS Perris Health Center**

1675 N Perris Blvd.  
Perris, CA 92571

**NCHS Ramona Health Center**

217 E. Earham Road  
Ramona, CA 92065

**NCHS San Marcos Health Center**

150 Valpreda Road  
San Marcos, CA 92069

**WIC**

T (888) 477-6333

**Community Case Management**

T (800) 347-7604



[www.nchs-health.org](http://www.nchs-health.org)

a californi<sup>a</sup> health center

*MISSION: To improve the health status of our diverse communities by providing quality healthcare that is comprehensive, affordable, and culturally sensitive.*

**FEEDING SAN DIEGO**  
**TOTAL ORGANIZATION BUDGET**  
**Fiscal Year 2016-2017**



|  | July              | August              | September         | October            | November            | December          | January             | February            | March             | April               | May               | June               | FY 2016           |
|--|-------------------|---------------------|-------------------|--------------------|---------------------|-------------------|---------------------|---------------------|-------------------|---------------------|-------------------|--------------------|-------------------|
|  | Budget            | Budget              | Budget            | Budget             | Budget              | Budget            | Budget              | Budget              | Budget            | Budget              | Budget            | Budget             | Budget            |
| <b>REVENUE</b>                         |                   |                     |                   |                    |                     |                   |                     |                     |                   |                     |                   |                    |                   |
| <b>Donations</b>                       |                   |                     |                   |                    |                     |                   |                     |                     |                   |                     |                   |                    |                   |
| Individual Donations                   | \$ 51,129         | \$ 41,172           | \$ 144,630        | \$ 310,840         | \$ 210,981          | \$ 437,841        | \$ 25,171           | \$ 33,540           | \$ 72,679         | \$ 52,395           | \$ 76,161         | \$ 54,866          | \$ 1,511,406      |
| Foundations                            | 16,789            | 29,824              | 22,682            | 58,108             | 64,841              | 214,081           | 5,527               | 27,564              | 26,057            | 17,255              | 16,423            | 16,045             | 515,195           |
| Foundations - Aqualia                  | 750,000           | -                   | 750,000           | 59,550             | -                   | -                 | -                   | -                   | 750,000           | -                   | 750,000           | -                  | 3,059,500         |
| Corporations                           | 73,713            | 242,318             | 62,683            | 143,669            | 102,010             | 194,360           | 168,190             | 123,205             | 56,059            | 47,152              | 186,187           | 380,591            | 1,780,138         |
| Community Groups/Local Government      | 1,382             | 227,293             | 1,353             | 3,217              | 1,358               | 12,014            | 117,491             | 4,657               | 14,893            | 8,410               | 8,692             | 124,041            | 524,800           |
| <b>Total Donations</b>                 | <b>893,013</b>    | <b>315,608</b>      | <b>981,347</b>    | <b>515,834</b>     | <b>379,190</b>      | <b>858,297</b>    | <b>201,378</b>      | <b>188,967</b>      | <b>919,687</b>    | <b>125,211</b>      | <b>1,037,463</b>  | <b>460,544</b>     | <b>6,936,039</b>  |
| <b>Government</b>                      | <b>45,171</b>     | <b>22,006</b>       | <b>23,012</b>     | <b>29,983</b>      | <b>22,108</b>       | <b>21,979</b>     | <b>26,788</b>       | <b>28,967</b>       | <b>31,549</b>     | <b>28,789</b>       | <b>30,306</b>     | <b>55,429</b>      | <b>366,087</b>    |
| <b>Program Revenue</b>                 | <b>10,500</b>     | <b>10,500</b>       | <b>15,000</b>     | <b>10,500</b>      | <b>10,500</b>       | <b>15,000</b>     | <b>10,500</b>       | <b>10,500</b>       | <b>15,000</b>     | <b>10,500</b>       | <b>10,500</b>     | <b>15,000</b>      | <b>144,000</b>    |
| <b>Other Income</b>                    | <b>300</b>        | <b>300</b>          | <b>525</b>        | <b>300</b>         | <b>300</b>          | <b>525</b>        | <b>300</b>          | <b>300</b>          | <b>525</b>        | <b>300</b>          | <b>300</b>        | <b>525</b>         | <b>4,500</b>      |
| <b>TOTAL REVENUE</b>                   | <b>948,984</b>    | <b>348,414</b>      | <b>1,019,884</b>  | <b>556,617</b>     | <b>412,098</b>      | <b>895,801</b>    | <b>238,966</b>      | <b>228,734</b>      | <b>966,761</b>    | <b>164,800</b>      | <b>1,078,569</b>  | <b>531,498</b>     | <b>7,450,626</b>  |
| <b>OPERATING EXPENSES</b>              |                   |                     |                   |                    |                     |                   |                     |                     |                   |                     |                   |                    |                   |
| <b>Payroll Expense</b>                 | <b>218,056</b>    | <b>224,861</b>      | <b>227,089</b>    | <b>234,820</b>     | <b>233,720</b>      | <b>233,720</b>    | <b>245,184</b>      | <b>241,854</b>      | <b>231,854</b>    | <b>232,954</b>      | <b>231,854</b>    | <b>231,854</b>     | <b>2,787,818</b>  |
| <b>Food Purchases</b>                  | <b>122,076</b>    | <b>101,797</b>      | <b>104,592</b>    | <b>111,024</b>     | <b>103,460</b>      | <b>103,336</b>    | <b>107,955</b>      | <b>110,048</b>      | <b>112,528</b>    | <b>110,027</b>      | <b>111,334</b>    | <b>132,884</b>     | <b>1,331,060</b>  |
| <b>Administration</b>                  | <b>13,951</b>     | <b>12,254</b>       | <b>19,358</b>     | <b>22,016</b>      | <b>12,099</b>       | <b>20,726</b>     | <b>13,581</b>       | <b>15,129</b>       | <b>20,139</b>     | <b>12,936</b>       | <b>18,451</b>     | <b>13,364</b>      | <b>194,002</b>    |
| <b>Occupancy</b>                       | <b>66,374</b>     | <b>66,039</b>       | <b>65,998</b>     | <b>65,579</b>      | <b>66,039</b>       | <b>65,579</b>     | <b>67,644</b>       | <b>67,309</b>       | <b>67,268</b>     | <b>66,849</b>       | <b>67,309</b>     | <b>66,849</b>      | <b>798,836</b>    |
| <b>Operations and Warehouse</b>        | <b>50,309</b>     | <b>41,183</b>       | <b>41,309</b>     | <b>43,045</b>      | <b>38,411</b>       | <b>39,593</b>     | <b>44,009</b>       | <b>38,563</b>       | <b>39,663</b>     | <b>41,186</b>       | <b>38,081</b>     | <b>39,463</b>      | <b>494,809</b>    |
| <b>Programs</b>                        | <b>27,745</b>     | <b>15,173</b>       | <b>52,640</b>     | <b>33,542</b>      | <b>24,512</b>       | <b>24,190</b>     | <b>35,539</b>       | <b>36,848</b>       | <b>42,125</b>     | <b>47,044</b>       | <b>44,408</b>     | <b>44,707</b>      | <b>428,472</b>    |
| <b>Fundraising Expenses</b>            | <b>14,316</b>     | <b>14,366</b>       | <b>31,216</b>     | <b>48,366</b>      | <b>21,216</b>       | <b>23,216</b>     | <b>11,216</b>       | <b>14,366</b>       | <b>23,316</b>     | <b>79,366</b>       | <b>14,216</b>     | <b>10,216</b>      | <b>305,392</b>    |
| <b>Marketing &amp; Communications</b>  | <b>9,405</b>      | <b>11,340</b>       | <b>18,670</b>     | <b>14,270</b>      | <b>20,570</b>       | <b>109,270</b>    | <b>8,570</b>        | <b>1,920</b>        | <b>170</b>        | <b>10,750</b>       | <b>55</b>         | <b>70</b>          | <b>255,060</b>    |
| <b>Miscellaneous</b>                   | <b>26,340</b>     | <b>30,790</b>       | <b>13,031</b>     | <b>22,071</b>      | <b>11,478</b>       | <b>16,605</b>     | <b>12,738</b>       | <b>12,615</b>       | <b>18,242</b>     | <b>15,644</b>       | <b>21,493</b>     | <b>16,052</b>      | <b>217,096</b>    |
| <b>TOTAL OPERATING EXPENSES</b>        | <b>548,571</b>    | <b>517,801</b>      | <b>573,902</b>    | <b>594,732</b>     | <b>531,504</b>      | <b>636,234</b>    | <b>546,435</b>      | <b>538,650</b>      | <b>555,304</b>    | <b>616,755</b>      | <b>547,200</b>    | <b>555,458</b>     | <b>6,812,545</b>  |
| <b>RESULTS FROM OPERATIONS</b>         | <b>400,413</b>    | <b>(169,387)</b>    | <b>445,982</b>    | <b>(38,114)</b>    | <b>(119,406)</b>    | <b>259,567</b>    | <b>(307,468)</b>    | <b>(309,917)</b>    | <b>411,458</b>    | <b>(451,955)</b>    | <b>531,369</b>    | <b>(23,961)</b>    | <b>638,081</b>    |
| <b>NON-OPERATING EXPENSES</b>          |                   |                     |                   |                    |                     |                   |                     |                     |                   |                     |                   |                    |                   |
| Depreciation                           | -                 | -                   | -                 | -                  | -                   | -                 | -                   | -                   | -                 | -                   | -                 | -                  | -                 |
| Capital Expenditures                   | -                 | -                   | -                 | -                  | -                   | -                 | -                   | -                   | -                 | -                   | -                 | -                  | -                 |
| <b>TOTAL NON-OPERATING EXPENSES</b>    | <b>-</b>          | <b>-</b>            | <b>-</b>          | <b>-</b>           | <b>-</b>            | <b>-</b>          | <b>-</b>            | <b>-</b>            | <b>-</b>          | <b>-</b>            | <b>-</b>          | <b>-</b>           | <b>-</b>          |
| <b>EXCESS OF REVENUE OVER EXPENSES</b> | <b>\$ 400,413</b> | <b>\$ (169,387)</b> | <b>\$ 445,982</b> | <b>\$ (38,114)</b> | <b>\$ (119,406)</b> | <b>\$ 259,567</b> | <b>\$ (307,468)</b> | <b>\$ (309,917)</b> | <b>\$ 411,458</b> | <b>\$ (451,955)</b> | <b>\$ 531,369</b> | <b>\$ (23,961)</b> | <b>\$ 638,081</b> |

P.O. Box 2508  
Cincinnati OH 45201

In reply refer to: 0248574154  
Mar. 02, 2011 LTR 4168C E0  
26-0457477 000000 00

00021616  
BODC: TE

FEEDING AMERICA SAN DIEGO  
% GARY J MCDONALD  
9455 WAPLES ST STE 135  
SAN DIEGO CA 92121-3916

29

Employer Identification Number: 26-0457477  
Person to Contact: MS.KEELING  
Toll Free Telephone Number: 1-877-829-5500

Dear TAXPAYER:

This is in response to your Feb. 18, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in AUGUST 2007.

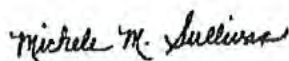
Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



Michele M. Sullivan, Oper. Mgr.  
Accounts Management Operations I



STATE OF CALIFORNIA  
FRANCHISE TAX BOARD  
PO BOX 1286  
RANCHO CORDOVA CA 95741-1286

In reply refer to  
755:G :EU

December 17, 2007

SECOND HARVEST FOOD BANK FOR SAN DIEGO  
10032 WILDLIFE RD  
SAN DIEGO CA 92131-1438

Purpose : CHARITABLE  
Code Section : 23701d  
Form of Organization : Corporation  
Accounting Period Ending: June 30  
Organization Number : 2999082

We determined you are exempt from California franchise or income tax under the California Revenue and Taxation Code section shown above.

To retain exempt status, organizations are required to be organized and operating for nonprofit purposes within the provisions of the above section. An inactive organization is not entitled to exemption.

This decision is based on information you submitted and assumes that your present operations continue unchanged or conform to those proposed in your application. Any change in operation, character, or purpose of the organization must be reported immediately to this office so that we may determine the effect on your exempt status. Any change of name or address must also be reported.

In the event of a change in relevant statutory, administrative, judicial case law, a change in federal interpretation of federal law in cases where our opinion is based upon such an interpretation, or a change in the material facts or circumstances relating to your application upon which this opinion is based, this opinion may no longer be applicable. It is your responsibility to be aware of these changes should they occur. This paragraph constitutes written advice, other than a chief counsel ruling, within the meaning of Revenue and Taxation Code Section 21012(a)(2).

For the organization's filing requirements, read enclosed Pub. 1068, Exempt Organizations - Requirements for Filing Returns and Paying Filing Fees. You may download the publication at [www.ftb.ca.gov](http://www.ftb.ca.gov).

December 17, 2007  
SECOND HARVEST FOOD BANK FOR SAN DIEGO  
ENTITY ID : 2999082  
Page 2

Note: This exemption is for state franchise or income tax purposes only. For information regarding sales tax exemption, contact the Board of Equalization at (800) 400-7115 or website [www.boe.ca.gov](http://www.boe.ca.gov).

THIS EXEMPTION IS GRANTED ON THE EXPRESS CONDITION THAT THE ORGANIZATION WILL SECURE FEDERAL EXEMPT STATUS WITH THE INTERNAL REVENUE SERVICE. THE ORGANIZATION IS REQUIRED TO FURNISH A COPY OF THE FINAL DETERMINATION LETTER TO THE FRANCHISE TAX BOARD WITHIN 9 MONTHS FROM THE DATE OF THIS LETTER.

A copy of this letter has been sent to the Registry of Charitable Trusts.

E ULCH  
EXEMPT ORGANIZATIONS  
BUSINESS ENTITIES SECTION  
TELEPHONE (916) 845-4173  
FAX NUMBER (916) 843-0188

EO :  
CC : MCDERMOTT WILL & EMERY



Formerly "Feeding America San Diego"

**Feeding San Diego**  
**Board of Directors**  
**Fiscal Year 2016 – 2017**

**Gwendolyn Sontheim**

*Board Chair; Executive Committee Chair; Compensation Committee; Finance Committee, Development & Marketing Committee, Governance Committee*

*Joined Feeding San Diego Board in July 2007*

Aqualia Foundation - Director

Rancho Santa Fe, CA

Gwendolyn Sontheim's extensive expertise as a philanthropist and Director of the Aqualia Foundation enables FSD to leverage significant financial support not only from Aqualia but also from many other corporate and foundation partners throughout the region, the state and the nation. Her creative and tireless approach to fund development helps FSD hone its fundraising efforts and ensures outstanding stewardship of donors and resources.

**Sandy McDonough**

*Vice Chair; Executive Committee; Compensation Committee Chair, Audit Committee*

*Joined Feeding San Diego Board in March 2013*

Paul, Plevin Sullivan, & Connaughton LLP - Partner

San Diego, CA

Sandy McDonough specializes in representing employers in all aspects of employment litigation, including union matters, wrongful termination, harassment, discrimination and class action suits. Ms. McDonough is currently an adjunct professor of the Pre-Trial Advocacy class at USC Law School and teaches masters-level students the legal aspects of human resources management at Webster University. She holds a Bachelors of Art from the University of California, San Diego and a J.D. from the University of Southern California Law School.

**Larry Sly**

*Secretary; Executive Committee; Finance Committee, Governance Committee, Compensation Committee*

*Joined Feeding San Diego Board in July 2007*

Food Bank of Contra Costa and Solano – Executive Director

Concord, CA

Larry Sly's expertise as the Executive Director of the Food Bank of Contra Costa and Solano offers FSD invaluable guidance in the management of all aspects of the organization's operations. During FSD's executive leadership transition in 2010, he also stepped in and served as the Interim Executive Director.

**Tom Taylor**

*Treasurer; Executive Committee; Finance Committee Chair, Development & Marketing Committee*

*Joined Feeding San Diego Board in March 2014*

Thomas J. Taylor Construction, Inc. – President

La Mesa and San Diego, CA

Tom Taylor's expertise as president of Thomas J. Taylor Construction, Inc., and CPA helps FSD to continue in strategic planning and efficiently utilize its financial resources. His passionate commitment to FSD continues to bring many friends and business associates into the organization.

**Rochelle Bioteau**

*Development & Marketing Committee*

*Joined Feeding San Diego Board in July 2016*

Squires, Sherman & Bioteau – Partner

San Diego, CA

As an established San Diego attorney and former restaurateur, Rochelle Bioteau brings unparalleled connections and relationships to FSD. Her expertise in the food industry and corporate community has already helped FSD raise funds and awareness.



Formerly "Feeding America San Diego"

**Feeding San Diego  
Board of Directors  
Fiscal Year 2016 – 2017**

**Eugene Chen**

*Development & Marketing Committee*

*Joined Feeding San Diego Board in July 2016*

Medenovo LLC & CWC Healthtech Advisors – Venture Capitalist & Entrepreneur

Eugene Chen is an entrepreneur and venture capitalist focused on healthcare. His business acumen and affinity for excellence in fund development, strategic planning and organization culture are an integral component to FSD's ongoing commitment to organizational growth.

**Susan Drescher-Mulzet**

*Development & Marketing Committee*

*Joined Feeding San Diego Board in January 2015*

Community Activist

San Diego, CA & Paradise Valley, AZ

Susan Drescher-Mulzet brings multiple areas of talent to FSD. Her extensive connections to the philanthropic community help to leverage additional financial support and introduce new donors to the organization. Her knowledge from her career practicing law supports FSD's ongoing endeavors and commitments to the community.

**Kevin Limbach**

*Development & Marketing Committee Chair*

*Joined Feeding San Diego Board in July 2015*

TaylorMade Golf Company – Vice President, Operations

Kevin Limbach holds extensive experience in operations. As an active practitioner and proponent of lean thinking, his expertise is important to FSD continuing its work in operational excellence and waste reduction.

**Jodi Smith**

*Audit Committee Chair, Finance Committee*

*Joined Feeding San Diego Board in October 2010*

Ernst & Young LLP – Partner

San Diego, CA

Jodi Smith's expertise in accounting and auditing procedures helps FSD maintain transparent financial processes and conscientious oversight of resources. Jodi brings excellent connections to San Diego's corporate community, including biotech and technology.

**Shelby Speas**

*Programs & Public Policy Committee Chair; Development & Marketing Committee*

*Joined Feeding San Diego Board in July 2015*

GTA Consulting – Founding Partner

San Diego, CA

Shelby Speas' experience in healthcare connects to FSD's nutrition and health-driven initiatives. Shelby is able to build new relationships and funding collaborations to continue to drive programmatic and operational success.

**MINUTES  
SAN MARCOS COMMUNITY FOUNDATION  
GRANT FUNDING COMMITTEE  
SAN MARCOS ROOM  
1 CIVIC CENTER DRIVE  
SAN MARCOS, CA 92069**

**MEETING OF THE GRANT FUNDING COMMITTEE  
WEDNESDAY, NOVEMBER 9, 2016 – 6:00 PM**

**CALL TO ORDER** PRESIDENT LUKOFF called the meeting to order at 6:00 p.m.

**ROLL CALL**

PRESENT: BOARD MEMBERS: CONFREY, LUKOFF, MONAHAN

ABSENT: BOARD MEMBERS: NONE

**ALSO PRESENT** Recording Secretary, Michael Gordon and City Staff Sandra Gallegos.

Also in attendance was Mary Acosta, Heather Lampron and Joe O’Quinn from the Restorative Justice Mediation Program.

**OLD BUSINESS**

**1. GRANT AWARD HISTORY**

Noted and filed.

**NEW BUSINESS**

**2. MINI-GRANT PROPOSALS**

**(A) TERI, INC.**

The committee discussed the request for funding in the amount of \$1,500 to fund the Microgreens Social Enterprise program.

**(B) SAN MARCOS HIGH SCHOOL PTO**

The committee discussed the request for funding in the amount of \$1,500 to support “San Marcos High School Grad Nite 2017” at Disneyland.

**(C) SAN MARCOS UNIFIED SCHOOL DISTRICT FOR THE MISSION HILLS HIGH SCHOOL LINK CREW**

The committee discussed the request for funding in the amount of \$1,500 to purchase t-shirts for Link Crew Leaders.

**BOARD MEMBER MONAHAN MOVED TO AWARD \$1,500 TO SAN MARCOS UNIFIED SCHOOL DISTRICT FOR THE MISSION HILLS HIGH SCHOOL LINK CREW. BOARD MEMBER CONFREY SECONDED. MOTION PASSED BY UNANIMOUS VOICE VOTE.**

AYES: CONFREY, LUKOFF, MONAHAN

NOES: NONE  
ABSTENTION: NONE  
ABSENT: NONE

### **3. REGULAR GRANT APPLICATION PROPOSALS**

#### **(A) CANINE COMPANIONS FOR INDEPENDENCE SOUTHWEST**

The committee discussed the request for funding in the amount of \$5,000 to place one skilled dog with a San Marcos resident in need.

#### **(B) PALOMAR HEALTH FOUNDATION**

The committee discussed the request for funding in the amount of \$4,050 to fund the training of staff to become facilitators and educate the community on preventing, identifying, and reporting child abuse.

#### **(C) THE KID'S COLLEGE**

The committee discussed the request for funding in the amount of \$5,000 to continue the implementation and expansion of the Fortissimo Orchestral Music Program in SMUSD Title 1 schools.

#### **(D) ALZHEIMER'S SAN DIEGO**

The committee discussed the request for funding in the amount of \$10,000 to address Alzheimer's and dementia within the San Marcos community through the Safety and Independence workshop.

#### **(E) SOLUTIONS FOR CHANGE**

The committee discussed the request for funding in the amount of \$8,000 to support a youth mentorship program for formerly homeless youth.

#### **(F) RESTORATIVE JUSTICE MEDIATION PROGRAM**

The committee discussed the request for funding in the amount of \$10,000 to train 40 teachers from San Marcos schools in restorative practices through the Discipline That Restores program.

**BOARD MEMBER MONAHAN MOVED TO AWARD \$1,000 TO PALOMAR HEALTH FOUNDATION, \$5,000 TO ALZHEIMER'S SAN DIEGO AND \$5,000 TO RESTORATIVE JUSTICE MEDIATION PROGRAM. BOARD MEMBER CONFREY SECONDED. MOTION PASSED BY UNANIMOUS VOICE VOTE.**

AYES: CONFREY, LUKOFF, MONAHAN  
NOES: NONE  
ABSTENTION: NONE  
ABSENT: NONE

**CONSENT CALENDAR**

**MOVED BY BOARD MEMBER MONAHAN AND SECONDED BY BOARD MEMBER CONFREY TO APPROVE THE CONSENT CALENDAR. MOTION PASSED BY UNANIMOUS VOICE VOTE.**

AYES: CONFREY, LUKOFF, MONAHAN

NOES: NONE

ABSTENTION: NONE

ABSENT: NONE

4. **WAIVER OF TEXT** – Waived

5. **APPROVAL OF MINUTES** – Approved – SMCF Grant Funding Committee Meeting minutes of October 13, 2016.

6. **ORAL COMMUNICATIONS** - No members of the public requested to speak.

**ITEMS FOR THE GOOD OF THE ORDER**

7. **NEXT MEETING DATE** – The next meeting of the Grand Funding Committee is scheduled for Wednesday, January 11, 2017. The next meeting of the SMCF Board of Directors is scheduled for Tuesday, November 15, 2016.

8. **MISCELLANEOUS**

9. **ADJOURNMENT**

**MOVED BY BOARD MEMBER CONFREY AND SECONDED BY BOARD MEMBER MONAHAN TO ADJOURN THE MEETING. MOTION PASSED BY UNANIMOUS VOICE VOTE.**

Meeting adjourned at 7:23 PM.

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Colleen Lukoff, Board President

ATTEST:

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Michael Gordon, Recording Secretary