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## SAN MARCOS COMMUNITY FOUNDATION GRANT FUNDING SUBCOMMITTEE MEETING AGENDA

Wednesday, May 10, 2023 – 6:00 PM  
San Marcos Room – 2<sup>nd</sup> Floor

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**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. 3137. 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.

**Meeting Schedule:** Regular San Marcos Community Foundation Board meetings are generally held on the third Tuesday in the month of February, May, August and November. The Agenda's are posted on the City website at: [www.san-marcos.net](http://www.san-marcos.net).

**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. Any agenda-related writings or documents provided to a majority of the San Marcos Community Foundation after distribution of the agenda packet are available for public inspection at the same time at the Administration Department.

### CALL TO ORDER

### ROLL CALL

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

*Recommendation:* **WAIVE**

### NEW BUSINESS

1. **MINI GRANT APPLICATION PROPOSALS** – There are three applications for consideration from non-profit organization requesting Foundation funds.
2. **REGULAR GRANT APPLICATION PROPOSALS** – Consider four proposals from non-profit organizations requesting Foundation funds.

1	American Academy of Pediatrics CA Chapter 3	Reach Out and Read San Diego (RORS D)	650	Reach Out and Read program to young children, from birth to five years old, at our San Marcos clinics: Site 1306-TrueCare/San Marcos and Site 12961-Neighborhood Healthcare/San Marcos (NHC).	\$1,500
2	Casa de Amparo	Recreate Joy: Empowering Foster Youth through Recreational Activities for Healing through Fun	60	purchase of tickets for pro-social, recreational activities for foster youth ages 12-18 years living in San Marcos, CA at the Casa de Amparo Kids campus.	\$1,500
3	Feeding San Diego	San Marcos Agency Partners	5262	Support the distribution of nutritious food at our agency partners in San Marcos so that they can serve the families in their community.	\$10,000
4	High Tech High North County 4419 Robotics Team	FRC 4419 Team Rewind	23	Robotics Competition, travel and entrance fees for Houston FRC 4419 Team Rewind is High Tech High North County's robotic team.	\$1,500
5	Operation HOPE	North County's Steps to Independence	85	Fund a portion of the overall costs of the Steps to Independence program during the FY 2022-23 year. On average, it costs \$67 to house an individual for one night. This	\$10,000
6	SoCal Athletics	Providing Affordable Volleyball Program for Underserved Youth	73	Support our youth sports financial aid program that serves families under economic distress in North County,	\$10,000
7	Solutions for Change, Inc.	Solutions Academy	60	Every 2-3 months, Solutions welcomes 8-10 new families into Solutions Academy. Solutions Academy is both a program and a place to live.	\$5,000
8	Junior League of San Diego Diaper Bank & Period Pantry	Diaper Bank and Pantry	300	purchase diapers and period products to support JLS D's philanthropic work	\$1,500
9	San Marcos High School Music Boosters	Providing Choir Programs for students at SMHS	40	Purchasing choir microphones for performers and required technology for performances	\$1,500

10				
	Voice For Heroes 501c3	One Safe Place Marketing Support	500	Voice for Heroes will be assisting in the San Marcos event for "One Safe Place" in July 2023. We will be provided marketing and PR assistance for the event. Safe Place" in July 2023. We will be provided marketing and PR assistance for the event.
				\$1,500

**ORAL COMMUNICATIONS** –

Speakers are limited to five minutes. 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**

**NEXT MEETING DATE** –The next meeting of the SMCF Board is scheduled for Tuesday, May 16, 2023.

**MISCELLANEOUS**

**ADJOURNMENT**

**AFFIDAVIT OF POSTING**

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

I, Phil Scollick, hereby certify that I caused the posting of this Agenda in the glass display case at the north entrance of City Hall and on the City website on Friday, May 5, 2023, prior to 5:30 pm.

  
\_\_\_\_\_  
Phil Scollick, Recording Secretary



4950 Murphy Canyon Road, San Diego, CA 92123  
(858) 279-2740 | [finance@jcfsandiego.org](mailto:finance@jcfsandiego.org) | [www.jcfsandiego.org](http://www.jcfsandiego.org)

DATE: April 10, 2023

DELIVER TO: Phillip Scollick

Email: [PScollick@san-marcos.net](mailto:PScollick@san-marcos.net); [cityclerk@san-marcos.net](mailto:cityclerk@san-marcos.net);  
[accounting@san-marcos.net](mailto:accounting@san-marcos.net);

FROM: JCF Finance Department

# OF PAGES: 3, including cover

SUBJECT: *San Marcos Community Foundation (SANM) and  
S.M. Community Found – Now & Forever (SANMA)*

MESSAGE: Fund Activity Reports for March 2023

If you have any questions, please feel free to contact us at [finance@jcfsandiego.org](mailto:finance@jcfsandiego.org).



S.M. Community Found - Now & Forever                      Beginning Balance:                      5,875.33

Apply Date	Descr.	Expense/DR	Income/CR
03/31/2023	Dividends	0.00	5.83
03/31/2023	Realized Gain	0.00	0.33
03/31/2023	Unrealized Gain	0.00	150.55
03/31/2023	Custodian Fee	0.29	0.00
03/31/2023	Consultant Fee	0.68	0.00
03/31/2023	Foundation Fee	2.22	0.00
		-----	-----
		3.19	156.71

S.M. Community Found - Now & Forever                      Ending Balance:                      6,028.85

## Spring Quarter Grant Requests 2022-23

Asset Balance on 6/30/2022: \$1,449,833  
 Total Available for Distribution for FY 2022-23: \$57,993 - \$72,491  
 Total FY 2022-23 Distributions Year to Date: \$ 49,500  
 Total Funds Available for Quarter if Awarding Grants at 4% of Assets: \$ 14,498  
 Total Funds Available for Quarter if Awarding Grants at 5% of Assets: \$ 18,123

Nonprofit	Program	# San Marcos Residents Served	Summary	Lead	Request	Recommend	Approved
<b>Mini-grants</b>							
American Academy of Pediatrics CA Chapter 3	Reach Out and Read San Diego (RORS)	650	Reach Out and Read program to young children, from birth to five years old, at our San Marcos clinics: Site 1306-TrueCare/San Marcos and Site 12961-Neighborhood Healthcare/San Marcos (NHC).		\$ 1,500	\$ -	\$ -
Casa de Amparo	Recreate Joy: Empowering Foster Youth through Recreational Activities for Healing through Fun	60	purchase of tickets for pro-social, recreational activities for foster youth ages 12-18 years living in San Marcos, CA at the Casa de Amparo Kids campus.		\$ 1,500	\$ -	\$ -
High Tech High North County 4419 Robotics Team	FRC 4419 Team Rewind	23	Robotics Competition, travel and entrance fees for Houston FRC 4419 Team Rewind is High Tech High North County's robotic team.		\$ 1,500		\$1500
Junior League of San Diego Diaper Bank & Period Pantry	Diaper Bank and Pantry	300	purchase diapers and period products to support JLSJ's philanthropic work		\$ 1,500		
San Marcos High School Music Boosters	Providing Choir Programs for students at SMHS	40	Purchasing choir microphones for performers and required technology for performances		\$ 1,500		
Voice For Heroes 501c3	One Safe Place Marketing Support	500	Voice for Heroes will be assisting in the San Marcos event for "One Safe Place" in July 2023. We will be provided marketing and PR assistance for the event. Safe Place" in July 2023. We will be provided marketing and PR assistance for the event.			\$ -	\$ -
<b>Regular-grants</b>							
Feeding San Diego	San Marcos Agency Partners	5262	Support the distribution of nutritious food at our agency partners in San Marcos so that they can serve the families in their community.		\$ 10,000	\$ -	\$ -
Operation HOPE	North County's Steps to Independence	85	Fund a portion of the overall costs of the Steps to Independence program during the FY 2022-23 year. On average, it costs \$67 to house an individual for one night. This		\$ 10,000	\$ -	\$ -
SoCal Athletics	Providing Affordable Volleyball Program for Underserved Youth	73	Support our youth sports financial aid program that serves families under economic distress in North County,		\$ 10,000	\$ -	\$ -
Solutions for Change, Inc.	Solutions Academy	60	Every 2-3 months, Solutions welcomes 8-10 new families into Solutions Academy. Solutions Academy is both a program and a place to live.		\$ 5,000	\$ -	\$ -
					<b>\$ 42,500</b>	<b>\$ -</b>	<b>\$ 1500</b>

**California Chapter 3**

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April 2023

San Marcos Community Foundation

Subject: Grant Application from the American Academy of Pediatrics CA Chapter 3

The local chapter of the American Academy of Pediatrics, AAP-CA3, is comprised of over 420 pediatricians volunteering their expertise and guidance to our programs, ensuring that San Diego families have the resources they need to raise healthy children. In 2005 AAP-CA3 started the Reach Out and Read San Diego Collaborative, making early literacy promotion the standard of care in pediatric practice. Today AAP-CA3 provides 101 pediatric offices, including our tribal clinics, with training and books to serve 114,000 low-income children each year.

Reach Out and Read San Diego: Our overall goal is to provide the opportunity for all children, focusing on kids in underserved communities, to be confident and prepared for kindergarten and not be behind before they even start. Our vehicle is the child's pediatrician and the well child visit, where the child receives a new book and the parent receives the Reach Out and Read message on how to use reading together, every day, to support healthy development, family bonding and early literacy. Reach Out and Read San Diego (RORSD) provides read aloud advice and a new book at every well child check for children 6 months through 5 years old. We are in the process of training all of our offices to start the Reach Out and Read model at birth.

I support the submission of this grant and we thank you for this opportunity.

Sincerely,

Meredith Kennedy, MPH  
Executive Director, American Academy of Pediatrics, CA Chapter 3

Pediatrics, CA Chapter 3 (AAP-CA3) is a 501(c)3 organization,  
Tax ID# 33-0782521.

Title **American Academy of Pediatrics CA Chapter 3 for Reach Out and Read San Diego** 04/04/2023  
id. 36235638

by **Tara Milbrand** in **San Marcos Community Foundation**

American Academy of Pediatrics CA Chapter 3  
P.O. Box 22212  
San Diego, California  
92192-2212  
United States  
619-281-2273  
tmilbrand@aapca3.org

**Original Submission** 04/04/2023

**General Project Information**

Please enter your organization's name and project name. **American Academy of Pediatrics CA Chapter 3 for Reach Out and Read San Diego**

Are you applying for the Mini Grant or the Regular Grant? **Mini Grant (up to \$1,500)**

Project Name **Reach Out and Read San Diego (RORSRD)**

Project Start Date **7/1/2023**

Project End Date **6/30/2024**

Date by Which Funds Will Be Expended: **12/31/2023**

Total Number of People Served by this Project **88000.0**

Total Number of People Served by this Project in San Marcos Only **650.0**

Grant Amount Requested **1500.0**

## Organization Details

Organization Name	<b>American Academy of Pediatrics CA Chapter 3 (AAP-CA3)</b>
Organization Street Address	<b>P.O. Box 22212</b>
Organization City	<b>San Diego</b>
Organization State	<b>CA</b>
Organization Zip Code	<b>92192</b>
Organization Website	<b><a href="http://www.aapca3.org/">http://www.aapca3.org/</a></b>
Organization's EIN	<b>33-0782521 200 American Academy of Pediatrics – California Chapter 3 271822d8-b2e6-452f-a29f-a92fc1ba7180 PO Box 22212 San Diego CA 92192 This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list. true false 3/13/2023 12:00:00 AM 4/3/2023 12:00:00 AM 501(c)(3) Public Charity A public charity (50% deductibility limitation). Section 509(a)(1) organization as referred to in Section 170(b)(1)(A) (vi) 3/13/2023 12:00:00 AM 1998 07</b>

## Contact Information

Contact First Name	<b>Tara</b>
Contact Last Name	<b>Milbrand</b>
Contact Title	<b>Associate Executive Director, American Academy of Pediatrics, CA Chapter 3 (AAP-CA3), Project Director, Reach Out and Read San Diego</b>
Contact Phone	<b>+18583614644</b>
Contact Email	<b><a href="mailto:tmilbrand@aapca3.org">tmilbrand@aapca3.org</a></b>

## Project Details

Briefly describe your request for funds.

**AAP-CA3 requests funds to deliver our Reach Out and Read program to young children, from birth to five years old, at our San Marcos clinics: Site 1306- TrueCare/San Marcos and Site 12961- Neighborhood Healthcare/San Marcos (NHC). Starting at birth, the provider enters the exam room with a new, developmentally- and culturally-appropriate children's book and hands the book to the child. They use the book to assess the child's developmental progress, assess the parent-child relationship, model age-appropriate interactive read-aloud techniques, and foreshadow upcoming developmental milestones. The child gets to take the book home to keep. During the visit, the provider educates parents on the importance of reading aloud; parents learn that reading aloud is the single most important action they can take to help their child's healthy cognitive, social, and emotional development and start school ready to learn. We provide an opportunity for all children, focusing on those in underserved communities, to be confident and prepared for kindergarten and not be behind before they even start. These sites distribute about 4240 books annually. A grant of \$1,500 will provide about 600 books to be given to San Marcos children and RORS messaging to their parents.**

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served.

**With a grant of \$1,500, we will purchase over 600 books to give to children from birth to 5 years old during their well-child visit. Parents will be advised on how to use the book to engage with their young child. Based on extensive evidence and 30 years of practical experience, we know that our intervention helps children build stronger foundations for better long-term health and well-being - not only by reducing exposure to adversity, but by increasing exposure to positive relationships and experiences. We expect the following short and long-term outcomes for the San Marcos children and their parents who receive our program with your grant:**

- Parents will increase their practical knowledge of reading aloud techniques and read more regularly with their children, understanding how important this is to their children's social, emotional, and cognitive development.**
- Children will have high-quality, new books at home, indicating school longevity.**
- San Marcos program sites will deepen their delivery of the ROR intervention, maximizing results for families.**
- Increased parental engagement and stronger family bonds, which are essential for normal brain development.**
- Strengthened positive, language-rich parent-child relationships foundational for healthy childhood development.**

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents.

**We work with local clinics, SD County Libraries, SD City Libraries, the County of SD, Community Clinic Network, CPCMG Medical Group, Navy Medical Center, Council on Literacy & Indian Health Clinics.**

Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**6/22: Received \$1,500 for our RORSD sites in San Marcos. We purchased and distributed 658 Spanish, English and Bilingual books, along with the RORSD message, to children and families in San Marcos.**

Please upload the annual operating budget for your organization.

[USE\\_2022\\_2023\\_AAPCA3\\_Budget.pdf](#)

[USE\\_2022\\_2023\\_RORSD\\_Budget.pdf](#)

Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[2023\\_AAP-CA3\\_Letter.pdf](#)

### Funding

Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

Project Budget Total **227877.0**

Is this a Challenge or Matching Grant? **No**

Could this be a Challenge or Matching Grant? **No**

Additional Funding

Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**Books are the largest part of our budget at \$115,000 annually. If the full request isn't received, San Marcos clinics will get books, but maybe not enough to distribute at every well-child check.**

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Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>Personnel Expenses (Project Director, Project Specialist and Fringe)</i>	\$75,348.00
Audit/Accounting/Contract	24300
Meetings/Staff Dev/Insurance	1200
Office supplies/equipment	\$800.00
Other Office/Rent/Website/mileage	\$4,692.00
Book Budget	\$115,000.00
National ROR Services	\$6,537.00
<b>Total budget for this PROJECT:</b>	<b>227877</b>



	Source Name	Amount	C / CD / P
Additional Funding Source 1	Cushman	5000	c
Additional Funding Source 2	San Diego Foundation & Dr. Se	10000	c
Additional Funding Source 3	Price Philanthropies	10000	c
Additional Funding Source 4	City of Escondido Nonprofit Reli	10000	c
Additional Funding Source 5	Board of Supervisors-Co. of Sai	7500	c
Additional Funding Source 6	San Diego Foundation & Dr. Se	45000	
Additional Funding Source 7	Boys and Girls Club	5000	
Additional Funding Source 8	Hunter Industries	5000	
Additional Funding Source 9	San Diego Lions Welfare Founc	5000	
Additional Funding Source 10	Pala Band of Mission Indians	1000	

RORSO PROJECT BUDGET FY 22/23  
 Organization: American Academy of Pediatrics, CA 3

Project Revenues	FY 22/23
Grants	147,919
Donations & Contributions	14,958
Events	55,000
<b>Total Project Revenues</b>	<b>217,877</b>
In-kind support - book donations	10,000
<b>Total Project Revenues including in-kind</b>	<b>227,877</b>
Project Expenses	
Personnel Expenses	Total
Project Director 30% FTE	28,050
Project Specialist 50% FTE	29,910
Fringe	17,388
<b>Total Personnel Expenses</b>	<b>75,348</b>
Non Personnel Expenses	
Audit/Accounting	1,800
Contract Support/Legal	22,500
Meeting Inc	500
Staff Development	300
Insurance	400
Office Supplies	300
Office Equipment	500
Photocopy/Printing	1,000
Telephone & Internet	0
Website Services	1,440
Rent	1,752
Mileage	500
Book Budget	115,000
National Reach Out and Read Payment of Services	6,537
<b>Total Non-Personnel Expenses</b>	<b>152,529</b>
<b>TOTAL</b>	<b>227,877</b>

**American Academy of Pediatrics, CA Chapter 3**  
**Profit & Loss Budget Overview**  
 July 2022 through June 2023

	<u>Jul '22 - Jun 23</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
500 · Dues	38,000.00
501 · Unrestricted Grants-Misc Income	120,000.00
502 · Interest Income	5,700.00
503 · Conference Income	7,000.00
504 · Contracts and Grants	1,852,669.00
505 · Administrative Overhead Fee (% from fiscal agent funds)	217,286.00
507 · Donations- Contributions Inc.	165,000.00
<b>Total Income</b>	2,405,655.00
<b>Gross Profit</b>	2,405,655.00
<b>Expense</b>	
600 · Accounting & Auditing Fees	29,450.00
601 · Admin- Contract Support	160,698.00
602 · Dues & Subscriptions	6,537.00
603 · Meetings -Members	26,410.00
604 · Conference Expenses	23,655.00
605 · Insurance	26,498.00
606 · Office Expenses	56,768.00
607 · Payroll- Salary and Wages	1,365,017.00
608 · Telephone	30,640.00
609 · Resident Expenses	600.00
610 · Tax and License	399.97
611 · Website Expenses	19,190.00
612 · Fringe Benefit Expenses	403,614.00
613 · Payroll Tax Expenses	0.00
614 · Rent & Utilities	58,704.00
615 · Mileage	5,149.00
616 · Bank Charges	850.00
617 · Honoraria	0.00
618 · ROR Books (Books for Reach Out and Read)	100,000.00
620 · Depreciation (Decrease in fixed assets)	0.00
621 · Comm.Outreach/Incentives/Tuitio (Promotion of project to parents and physicians. Alliant University tuition pay	81,007.00
623 · Donations-Charity Contributions	0.00

4:09 PM

07/25/22

Accrual Basis

**American Academy of Pediatrics, CA Chapter 3**  
**Profit & Loss Budget Overview**  
July 2022 through June 2023

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	<u>Jul '22 - Jun 23</u>
624 - Contract, Grants& Program Exp	<u>2,000.00</u>
Total Expense	<u>2,397,186.97</u>
Net Ordinary Income	<u>8,468.03</u>
Net Income	<u><u>8,468.03</u></u>

April 5, 2023

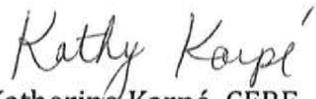
San Marcos Community Foundation  
City of San Marcos  
1 Civic Center Drive  
San Marcos, CA 92069

Dear Members of the San Marcos Community Foundation,

Casa de Amparo respectfully submits our proposal for a \$1500 mini-grant to your organization. We are grateful for the opportunity to apply for funding that directly supports activities for the youth in our care at Casa de Amparo.

I would be happy to respond to any questions you may have about our request.

Sincerely,

  
Katherine Karpé, CFRE  
Director of Development  
(760) 566-3566  
[kkarpe@casadeamparo.org](mailto:kkarpe@casadeamparo.org)  
[www.casadeamparo.org](http://www.casadeamparo.org)

*Thank You for  
Your Consideration!*

Title **Casa de Amparo - Recreate Joy: Empowering Foster Youth through Recreational Activities for Healing through Fun** 04/05/2023  
 id. 36248007  
 by **Sharon Kim** in **San Marcos Community Foundation**  
 skim@casadeamparo.org

**Original Submission** 04/05/2023

**General Project Information**

Please enter your organization's name and project name. **Casa de Amparo - Recreate Joy: Empowering Foster Youth through Recreational Activities for Healing through Fun**

Are you applying for the Mini Grant or the Regular Grant? **Mini Grant (up to \$1,500)**

Project Name **Recreate Joy: Empowering Foster Youth through Recreational Activities for Healing through Fun**

Project Start Date **7/1/2023**

Project End Date **6/30/2024**

Date by Which Funds Will Be Expended: **6/30/2024**

Total Number of People Served by this Project **60.0**

Total Number of People Served by this Project in San Marcos Only **60.0**

Grant Amount Requested **1500.0**

**Organization Details**

Organization Name **Casa de Amparo**

Organization Street Address	<b>325 Buena Creek Road</b>
Organization City	<b>San Marcos</b>
Organization State	<b>CA</b>
Organization Zip Code	<b>92069</b>
Organization Website	<b>www.casadeamparo.org</b>
Organization's EIN	<b>95-3315571</b> <b>200</b> <b>Casa de Amparo</b> <b>15a5d7cf-5c0a-49a5-b35f-6ed347499177</b> <b>325 Buena Creek Road</b> <b>San Marcos</b> <b>CA</b> <b>92069</b> <b>This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.</b> <b>true</b> <b>false</b> <b>3/13/2023 12:00:00 AM</b> <b>4/3/2023 12:00:00 AM</b> <b>501(c)(3) Public Charity</b> <b>A public charity (50% deductibility limitation).</b> <b>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)(vi)</b> <b>3/13/2023 12:00:00 AM</b> <b>1979</b> <b>08</b>

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**Contact Information**

Contact First Name	<b>Sharon</b>
Contact Last Name	<b>Kim</b>
Contact Title	<b>Grants and Board Relations Manager</b>
Contact Phone	<b>+17608784084</b>
Contact Email	<b>skim@casadeamparo.org</b>

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**Project Details**

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Briefly describe your request for funds. **We are requesting \$1500 for the purchase of tickets for pro-social, recreational activities for foster youth ages 12-18 years living in San Marcos, CA at the Casa de Amparo Kids campus. We seek to provide an enriching environment and opportunities for our teens, but government contracts do not cover this type of programming. Your funding will allow us to purchase tickets for youth to participate in recreational activities typical for their age such as a trampoline parks, watching movies in the theater, and visiting museums.**

---

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served. **Residential Services provides the most vulnerable children in the San Marcos community with the opportunity to overcome the traumatic events they have experienced and grow into healthy young adults. All youth in Residential Services are residents of San Marcos and are active members of the community through school, work and recreation. All of Casa de Amparo's programs, including Residential Services, treat and prevent child abuse and neglect in our community with the goal of ending generational cycles of abuse and creating a community where children are provided the opportunity to thrive. Funding will go directly towards art, cultural, and recreational activities for the 100+ foster youth we serve each year on our San Marcos campus. Research shows that extracurricular activities in the community can mitigate the negative impacts of trauma – helping youth to develop positive coping skills, healthy connections to others, improve academic outcomes, and reduce risky behaviors. Our tickets will be purchased for activities that take place in businesses within the city of San Marcos, which puts dollars directly back into our local community.**

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Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents. **Yes, CSUSM - we supervise a graduate mental health internship. Sea Breeze Properties gives retail space for gift collection. TrueCare/Lennar Health built on site. Host volunteers from community.**

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Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**Yes, we were awarded \$2,500 from the San Marcos Community Foundation in November 2022.**

Please upload the annual operating budget for your organization.

[Casa\\_de\\_Amparo\\_Operating\\_Budget\\_FY2022-23\\_1.pdf](#)

[Casa\\_de\\_Amparo\\_Residential\\_Budget\\_FY2022-23\\_1\\_3.pdf](#)

Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[doc00734520230405161326.pdf](#)

### Funding

Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

Project Budget Total **1500.0**

Is this a Challenge or Matching Grant? **No**

Could this be a Challenge or Matching Grant? **No**

Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**All funding requested goes directly toward ticket purchases into movie theatres or to Sky Zone trampoline park. We will continue to offer activities but with limited type and frequency based on funds.**

Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>Regal Movie Theater Tickets</i>	630 (45 tickets at \$14)
Sky Zone Trampoline Park	880 (40 children @ \$22)
<b>Total budget for this PROJECT:</b>	<b>\$1500</b>

als are calculated correctly.

**Notes (optional)**

\$20 each + tax )

	Source Name	Amount	C / CD / P
Additional Funding Source 1	NOT APPLICABLE		
Additional Funding Source 2			
Additional Funding Source 3			
Additional Funding Source 4			
Additional Funding Source 5			
Additional Funding Source 6			
Additional Funding Source 7			
Additional Funding Source 8			
Additional Funding Source 9			
Additional Funding Source 10			

	<u>FY 22/23 Budget</u>
Operational Revenues	
Contributions	1,956,000
Grant Revenue	8,362,492
Miscellaneous Income	<u>157,095</u>
Total Operational Revenues	<u>10,475,587</u>
Total Revenues	<u>10,475,587</u>
Operational Expenditures	
Personnel	5,428,568
Employee Benefits	1,257,876
Occupancy	1,433,049
Program Expense	374,400
Supplies	266,875
Professional Services	413,806
Transportation	132,589
Equipment Expense	151,281
Training, Meetings, Other	82,069
Telephone	94,109
Advertising & Promotion	33,510
Bank and other Fees	24,296
Postage, Printing, and Shipping	41,607
Fund Raising Expense	174,080
Total Miscellaneous	<u>5,267</u>
Total Operational Expenditures	<u>9,913,383</u>
Non-Operational Expenditures	
Depreciation	458,881
Free Use of Land	<u>53,196</u>
Total Non-Operational Expenditures	<u>512,077</u>
Total Expenditures	<u>10,425,460</u>
Net Gain/(Loss)	<u><u>50,127</u></u>

Casa de Amparo  
Residential Services STRTP  
FY 2022-2023 Budget

	<u>FY 22/23 Budget</u>
Operational Revenues	
Grant Revenue	4,905,684
Total Operational Revenues	<u>4,905,684</u>
Total Revenues	<u>4,905,684</u>
Operational Expenditures	
Personnel	2,814,802
Employee Benefits	776,742
Occupancy	354,317
Program Expense	115,536
Supplies	250,702
Professional Services	88,971
Transportation	79,067
Equipment Expense	104,853
Training, Meetings, Other	23,908
Telephone	39,390
Advertising & Promotion	4,670
Postage, Printing, and Shipping	5,299
Total Operational Expenditures	<u>4,658,258</u>
Non-Operational Expenditures	
Depreciation	205,879
Total Non-Operational Expenditures	<u>205,879</u>
Total Expenditures	<u>4,864,137</u>
Net Gain/(Loss)	<u><u>41,547</u></u>



March 31, 2023

San Marcos Community Foundation  
c/o City of San Marcos  
1 Civic Center Drive  
San Marcos, CA 92069

Dear Board of the San Marcos Community Foundation,

Feeding San Diego is grateful for the opportunity to apply for the San Marcos Community Foundation’s Regular Grant. A \$10,000 grant would greatly help our Agency Partners in San Marcos, allowing us to support the distribution of nutritious food to families in need. With 40-year high inflation and grocery prices up 10 percent from last year, many families are faced with choosing between food and other necessities. Needing to make ends meet, these same families turn to us to help stretch their budget.



The expiration of CalFresh (nationally known as SNAP) emergency allotments on March 1 has made this struggle to make ends meet that much more difficult. Over 390,000 individuals in San Diego received, on average, an additional \$200 of benefits in response to their usual allotments thanks to a program that began during the pandemic to assist San Diegans with purchasing groceries. Now, in a time when inflation is affecting families more drastically than the effects of the pandemic at its height, these families will be forced to turn elsewhere to provide for their families.

With the loss of this resource, we anticipate many will lean on our services to try to keep afloat, including families in San Marcos. This means the generosity of our community will be all the more impactful, as food banks and hunger relief organizations attempt to meet this new gap in services for our neighbors in need.

We respectfully request your consideration of financial support to help Feeding San Diego continue to provide vital nutrition for those facing hunger in San Marcos. If you have any questions about this proposal or Feeding San Diego, please contact me at [acolbran@feedingsandiego.org](mailto:acolbran@feedingsandiego.org) or 858.500.7799.

With gratitude,

Ali Colbran  
Director of Development

Title **Feeding San Diego - San Marcos Agency Partners** 03/31/2023  
id. 36181256

by **Olivia Holabird** in **San Marcos Community Foundation**

9477 Waples St., Ste. 100  
San Diego, California  
92121  
United States  
858.283.8970  
oholabird@feedingsandiego.org

**Original Submission** 03/31/2023

**General Project Information**

Please enter your organization's name and project name. **Feeding San Diego - San Marcos Agency Partners**

Are you applying for the Mini Grant or the Regular Grant? **Regular Grant (\$1,500 - \$10,000)**

Project Name **San Marcos Agency Partners**

Project Start Date **7/1/2023**

Project End Date **6/30/2024**

Date by Which Funds Will Be Expended: **1/31/2024**

Total Number of People Served by this Project **5262.0**

Total Number of People Served by this Project in San Marcos Only **5262.0**

Grant Amount Requested **10000.0**

**Organization Details**

Organization Name	<b>Feeding San Diego</b>
Organization Street Address	<b>9477 Waples St., Ste 100</b>
Organization City	<b>San Diego</b>
Organization State	<b>California</b>
Organization Zip Code	<b>92121</b>
Organization Website	<b>Feeding San Diego</b>
Organization's EIN	<b>26-0457477</b> <b>200</b> <b>Feeding San Diego</b> <b>314e7621-992b-4124-a141-94b6b8b60e79</b> <b>9477 Waples St, Ste 100</b> <b>San Diego</b> <b>CA</b> <b>92121</b> <b>This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.</b> <b>true</b> <b>false</b> <b>3/13/2023 12:00:00 AM</b> <b>4/3/2023 12:00:00 AM</b> <b>501(c)(3) Public Charity</b> <b>A public charity (50% deductibility limitation).</b> <b>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A) (vi)</b> <b>3/13/2023 12:00:00 AM</b> <b>2007</b> <b>08</b>

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**Contact Information**

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Contact First Name	<b>Olivia</b>
Contact Last Name	<b>Holabird</b>
Contact Title	<b>Assistant Manager, Grants</b>
Contact Phone	<b>+18582838972</b>
Contact Email	<b>oholabird@feedingsandiego.org</b>

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**Project Details**

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Briefly describe your request for funds.

**With deep appreciation for the San Marcos Community Foundation's past support, we respectfully request a \$10,000 regular grant to support the distribution of nutritious food at our agency partners in San Marcos so that they can serve the families in their community. Our agency partners include a range of non-profits and organizations, including local charities, faith communities, colleges, healthcare partners, and meal sites. Throughout the year, Feeding San Diego supports our agency partners by providing them with food and capacity-building resources with nominal membership and delivery fees. Feeding San Diego either transports food to sites or offers the framework and resources for agency partners to rescue food. Then our agency partners and volunteers set up, stock the distributions, and market the events in their community. Our partner sites adhere to strict safe food handling rules and ensure consistent, equitable, and dignified distributions. These agencies are embedded in their community and hold invaluable insight into their most pressing needs, which is why we partner with them to ensure the community is served with dignity and efficiency.**

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served.

**Our six agency partners located in San Marcos will provide about 1,840 unduplicated local households (about 5,962 individuals) a projected total of approximately 1,023,000 pounds (850,000 meals) directly from our distribution center to be served in San Marcos in the next year. The San Diego Hunger Coalition found up to 25% of people in San Marcos are facing nutrition insecurity, or are unable to provide three nutritious meals a day for themselves. With inflation at a 40-year high, food prices up 10% from this time last year, and emergency SNAP allotments ending last month, we are seeing a continuous increase in need at our six agency partners in San Marcos. Because our partners are trusted, valuable resources in the community, they are ideal locations to ensure widespread distribution of nutritious food in the San Marcos community. These partners work with those facing illnesses, college students, seniors, and anyone else who is facing hunger. The San Marcos Community Foundation's continued support of Feeding San Diego's work in San Marcos will help provide these vulnerable individuals with the healthy food they need to thrive.**

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents.

**San Marcos Agency Partners included in grant: ASI of Cal State University at San Marcos, Rock Church, San Marcos Seventh Day Adventist, Summit Church, TrueCare, Ruth Anointed World Ministries**

Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**FSD received a \$5,000 grant for our San Marcos Mobile Pantry site in May 2022. With help from that funding, we served 104,516 pounds of food to 770 San Marcos residents in the first six months.**

Please provide a detailed narrative of your organization's mission and impact to the community. Include details such as strategic objectives, milestone achievements, and testimonials.

**Feeding San Diego's mission is to connect every person facing hunger with nutritious meals by maximizing food rescue and our vision is a hunger-free and healthy San Diego. Feeding San Diego (FSD) began in the midst of disastrous firestorms that displaced hundreds of thousands of individuals. In the first week of the fire, with only two employees, Feeding San Diego secured and delivered 515,000 pounds of emergency supplies, including food, water, and other grocery items to evacuees, firefighters, and volunteers. Last year, Feeding San Diego provided more than 35 million meals to people facing hunger through a decentralized food rescue and distribution network, including 370 local charities, schools, faith communities, meal sites, health centers, and food pantries located all across the county. We serve children, families, seniors, military families, veterans, college students, people facing homelessness, and under-resourced and disadvantaged populations throughout San Diego County — from Oceanside to San Ysidro, and from the coast to the desert. Feeding San Diego offers a comprehensive approach to hunger-relief and nutrition through our programs including our Agency Partners, Backpack Program, CalFresh, Feeding Heroes, Feeding San Diego Marketplace, Feeding Seniors, Feeding Wellness, Mobile Pantry, Produce Pantry, School Pantry, Together Tour, and Youth Meals. Each of the programs offers service with a sense of dignity at sites across the county, supporting people facing short-term crises as well as those with a need for ongoing assistance. Food rescue is at the core of our programs and operations. Feeding San Diego's unique, resourceful model of operation focuses on preventing the food that already exists from going to waste, and instead, connecting it to people in need. Feeding San Diego supplements rescued food with purchased food, leveraging our robust buying power through partnerships with suppliers, manufacturers, and corporate partners to maximize efficiency. One of our current challenges include the expiration of Calfresh (nationally known as SNAP) emergency allotments on March 1, 2023. 390,000 individuals in San Diego alone benefitted from this program, and will now lose an average of \$200 a month to purchase**

groceries for their families. We anticipate these families will turn to our services to try to keep afloat, including families in San Marcos. In Georgia where the emergency allotments ended last May, local food banks saw a 34% increase at their distributions. Support from philanthropic partners, who are passionate about ending hunger, will be critical in helping us ensure these families have food to put on the table. Our commitment to our mission has earned us recognition from the United Nations Association of San Diego, which has designated Feeding San Diego a “Sustainable Development Goals Champion” due to our alignment with four of the 17 Sustainable Development Goals: zero hunger, responsible consumption and production, climate action, and partnerships. However, our greatest accomplishment is bringing those facing food insecurity a sense of relief and community: “There are seven of us, three kids, my son, my daughter-in-law, my husband, and me. We came six months ago [to the US] to be with my grandkids and my son. I’ve come to the distribution twice. Everything they have here is very good, so I congratulate all of you for helping us with this food. They say that ‘in the United States, they make a lot of money,’ but the truth is, my son and my daughter-in-law make just enough. So we get along, just like in Mexico, we get by. So it is a lot of help what you give us. I’m very grateful for what you do for people. Truthfully, we are people who are in need.” - Juana “I’m a retired marine. We felt it was worth it to come today because you look at the grocery prices now and we went to buy a few items last week and just two bags were like \$250. This really helps getting the fruits, especially the oranges, because that’s good for the kids. They need it more than we do, our priority is the kids and we want to make sure they have a proper diet. It was hard for me to accept help. I’m a 100% disabled vet and it’s hard for me to get a job because I’m either in pain or have three to five appointments at the VA every week. For me, I’m living off my little bit of pension and disability, and even with that we’re crunching everything. Energy prices are high, water, everything, and you have a family to feed. We’re not asking much. My word to donors is to please keep helping out. A lot of active duty families and the veterans need help. Our budget is very tight. We just need some help until everything cools down and gets better.” – Leo “I am a student here at MiraCosta College. I’m here at the Farmer’s Market because it really helps me truly pursue community college without worrying about any barriers that I may have to food insecurity. Growing up as low-income and being a first generation student, my family and I have definitely come across problems that ranges from food insecurity to making sure that we have enough money to have water, even. Things like this, Feeding San Diego, their work really does help people like us to truly thrive in the community. It supports our careers, our school...it’s really, really great what they’re doing out there.” – Parmis We are an independent 501(c)(3) non-profit corporation, affiliated with Feeding America, the largest domestic hunger-relief organization in the United States.

Please upload any community letters or media in support of this project. n/a

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Please upload the annual operating budget for your organization.

[FSD\\_FY23\\_Total\\_Organization\\_Budget\\_Board\\_Approved\\_\\_10.11.22.pdf](#)

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Please upload your most recent year-end audited financial statements, including any management letters associated with the audit.

[Final\\_FS22\\_Feeding\\_San\\_Diego\\_022323.pdf](#)

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Please attach the first two pages of your Federal 990.

[Feeding-San-Diego-2020-990-PUBLIC-COPY.pdf](#)

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Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[FY23\\_SMCF\\_Letter\\_Signed.pdf](#)

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### Funding

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Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

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Project Budget Total **607429.0**

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Is this a Challenge or Matching Grant? **No**

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Could this be a Challenge or Matching Grant? **No**

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Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

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Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**We don't have restricted funding for specifically San Marcos Agency Partners. We do have funding to secure food product and produce as well as general operating funding to put towards this budget.**

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Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>Compensation and Benefits</i>	\$61,820.00
Food Purchases	448422
Administration	5901
Facilities and Maintenance	\$33,216.00
Transportation	\$8,915.00
Programs	\$44,283.00
Miscellaneous	\$4,872.00
<b>Total budget for this PROJECT:</b>	607429

als are calculated correctly.

**Notes (optional)**

*All of these costs are projected*

All of these costs are projected

	Source Name	Amount	C / CD / P
Additional Funding Source 1	See note below		
Additional Funding Source 2			
Additional Funding Source 3			
Additional Funding Source 4			
Additional Funding Source 5			
Additional Funding Source 6			
Additional Funding Source 7			
Additional Funding Source 8			
Additional Funding Source 9			
Additional Funding Source 10			

**FEEDING SAN DIEGO  
OPERATING BUDGET  
Fiscal Year 22-23**

<b>Budget FY22-23</b>
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**REVENUE**

<b>Donations</b>	
Individuals	7,000,000
Foundations	6,000,000
Corporations	2,750,000
Organizations	750,000
Local Government	1,900,000
<b>Total Donations</b>	<b>18,400,000</b>
<b>Government</b>	486,620
<b>Programs</b>	200,000
<b>Other Income</b>	231,750
<b>TOTAL REVENUE</b>	<b><u>19,318,370</u></b>

**OPERATING EXPENSES**

<b>Compensation and Benefits</b>	7,205,090
<b>Food Purchases</b>	9,668,479
<b>Administration</b>	568,704
<b>Occupancy</b>	1,302,192
<b>Insurance</b>	120,587
<b>Operations &amp; Warehouse</b>	302,744
<b>Transportation</b>	618,751
<b>Programs</b>	1,091,977
<b>Fundraising</b>	518,238
<b>Marketing &amp; Communications</b>	865,955
<b>Miscellaneous</b>	883,000
<b>TOTAL EXPENSES</b>	<b><u>23,145,717</u></b>

<b>NET OPERATING RESULTS</b>	<b><u>(3,827,347)</u></b>
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**NON-OPERATING EXPENSES**

<b>Capital Expenses</b>	1,579,535
<b>TOTAL NON-OPERATING EXPENSES</b>	<b><u>1,579,535</u></b>

<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b><u>(5,406,882)</u></b>
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Notes: Revenues and expenses exclude in-kind food donations. FSD has \$8M in cash surplus at the close of FY22 to support FY23 expenses related to increasing overall food distribution.

Form **990**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

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

**2020**

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Do not enter social security numbers on this form as it may be made public. Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the **2020** calendar year, or tax year beginning **JUL 1, 2020** and ending **JUN 30, 2021**

<b>B</b> Check if applicable:  <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>FEEDING SAN DIEGO</b>		<b>D</b> Employer identification number <b>26-0457477</b>
	Doing business as		<b>E</b> Telephone number <b>868-452-3663</b>
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	
	City or town, state or province, country, and ZIP or foreign postal code <b>SAN DIEGO, CA 92121</b>		<b>G</b> Gross receipts \$ <b>77,773,734.</b>
<b>F</b> Name and address of principal officer: <b>DANIEL SHEA</b> <b>SAME AS C ABOVE</b>		<b>H(a)</b> Is this a group return for subordinates? ..... <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions <b>H(c)</b> Group exemption number ▶	
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
<b>J</b> Website: ▶ <b>WWW.FEEDINGSANDIEGO.ORG</b>			
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶			<b>L</b> Year of formation: <b>2007</b>
			<b>M</b> State of legal domicile: <b>CA</b>

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>ON A MISSION TO CONNECT EVERY PERSON FACING HUNGER WITH NUTRITIOUS MEALS...</b>		
	<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>10</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>9</b>
	<b>5</b> Total number of individuals employed in calendar year 2020 (Part V, line 2a)	<b>5</b>	<b>76</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>9000</b>
	<b>7 a</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, Part I, line 11	<b>7b</b>	<b>0.</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	<b>67,219,642.</b>	<b>77,377,920.</b>
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>130,216.</b>	<b>352,300.</b>
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>2,454.</b>	<b>-121,141.</b>
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>-82,658.</b>	<b>39,696.</b>
		<b>67,269,654.</b>	<b>77,648,775.</b>
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<b>445,395.</b>	<b>49,774,326.</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>3,817,828.</b>	<b>4,260,870.</b>
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	<b>306,848.</b>	<b>455,604.</b>
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>2,671,953.</b>		
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<b>53,980,944.</b>	<b>17,763,591.</b>
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>58,551,015.</b>	<b>72,254,391.</b>	
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	<b>8,718,639.</b>	<b>5,394,384.</b>	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>21</b> Total liabilities (Part X, line 26)	<b>14,615,052.</b>	<b>19,422,905.</b>
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	<b>2,246,873.</b>	<b>1,660,342.</b>
		<b>12,368,179.</b>	<b>17,762,563.</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.

<b>Sign Here</b>	Signature of officer		Date		
	DANIEL SHEA, CEO Type or print name and title				
<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN
	KRISTEN BASS		05/25/22		P01247587
Firm's name ▶ CBIZ MHM, LLC			Firm's EIN ▶ 34-1884125		
Firm's address ▶ 4722 N 24TH ST, STE 300 PHOENIX, AZ 85016			Phone no. 602-264-6835		

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: ON A MISSION TO CONNECT EVERY PERSON FACING HUNGER WITH NUTRITIOUS MEALS BY MAXIMIZING FOOD RESCUE, THROUGH DIRECT SERVICE AND COMMUNITY PARTNERSHIPS, FEEDING SAN DIEGO PROVIDES MORE THAN 26 MILLION MEALS EACH YEAR TO CHILDREN, FAMILIES, AND SENIORS IN NEED.

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 [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No

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 \$ 67,543,611. including grants of \$ 49,774,326. ) (Revenue \$ 352,300. ) FEEDING SAN DIEGO SERVES PEOPLE FACING HUNGER THROUGH MULTIPLE PROGRAMS, EACH FOCUSING ON A DISTINCT POPULATION, TO SUPPORT AN OVERARCHING VISION OF A HUNGER-FREE AND HEALTHY SAN DIEGO.

FEEDING FAMILIES INITIATIVE: FEEDING SAN DIEGO PROVIDES HEALTHY MEALS TO FAMILIES ACROSS THE COUNTY THROUGH DIRECT-TO-CLIENT DISTRIBUTIONS AND PARTNER AGENCIES WHO OPERATE THEIR OWN SOUP KITCHENS, FOOD PANTRIES, AND HUNGER-RELIEF PROGRAMS.

FEEDING KIDS INITIATIVE: FEEDING SAN DIEGO SERVES CHILDREN, YOUTH, AND THEIR FAMILIES FACING HUNGER THROUGH A VARIETY OF DISTRIBUTIONS AT THEIR SCHOOLS, AFTERSCHOOL ACTIVITIES, AND SUMMER PROGRAMS.

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses 67,543,611.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Yes, No. Rows include questions 1 through 21 regarding organizational requirements, such as political activities, lobbying, and financial reporting.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 22 through 38 regarding organizational reporting, compensation, bond issues, and transactions.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1a, 1b, and 1c regarding Form 1096, Forms W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No response boxes. Includes questions 2a through 16 regarding employee counts, tax returns, business income, foreign accounts, prohibited transactions, and charitable contributions.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members... 10; 1b Enter the number of voting members included on line 1a... 9; 2 Did any officer, director, trustee, or key employee have a family relationship... X; 3 Did the organization delegate control over management duties... X; 4 Did the organization make any significant changes to its governing documents... X; 5 Did the organization become aware during the year of a significant diversion of the organization's assets... X; 6 Did the organization have members or stockholders... X; 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body... X; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body... X; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? X; 8b Each committee with authority to act on behalf of the governing body? X; 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O... X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? X; 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? X; 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 X; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? X; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done X; 13 Did the organization have a written whistleblower policy? X; 14 Did the organization have a written document retention and destruction policy? X; 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15a The organization's CEO, Executive Director, or top management official X; 15b Other officers or key employees of the organization X; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? X; 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CA
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
[X] Own website [ ] Another's website [X] Upon request [ ] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records
ANNA GALLICH - 858-452-3663
9477 WAPLES STREET #100, SAN DIEGO, CA 92121

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) GAVON MORRIS CHIEF PHILANTHROPY OFFICER	50.00			X			156,441.	0.	6,180.	
(2) VINCE HALL CEO THRU JULY 2020	50.00			X			141,522.	0.	6,203.	
(3) ALICIA ROSENBAUM COO	45.00			X			130,636.	0.	5,145.	
(4) DENISE GURULE CFO THRU FEB 2021	45.00			X			110,429.	0.	12,531.	
(5) DAN SHEA CEO STARTED NOV 2020	50.00			X			80,673.	0.	0.	
(6) GWENDOLYN SONTHEIM CHAIRMAN	1.50	X		X			0.	0.	0.	
(7) SANDY MCDONOUGH VICE CHAIR THRU DEC 2020	1.00	X		X			0.	0.	0.	
(8) TOM TAYLOR TREASURER	1.00	X		X			0.	0.	0.	
(9) HANEY HONG PAST TREASURER/INTERIM CFO STARTING	1.75	X		X			0.	0.	0.	
(10) EUGENE CHEN SECRETARY	1.00	X		X			0.	0.	0.	
(11) AMINDRA WIJAY DIRECTOR	1.00	X					0.	0.	0.	
(12) JODI SMITH DIRECTOR	1.00	X					0.	0.	0.	
(13) JON BUNETA DIRECTOR	1.00	X					0.	0.	0.	
(14) KEVIN LIMBACH DIRECTOR THRU SEPT 2020	1.00	X					0.	0.	0.	
(15) LUIS ESTRADA DIRECTOR	1.00	X					0.	0.	0.	
(16) MARK LORETTA DIRECTOR STARTED MARCH 2021	1.00	X					0.	0.	0.	
(17) SAMANTHA BINKLEY DIRECTOR STARTED JAN 2021	1.00	X					0.	0.	0.	

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) SHARI SAPP DIRECTOR	1.00	X						0.	0.	0.
(19) STEVE NETZLEY DIRECTOR	1.00	X						0.	0.	0.
<b>1b Subtotal</b>								619,701.	0.	30,059.
<b>c Total from continuation sheets to Part VII, Section A</b>								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b>								619,701.	0.	30,059.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 4

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	X	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
ALLISON GLADER DBA FDG CONSULTING 570 PALOMA COURT, ENCINITAS, CA 92024	CONSULTING ENGINEERING SERVICES	114,000.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 1

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	<b>1 a</b> Federated campaigns .....	<b>1a</b>					
	<b>b</b> Membership dues .....	<b>1b</b>					
	<b>c</b> Fundraising events .....	<b>1c</b>					
	<b>d</b> Related organizations .....	<b>1d</b>					
	<b>e</b> Government grants (contributions)	<b>1e</b>	5,153,335.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above ...	<b>1f</b>	72,224,585.				
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b>	\$ 49,300,327.				
	<b>h Total.</b> Add lines 1a-1f .....			77,377,920.			
Program Service Revenue	<b>2 a</b> SUBSIDIES	Business Code					
		624200	305,531.	305,531.			
	<b>b</b> SHARED MAINTENANCE FEE	624200	46,769.	46,769.			
	<b>c</b> _____						
	<b>d</b> _____						
	<b>e</b> _____						
	<b>f</b> All other program service revenue .....						
<b>g Total.</b> Add lines 2a-2f .....			352,300.				
Other Revenue	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....		1,318.			1,318.	
	<b>4</b> Income from investment of tax-exempt bond proceeds .....						
	<b>5</b> Royalties .....						
	<b>6 a</b> Gross rents .....	<b>6a</b>	(i) Real				
			(ii) Personal				
	<b>b</b> Less: rental expenses ...	<b>6b</b>					
	<b>c</b> Rental income or (loss)	<b>6c</b>					
	<b>d</b> Net rental income or (loss) .....						
	<b>7 a</b> Gross amount from sales of assets other than inventory	<b>7a</b>	(i) Securities				
			(ii) Other	2,500.			
	<b>b</b> Less: cost or other basis and sales expenses .....	<b>7b</b>	124,959.				
	<b>c</b> Gain or (loss) .....	<b>7c</b>	-122,459.				
<b>d</b> Net gain or (loss) .....			-122,459.		-122,459.		
<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>8a</b>						
<b>b</b> Less: direct expenses .....	<b>8b</b>						
<b>c</b> Net income or (loss) from fundraising events .....							
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....	<b>9a</b>						
<b>b</b> Less: direct expenses .....	<b>9b</b>						
<b>c</b> Net income or (loss) from gaming activities .....							
<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>10a</b>						
<b>b</b> Less: cost of goods sold .....	<b>10b</b>						
<b>c</b> Net income or (loss) from sales of inventory .....							
Miscellaneous Revenue	<b>11 a</b> OTHER INCOME	Business Code					
		909999	36,556.			36,556.	
	<b>b</b> WAREHOUSE INCOME	909999	3,140.			3,140.	
	<b>c</b> _____						
	<b>d</b> All other revenue .....						
<b>e Total.</b> Add lines 11a-11d .....			39,696.				
<b>12 Total revenue.</b> See instructions .....			77,648,775.	352,300.	0.	-81,445.	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...	150,271.	150,271.		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 .....	49,624,055.	49,624,055.		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 .....				
<b>4</b> Benefits paid to or for members .....				
<b>5</b> Compensation of current officers, directors, trustees, and key employees .....	619,701.	340,836.	92,955.	185,910.
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) .....				
<b>7</b> Other salaries and wages .....	2,920,163.	1,433,995.	692,509.	793,659.
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	77,346.	42,686.	15,198.	19,462.
<b>9</b> Other employee benefits .....	380,601.	210,049.	74,784.	95,768.
<b>10</b> Payroll taxes .....	263,059.	131,894.	58,370.	72,795.
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management .....				
<b>b</b> Legal .....				
<b>c</b> Accounting .....	13,872.		13,872.	
<b>d</b> Lobbying .....				
<b>e</b> Professional fundraising services. See Part IV, line 17	455,604.			455,604.
<b>f</b> Investment management fees .....				
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch. O.)	770,941.	381,560.	319,525.	69,856.
<b>12</b> Advertising and promotion .....	478,807.			478,807.
<b>13</b> Office expenses .....	237,593.	74,862.	11,298.	151,433.
<b>14</b> Information technology .....	113,313.	47,681.	6,068.	59,564.
<b>15</b> Royalties .....				
<b>16</b> Occupancy .....	1,149,158.	959,111.	133,368.	56,679.
<b>17</b> Travel .....	105,037.	104,861.	-415.	591.
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
<b>19</b> Conferences, conventions, and meetings .....				
<b>20</b> Interest .....				
<b>21</b> Payments to affiliates .....				
<b>22</b> Depreciation, depletion, and amortization .....	499,656.		499,656.	
<b>23</b> Insurance .....	56,818.	49,958.	4,814.	2,046.
<b>24</b> Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a</b> FOOD PROCUREMENT	13,179,939.	13,179,939.		
<b>b</b> TRANSPORTATION/FREIGHT	486,979.	486,909.	70.	
<b>c</b> BANK FEES/CHARGES	217,626.	84.	24,859.	192,683.
<b>d</b> EQUIPMENT	169,812.	165,333.	2,809.	1,670.
<b>e</b> All other expenses	284,040.	159,527.	89,087.	35,426.
<b>25</b> Total functional expenses. Add lines 1 through 24e	72,254,391.	67,543,611.	2,038,827.	2,671,953.
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				
Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	8,623,598.	<b>1</b>	14,237,468.
	<b>2</b> Savings and temporary cash investments .....		<b>2</b>	
	<b>3</b> Pledges and grants receivable, net .....	1,958,604.	<b>3</b>	1,174,429.
	<b>4</b> Accounts receivable, net .....		<b>4</b>	
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....	2,061,686.	<b>8</b>	1,180,846.
	<b>9</b> Prepaid expenses and deferred charges .....	151,606.	<b>9</b>	269,233.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 2,925,419.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 499,656.		
		1,734,392.	<b>10c</b>	2,425,763.
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>	
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>	
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>	
	<b>14</b> Intangible assets .....		<b>14</b>	
<b>15</b> Other assets. See Part IV, line 11 .....	85,166.	<b>15</b>	135,166.	
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	14,615,052.	<b>16</b>	19,422,905.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	1,578,303.	<b>17</b>	1,088,192.
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>	
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....	648,500.	<b>24</b>	0.
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	20,070.	<b>25</b>	572,150.
	<b>26 Total liabilities.</b> Add lines 17 through 25 .....	2,246,873.	<b>26</b>	1,660,342.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions .....	12,262,268.	<b>27</b>	16,907,746.
	<b>28</b> Net assets with donor restrictions .....	105,911.	<b>28</b>	854,817.
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds .....		<b>29</b>	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>30</b>	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>31</b>	
	<b>32</b> Total net assets or fund balances .....	12,368,179.	<b>32</b>	17,762,563.
<b>33</b> Total liabilities and net assets/fund balances .....	14,615,052.	<b>33</b>	19,422,905.	

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**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	77,648,775.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	72,254,391.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	5,394,384.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	12,368,179.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	0.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	17,762,563.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

- 1** Accounting method used to prepare the Form 990:  Cash  Accrual  Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? .....  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant? .....  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? .....  
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? .....
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits .....

	Yes	No
<b>2a</b>		X
<b>2b</b>		X
<b>2c</b>		
<b>3a</b>		X
<b>3b</b>		

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**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	47,592,255.	53,592,487.	50,789,545.	67,219,642.	77,377,920.	296,571,849.
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>4 Total.</b> Add lines 1 through 3 .....	47,592,255.	53,592,487.	50,789,545.	67,219,642.	77,377,920.	296,571,849.
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						42,790,660.
<b>6 Public support.</b> Subtract line 5 from line 4.						253,781,189.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>7</b> Amounts from line 4 .....	47,592,255.	53,592,487.	50,789,545.	67,219,642.	77,377,920.	296,571,849.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....	84.	892.	2,818.	2,454.	1,318.	7,566.
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....	6,509.	4,767.	37,185.	3,810.	39,696.	91,967.
<b>11 Total support.</b> Add lines 7 through 10						296,671,382.
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	1,212,783.
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						<input type="checkbox"/>

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2020 (line 6, column (f), divided by line 11, column (f)) .....	<b>14</b>	85.54 %
<b>15</b> Public support percentage from 2019 Schedule A, Part II, line 14 .....	<b>15</b>	95.38 %
<b>16a 33 1/3% support test - 2020.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input checked="" type="checkbox"/>
<b>b 33 1/3% support test - 2019.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>17a 10% -facts-and-circumstances test - 2020.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>b 10% -facts-and-circumstances test - 2019.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		<input type="checkbox"/>

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** .....

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2020 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2019 Schedule A, Part III, line 15 .....	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2020 (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from 2019 Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2020.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

**b 33 1/3% support tests - 2019.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization .....

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions .....

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in lines 11b and 11c below, the governing body of a supported organization?		
<b>b</b> A family member of a person described in line 11a above?		
<b>c</b> A 35% controlled entity of a person described in line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
<b>11a</b>		
<b>11b</b>		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		
<b>1</b>		
<b>2</b>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
<b>1</b>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
<b>3</b> By reason of the relationship described in line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
<b>1</b>		
<b>2</b>		
<b>3</b>		

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
<b>2</b> Activities Test. Answer lines 2a and 2b below.		
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	Yes	No
<b>b</b> Did the activities described in line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
<b>3</b> Parent of Supported Organizations. Answer lines 3a and 3b below.		
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
<b>2a</b>		
<b>2b</b>		
<b>3a</b>		
<b>3b</b>		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 ( *explain in Part VI*). See instructions.  
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990 or 990-EZ) 2020

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

<b>Section D - Distributions</b>		<b>Current Year</b>
<b>1</b>	Amounts paid to supported organizations to accomplish exempt purposes	<b>1</b>
<b>2</b>	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	<b>2</b>
<b>3</b>	Administrative expenses paid to accomplish exempt purposes of supported organizations	<b>3</b>
<b>4</b>	Amounts paid to acquire exempt-use assets	<b>4</b>
<b>5</b>	Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	<b>5</b>
<b>6</b>	Other distributions (describe in Part VI). See instructions.	<b>6</b>
<b>7</b>	<b>Total annual distributions.</b> Add lines 1 through 6.	<b>7</b>
<b>8</b>	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	<b>8</b>
<b>9</b>	Distributable amount for 2020 from Section C, line 6	<b>9</b>
<b>10</b>	Line 8 amount divided by line 9 amount	<b>10</b>

<b>Section E - Distribution Allocations</b> (see instructions)	<b>(i) Excess Distributions</b>	<b>(ii) Underdistributions Pre-2020</b>	<b>(iii) Distributable Amount for 2020</b>
<b>1</b> Distributable amount for 2020 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2020 (reasonable cause required - explain in Part VI). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2020			
<b>a</b> From 2015			
<b>b</b> From 2016			
<b>c</b> From 2017			
<b>d</b> From 2018			
<b>e</b> From 2019			
<b>f</b> Total of lines 3a through 3e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2020 distributable amount			
<b>i</b> Carryover from 2015 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
<b>4</b> Distributions for 2020 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2020 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from line 4.			
<b>5</b> Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
<b>6</b> Remaining underdistributions for 2020. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
<b>7</b> Excess distributions carryover to 2021. Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2016			
<b>b</b> Excess from 2017			
<b>c</b> Excess from 2018			
<b>d</b> Excess from 2019			
<b>e</b> Excess from 2020			

Schedule A (Form 990 or 990-EZ) 2020

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.  
(See instructions.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

OTHER INCOME

2016 AMOUNT: \$ 6,509.

2017 AMOUNT: \$ 4,767.

2018 AMOUNT: \$ 37,185.

2019 AMOUNT: \$ 3,810.

2020 AMOUNT: \$ 36,556.

WAREHOUSE INCOME

2016 AMOUNT: \$ 0.

2017 AMOUNT: \$ 0.

2018 AMOUNT: \$ 0.

2019 AMOUNT: \$ 0.

2020 AMOUNT: \$ 3,140.

# Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury  
Internal Revenue Service

# Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

# 2020

Name of the organization

FEEDING SAN DIEGO

Employer identification number

26-0457477

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

### General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

### Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization  <b>FEEDING SAN DIEGO</b>	Employer identification number  26-0457477
--	--

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	 <hr/> <hr/> <hr/>	\$ 2,750,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	 <hr/> <hr/> <hr/>	\$ 17,253,410.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
3	 <hr/> <hr/> <hr/>	\$ 1,655,460.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
4	 <hr/> <hr/> <hr/>	\$ 4,476,129.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
5	 <hr/> <hr/> <hr/>	\$ 2,564,528.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
6	 <hr/> <hr/> <hr/>	\$ 2,847,623.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization  <b>FEEDING SAN DIEGO</b>	Employer identification number  26-0457477
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**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	<hr/> <hr/> <hr/>	\$ 2,513,316.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
8	<hr/> <hr/> <hr/>	\$ 2,492,772.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization  FEEDING SAN DIEGO	Employer identification number  26-0457477
---	--

**Part II Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
2	FOOD ITEMS _____ _____ _____	\$ 17,253,410.	06/30/21
3	FOOD ITEMS _____ _____ _____	\$ 1,655,460.	06/30/21
4	FOOD ITEMS _____ _____ _____	\$ 4,476,129.	06/30/21
5	FOOD ITEMS _____ _____ _____	\$ 2,564,528.	06/30/21
6	FOOD ITEMS _____ _____ _____	\$ 2,847,623.	06/30/21
7	FOOD ITEMS _____ _____ _____	\$ 2,513,316.	06/30/21

Name of organization  FEEDING SAN DIEGO	Employer identification number  26-0457477
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**Part II Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
8	FOOD ITEMS _____ _____ _____	\$ 2,492,772.	06/30/21
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____

Name of organization  FEEDING SAN DIEGO	Employer identification number  26-0457477
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**Part III** Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ \_\_\_\_\_  
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	

**SCHEDULE C**  
**(Form 990 or 990-EZ)**

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2020**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527  
 ▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**  
 ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

**If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

**If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

**If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (See separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (See separate instructions), then**

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization <p style="text-align: center;">FEEDING SAN DIEGO</p>	Employer identification number <p style="text-align: center;">26-0457477</p>
--	---

**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.
- 2 Political campaign activity expenditures ..... ▶ \$ \_\_\_\_\_
- 3 Volunteer hours for political campaign activities ..... \_\_\_\_\_

**Part I-B Complete if the organization is exempt under section 501(c)(3).**

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... ▶ \$ \_\_\_\_\_
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... ▶ \$ \_\_\_\_\_
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? .....  Yes  No
- 4a Was a correction made? .....  Yes  No
- b If "Yes," describe in Part IV.

**Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... ▶ \$ \_\_\_\_\_
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b ..... ▶ \$ \_\_\_\_\_
- 4 Did the filing organization file **Form 1120-POL** for this year? .....  Yes  No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Schedule C (Form 990 or 990-EZ) 2020

**Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

- A** Check  if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check  if the filing organization checked box A and "limited control" provisions apply.

<b>Limits on Lobbying Expenditures</b> (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1a</b>	Total lobbying expenditures to influence public opinion (grassroots lobbying) .....														
<b>b</b>	Total lobbying expenditures to influence a legislative body (direct lobbying) .....														
<b>c</b>	Total lobbying expenditures (add lines 1a and 1b) .....														
<b>d</b>	Other exempt purpose expenditures .....														
<b>e</b>	Total exempt purpose expenditures (add lines 1c and 1d) .....														
<b>f</b>	Lobbying nontaxable amount. Enter the amount from the following table in both columns.														
<table border="1" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
<b>g</b>	Grassroots nontaxable amount (enter 25% of line 1f) .....														
<b>h</b>	Subtract line 1g from line 1a. If zero or less, enter -0- .....														
<b>i</b>	Subtract line 1f from line 1c. If zero or less, enter -0- .....														
<b>j</b>	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? .....														

Yes  No

**4-Year Averaging Period Under Section 501(h)**  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) Total
<b>2a</b> Lobbying nontaxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount					
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					
<b>f</b> Grassroots lobbying expenditures					

**Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

	(a)		(b)
	Yes	No	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
<b>a</b> Volunteers? .....		X	
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? ..	X		
<b>c</b> Media advertisements? .....		X	
<b>d</b> Mailings to members, legislators, or the public? .....		X	
<b>e</b> Publications, or published or broadcast statements? .....		X	
<b>f</b> Grants to other organizations for lobbying purposes? .....		X	
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body? .....	X		9,555.
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? .....		X	
<b>i</b> Other activities? .....		X	
<b>j</b> Total. Add lines 1c through 1i .....			9,555.
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? .....		X	
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912 .....			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912 .....			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year? .....			

**Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

	Yes	No
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members? .....	1	
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less? .....	2	
<b>3</b> Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year? .....	3	

**Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."**

<b>1</b> Dues, assessments and similar amounts from members .....	1	
<b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b> Current year .....	2a	
<b>b</b> Carryover from last year .....	2b	
<b>c</b> Total .....	2c	
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .....	3	
<b>4</b> If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? .....	4	
<b>5</b> Taxable amount of lobbying and political expenditures (See instructions) .....	5	

**Part IV Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (See instructions); and Part II-B, line 1. Also, complete this part for any additional information.

PART II-B, LINE 1, LOBBYING ACTIVITIES:

ADVOCACY FOR HUNGER RELIEF EFFORTS AND RELATED ISSUES

**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**  
▶ **Attach to Form 990.**

▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No. 1545-0047

**2020**

**Open to Public Inspection**

**Name of the organization** FEEDING SAN DIEGO **Employer identification number** 26-0457477

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate value of contributions to (during year) .....		
3 Aggregate value of grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).  
 Preservation of land for public use (for example, recreation or education)  Preservation of a historically important land area  
 Protection of natural habitat  Preservation of a certified historic structure  
 Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.** Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 .....

(ii) Assets included in Form 990, Part X .....

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 .....

b Assets included in Form 990, Part X .....

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2020

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a  Public exhibition
  - b  Scholarly research
  - c  Preservation for future generations
  - d  Loan or exchange program
  - e  Other \_\_\_\_\_
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |                                 | Amount |
|---------------------------------|--------|
| c Beginning balance             | 1c     |
| d Additions during the year     | 1d     |
| e Distributions during the year | 1e     |
| f Ending balance                | 1f     |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment \_\_\_\_\_%
  - b Permanent endowment \_\_\_\_\_%
  - c Term endowment \_\_\_\_\_%
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes    | No |
|---|--------|----|
| (i) Unrelated organizations   | 3a(i)  |    |
| (ii) Related organizations  | 3a(ii) |    |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? <input type="checkbox"/> | 3b     |    |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		347,506.	34,383.	313,123.
d Equipment		2,330,387.	452,345.	1,878,042.
e Other		247,526.	12,928.	234,598.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				2,425,763.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

Table with 3 columns: (a) Description of security or category, (b) Book value, (c) Method of valuation. Rows include Financial derivatives, Closely held equity interests, and Other (A-H).

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

Table with 3 columns: (a) Description of investment, (b) Book value, (c) Method of valuation. Rows numbered 1 through 9.

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

Table with 2 columns: (a) Description, (b) Book value. Rows numbered 1 through 9.

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

Table with 2 columns: (a) Description of liability, (b) Book value. Includes rows for Federal income taxes, DEFERRED RENT, and LEASE INCENTIVE.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include descriptions, sub-headers (2a-2d, 4a-4b), and totals (1, 2e, 3, 4c, 5).

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include descriptions, sub-headers (2a-2d, 4a-4b), and totals (1, 2e, 3, 4c, 5).

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Multiple horizontal lines provided for entering supplemental information.



**Part II Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

Revenue		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		(event type)	(event type)	(total number)	
Revenue	1	Gross receipts .....			
	2	Less: Contributions .....			
	3	Gross income (line 1 minus line 2) .....			
Direct Expenses	4	Cash prizes .....			
	5	Noncash prizes .....			
	6	Rent/facility costs .....			
	7	Food and beverages .....			
	8	Entertainment .....			
	9	Other direct expenses .....			
	10	Direct expense summary. Add lines 4 through 9 in column (d) .....			
11	Net income summary. Subtract line 10 from line 3, column (d) .....				

**Part III Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

Revenue		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1	Gross revenue .....			
	2	Cash prizes .....			
Direct Expenses	3	Noncash prizes .....			
	4	Rent/facility costs .....			
	5	Other direct expenses .....			
6	Volunteer labor .....	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
7	Direct expense summary. Add lines 2 through 5 in column (d) .....				
8	Net gaming income summary. Subtract line 7 from line 1, column (d) .....				

9 Enter the state(s) in which the organization conducts gaming activities: \_\_\_\_\_

a Is the organization licensed to conduct gaming activities in each of these states?  Yes  No

b If "No," explain: \_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year?  Yes  No

b If "Yes," explain: \_\_\_\_\_





**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ **Attach to Form 990.**

▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

OMB No. 1545-0047

**2020**

**Open to Public  
Inspection**

Name of the organization **FEEDING SAN DIEGO** Employer identification number **26-0457477**

**Part I General Information on Grants and Assistance**

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  **Yes**  **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of noncash assistance	<b>(h)</b> Purpose of grant or assistance
HELEN WOODWARD ANIMAL CENTER 6461 EL APAJO RD RANCHO SANTA FE, CA 92169	23-7228287		10,000.	0.			STARBUCKS FOOD SERVICE GRANT
STUDENTS WITHOUT LIMITS PO BOX 90224 SAN DIEGO, CA 92169	23-1702184		10,000.	0.			STARBUCKS FOOD SERVICE GRANT
THIRD AVENUE CHARITABLE ORGANIZATION - 1420 THIRD AVE - SAN DIEGO, CA 92101	33-0711272		5,000.	0.			STARBUCKS FOOD SERVICE GRANT
RONALD MCDONALD HOUSE CHARITIES OF SAN DIEGO, INC. - 2929 CHILDREN'S WAY - SAN DIEGO, CA 92123	95-3251490		7,004.	0.			STARBUCKS FOOD SERVICE GRANT
SAN DIEGO RESCUE MISSION 120 ELM STREET SAN DIEGO, CA 92101	95-1874073		10,391.	0.			STARBUCKS FOOD SERVICE GRANT
STEPPING HIGHER 7373 UNIVERSITY AVE, SUITE 201 LA MESA, CA 91942	01-0819805		17,663.	0.			STARBUCKS FOOD SERVICE GRANT

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 9.
- 3** Enter total number of other organizations listed in the line 1 table ▶

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2020

**Part II** Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
JEWISH FAMILY SERVICES OF SAN DIEGO - 8804 BALBOA AVE - SAN DIEGO, CA 92123	95-1644024		17,663.	0.			STARBUCKS FOOD SERVICE GRANT
THE WEBSTAIRANT STORE 40 CITATION LANE LITITZ, PA 17543	27-0931818		32,089.	0.			CALRECYCLE GRANT
E.R.E.S. ENTERPRISES INC. 1111 GRAND AVENUE SAN MARCOS, CA 92078	33-0580239		13,584.	0.			CALRECYCLE/C.V. FOUNDATION GRANT

**Part III** **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
COMMUNITY FOOD ASSISTANCE	0	0.	49,624,055.	FEEDING AMERICA VALUATION REPORT	FOOD

**Part IV** **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

FEEDING SAN DIEGO PARTNERS WITH VARIOUS AGENCIES, SCHOOLS, AND COMMUNITIES

TO PROVIDE NUTRITIOUS FOOD AND MEALS TO INDIVIUDALS AND FAMILIES IN NEED.

AFTER FOOD IS DISTRIBUTED, NO FURTHER MONITORING IS CONSIDERED NECESSARY.

METHOD OF VALUATION

FOOD DISTRIBUTIONS FOR THE YEAR ENDED JUNE 30, 2021, WERE VALUED AT

\$1.79 PER POUND BASED ON AN ANNUAL COST STUDY CONDUCTED FOR FEEDING

AMERICA'S NATIONAL OFFICE,

**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

**2020**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

Open to Public Inspection

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Department of the Treasury  
Internal Revenue Service

Name of the organization

FEEDING SAN DIEGO

Employer identification number

26-0457477

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input type="checkbox"/> Compensation committee              | <input checked="" type="checkbox"/> Written employment contract                     |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment? .....
- b** Participate in or receive payment from a supplemental nonqualified retirement plan? .....
- c** Participate in or receive payment from an equity-based compensation arrangement? .....
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		X
<b>4b</b>		X
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>		X
<b>6a</b>		X
<b>6b</b>		X
<b>7</b>		X
<b>8</b>		X
<b>9</b>		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2020

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) GAVON MORRIS CHIEF PHILANTHROPY OFFICER	(i)	156,441.	0.	0.	6,180.	0.	162,621.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							





**Part IV Business Transactions Involving Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
HDH & ASSOCIATES, INC.	HANEY HONG, BOARD M	93,750.	PROVIDE STR		X

**Part V Supplemental Information.**

Provide additional information for responses to questions on Schedule L (see instructions).

SCH L, PART IV, BUSINESS TRANSACTIONS INVOLVING INTERESTED PERSONS:

(A) NAME OF PERSON: HDH & ASSOCIATES, INC.

(B) RELATIONSHIP BETWEEN INTERESTED PERSON AND ORGANIZATION:

HANEY HONG, BOARD MEMBER

(D) DESCRIPTION OF TRANSACTION: PROVIDE STRATEGIC PLANNING AND

MANAGEMENT CONSULTANCY

**SCHEDULE M  
(Form 990)**

**Noncash Contributions**

OMB No. 1545-0047

**2020**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

- ▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
- ▶ Attach to Form 990.
- ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Name of the organization: **FEEDING SAN DIEGO** Employer identification number: **26-0457477**

Part I Types of Property	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded				
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory	X		49,300,327.	FEEDING AMERICA VALUE
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ( )				
26 Other ( )				
27 Other ( )				
28 Other ( )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement **29**

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
b If "Yes," describe the arrangement in Part II.		
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?		X
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
b If "Yes," describe in Part II.		
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

**Part II Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

NONCASH CONTRIBUTIONS OF FOOD ITEMS WERE VALUED AT \$1.79 PER POUND

BASED ON AN ANNUAL COST STUDY CONDUCTED FOR FEEDING AMERICA'S NATIONAL

OFFICE. A TOTAL OF 27,542,082 POUNDS OF DONATED FOOD ITEMS WERE

RECEIVED DURING FISCAL YEAR ENDED JUNE 30, 2021.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2020**

Open to Public  
Inspection

Name of the organization

FEEDING SAN DIEGO

Employer identification number

26-0457477

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

FEEDING SAN DIEGO IS ON A MISSION TO CONNECT EVERY PERSON FACING HUNGER

WITH NUTRITIOUS MEALS BY MAXIMIZING FOOD RESCUE. THROUGH DIRECT SERVICE

AND COMMUNITY PARTNERSHIPS, FEEDING SAN DIEGO PROVIDES MORE THAN 26

MILLION MEALS EACH YEAR TO CHILDREN, FAMILIES, AND SENIORS IN NEED.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

FEEDING HEROES INITIATIVE: FEEDING SAN DIEGO PROVIDES NUTRITIOUS FOOD

TO ACTIVE-DUTY MILITARY AND VETERAN HOUSEHOLDS FACING HUNGER THROUGH

COMMUNITY PARTNER DISTRIBUTIONS AND DIRECT-TO-CLIENT PROGRAMS.

FEEDING SENIORS INITIATIVE: FEEDING SAN DIEGO SERVES SENIORS THROUGH

DISTRIBUTIONS AT DIRECT SERVICE SITES, SENIOR-HOUSING COMPLEXES,

PARTNER AGENCIES, AND A MEAL-DELIVERY PARTNERSHIP WITH MEALS ON WHEELS.

IN ADDITION TO DIRECT SERVICE AND COMMUNITY PARTNERSHIPS, FEEDING SAN

DIEGO OPERATES A VARIETY OF OUTREACH PROGRAMS TO HELP VULNERABLE PEOPLE

FACING HUNGER TO ACCESS FOOD ASSISTANCE AND PUBLIC BENEFITS.

FORM 990, PART VI, SECTION B, LINE 11B:

THE 990 IS PREPARED BY AN OUTSIDE ACCOUNTING FIRM AND WAS REVIEWED BY THE

ORGANIZATION'S CEO AND CONTROLLER PRIOR TO BEING FILED WITH THE IRS. IF

THERE IS ADEQUATE TIME, A COPY IS DISTRIBUTED TO THE AUDIT COMMITTEE AND

BOARD MEMBERS FOR REVIEW BEFORE FILING; OTHERWISE, THEY WILL BE PROVIDED A

COPY AT THE TIME THE ORGANIZATION FILES ITS 990 WITH THE IRS.

Name of the organization FEEDING SAN DIEGO	Employer identification number 26-0457477
---	--

FORM 990, PART VI, SECTION B, LINE 12C:

FEEDING AMERICA SAN DIEGO REVIEWS THE CONFLICT OF INTEREST POLICY IN DETAIL

WITH EACH NEW HIRE. ANYONE WHO FEELS THEY ARE WITNESS TO ANY CONFLICTS ARE

DIRECTED TO ANY OF THE FOLLOWING: SUPERVISOR, HUMAN RESOURCES, OR THE

EXECUTIVE DIRECTOR TO DISCUSS ANY CONCERNS. A REVIEW OF ANY TOPICS ARE

PREPARED BY 2 KEY EMPLOYEES. ANY FINDINGS ARE THEN ADDRESSED WITH THE

INDIVIDUAL OR THE STAFF AS A WHOLE IF THE SITUATION NEED. POLICIES MAY BE

DEVELOPED OR REVISED TO ENSURE THAT CONFLICTS ARE NOT REPEATED.

FORM 990, PART VI, SECTION B, LINE 15:

COMPENSATION REVIEW & APPROVAL PROCESS - CEO & TOP MANAGEMENT

THE POSITION OF CEO IS DETERMINED BY THE BOARD OF DIRECTORS BY INDEPENDENT

VOTE. THE SALARY IS RECOMMENDED BY THE COMPENSATION COMMITTEE AND APPROVED

BY VOTE BY THE BOARD OF DIRECTORS.

COMPENSATION REVIEW & APPROVAL PROCESS - OFFICERS & KEY EMPLOYEES

THE BOARD OF DIRECTORS IS REQUIRED TO REVIEW THE COMPENSATION, EVALUATE AND

DOCUMENT THAT IT IS FAIR AND REASONABLE.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION MAKES IT'S GOVERNING DOCUMENTS, CONFLICT OF INTEREST

POLICY, AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC UPON REQUEST.

INFORMATIONAL DISCLOSURE

THE FORM 990 IS BEING FILED WITH THE BEST INFORMATION AVAILABLE AND

WILL BE AMENDED IF ADDITIONAL DOCUMENTATION DETERMINES IT IS NECESSARY.



September 23rd, 2022

To Whom it May Concern,

It is my pleasure to write a letter of support for the grant proposal submitted by FRC 4419, Team Rewind. High Tech High North County (HTHNC) is committed to supporting stem opportunities for all students. HTHNC takes an inclusive approach with our Robotics team and encourages all students to join. In collaboration with the team mentors and students, HTHNC is committed to ensuring the success of FRC 4419, and to supporting the teams request for funding.

Over the long term we hope to inspire and prepare a new generation of engineering and computer science professionals. The teams' intellectual merits derive from its innovative delivery platform (i.e. hands-on robotics) and its professional development framework (i.e. after-school programs as an incubator for school electives.) Special emphasis is placed on female, minority students, low income students as well as embracing the Neurodivergent group beginning to form within the FIRST Robotics Platform.

HTHNC believes that a STEM-rich after school robotics program at the high school level will not only engage but inspire student motivation, self-efficacy, and expose and encourage each to pursue an engineering or computer science degree in college.

HTHNC and FRC 4419, Team Rewind look forward to the 2023 build and competition season and appreciate the funding opportunity that San Marcos has provided. Thank you!

Kind Regards,

A handwritten signature in black ink, appearing to read "Joseph Davidson", written over a horizontal line.

*Joseph Davidson*, Director  
*Caroline Sailor*, Lead Mentor/Teacher  
High Tech High North County  
1420 West San Marcos Blvd.  
San Marcos, CA 92078

Title	<b>High Tech High North County 4419 Robotics Team</b>	03/27/2023
	by <b>Christina Roachell</b> in <b>San Marcos Community Foundation</b>	id. 36119880
	1420 W San Marcos Blvd San Marcos, California 92078 CA United States 760-330-6251 frc4419@gmail.com	

## Original Submission 03/27/2023

### General Project Information

Please enter your organization's name and project name.

**High Tech High North County 4419 Robotics Team**

Are you applying for the Mini Grant or the Regular Grant?

**Mini Grant (up to \$1,500)**

Project Name **FRC 4419 Team Rewind**

Project Start Date **3/6/2023**

Project End Date **6/30/2023**

Date by Which Funds Will Be Expended: **6/30/2023**

Total Number of People Served by this Project **34.0**

Total Number of People Served by this Project in San Marcos Only **23.0**

Grant Amount Requested **1500.0**

### Organization Details

Organization Name	<b>High Tech High Foundation FBO4419</b>
Organization Street Address	<b>1420 WEST SAN MARCOS BLVD</b>
Organization City	<b>San Marcos</b>
Organization State	<b>CA</b>
Organization Zip Code	<b>92078</b>
Organization Website	<b><a href="https://www.hightechhigh.org/hthnc/">https://www.hightechhigh.org/hthnc/</a></b>

Organization's EIN **33-0866869**  
**200**  
**HIGH TECH HIGH FOUNDATION**  
**2c5b1f1c-c94d-407a-8b1a-f453c2358685**  
**2861 Womble Rd**  
**San Diego**  
**CA**  
**92106**  
**This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.**  
**true**  
**false**  
**3/13/2023 12:00:00 AM**  
**3/27/2023 12:00:00 AM**  
**501(c)(3) Public Charity**  
**A supporting organization, unspecified type (50% deductibility limitation).**  
**Section 509(a)(3) organization**  
**3/13/2023 12:00:00 AM**  
**2003**  
**12**

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**Contact Information**

Contact First Name	<b>Christina</b>
Contact Last Name	<b>Roachell</b>
Contact Title	<b>Mentor</b>
Contact Phone	<b>+17603306251</b>
Contact Email	<b>frc4419@gmail.com</b>

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**Project Details**

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Briefly describe your request for funds.

**FIRST Robotics Competition -Houston FRC 4419 Team Rewind is High Tech High North County's robotic team, started in 2019 as an inclusive diverse team we have grown and maintained not only our participation but have thrived in the era of Covid. We recently won the San Diego Regional Competition and have now been invited to partake in the National competition in Houston in April. With over 48% of our population socio-economically challenged and a quarter of the team neurodivergent. We need to raise money for the travel and entrance fees. Participating in a competition sponsored by Nasa is an honor not only the students but the residence of San Marcos.**

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served.

**Participating in this competition is an honor to the students and residence of San Marcos. Students are given 6 weeks to build a robot to do functions in autonomous mode as well as manual driven mode. The school is comprised of 420 students with over 1/3 residing in San Marcos. Our team has 35 students with 24 coming from San Marcos. We have 5 mentors and four reside in San Marcos.**

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents.

**We are sponsored by Nasa, Qualcomm and Nordson, the money raised through sponsorships was for the San Diego Regional competition and Robot build. We need to raise funds to participate in Houston.**

Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**No, we have not received in amonie**

Please upload the annual operating budget for your organization.

[FRC\\_4419\\_Fundraising\\_Plan\\_2022-2023\\_-\\_Sheet1.pdf](#)

Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

---

**Funding**

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Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

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Project Budget Total **10000.0**

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Is this a Challenge or Matching Grant? **No**

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Could this be a Challenge or Matching Grant? **No**

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Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

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Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**The funding will be used to improve robot and help with travel costs. Because we are socioeconomically challenged school we would not be able to improve the robot without this funding.**

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FRC 4419 Team Rewind  
Fundraising Plan Build Season 2023

Section 1: Organizational Funding Needs	
General Organizational Needs	2022 Projection
SD Regional Registration	\$6,500.00
Tools	\$2,000.00
Supplies	\$2,000.00
Technology/Software	\$1,000.00
Travel	\$800.00
Branding Team Shirts	\$2,000.00
<b>Total Funding Need</b>	<b>\$14,300.00</b>

Section 2: Fundraising Goals	
Projected Revenue by Source	
	2022
Grants	6,000.00
Sponsorships	3,000.00
Parent Donations	2,000.00
Member Dues	0.00
Donation of Goods/Services	500.00
Fundraisers	1,000.00
<b>Total Fundraising Goals</b>	<b>12,500.00</b>

**Revenue by Fundraising Strategies**

Sponsorships	Projected
Corporate	\$2,000.00
Direct Mail Sponsorships	\$1,000.00
<b>Total Sponsorships</b>	<b>\$3,000.00</b>

Fundraising Events	Projected
Donations (parents, member dues)	\$1,000.00
Laser Tag Fundraiser	\$200.00
Monthly Restaurant Night	\$200.00
Other Scheduled Fundraising	\$200.00
In Kind Donations (Gift Cards, direct purchases)	\$400.00
<b>Total Fundraising Strategies</b>	<b>\$2,000.00</b>

**Total Revenue by Fundraising Strategies**

Grants	\$7,000.00
Sponsorships	\$3,000.00
Other Fundraising	\$2,000.00

<b>Total Projected Revenue</b>	<b>\$12,500.00</b>
<b>Carry Over for 2021 Season</b>	<b>\$5,000.00</b>

Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>Travel</i>	\$2,000.00
Robot Improvements	1500
Competition Entrance Fees	5000
<b>Total budget for this PROJECT:</b>	



	Source Name	Amount	C / CD / P
Additional Funding Source 1	fundraising	2000	
Additional Funding Source 2	Sponsors	500	
Additional Funding Source 3			
Additional Funding Source 4			
Additional Funding Source 5			
Additional Funding Source 6			
Additional Funding Source 7			
Additional Funding Source 8			
Additional Funding Source 9			
Additional Funding Source 10			



## Operation HOPE-North County

*Serving Families with Children and Single Women Experiencing Homelessness*



San Marcos Community Foundation  
1 Civic Center Drive,  
San Marcos, CA, 92069

Dear Board of the San Marcos Community Foundation,

I, Jimmy Figueroa, the Executive Director at Operation HOPE-North County, approve to submit an application to the San Marcos Community Foundation Endowment Fund. Thank you for this opportunity to apply for funding.

With gratitude,

Jimmy Figueroa  
Executive Director

Title **Operation HOPE-North County's Steps to Independence** 04/05/2023  
 id. 36241416  
 by **Nicole Ketcher** in **San Marcos Community Foundation**  
 Nicole@operationhopeshelter.org

**Original Submission** 04/05/2023

**General Project Information**

Please enter your organization's name and project name. **Operation HOPE-North County's Steps to Independence**

Are you applying for the Mini Grant or the Regular Grant? **Regular Grant (\$1,500 - \$10,000)**

Project Name **Steps to Independence**

Project Start Date **7/1/2022**

Project End Date **6/30/2023**

Date by Which Funds Will Be Expended: **6/30/2023**

Total Number of People Served by this Project **180.0**

Total Number of People Served by this Project in San Marcos Only **85.0**

Grant Amount Requested **10000.0**

**Organization Details**

Organization Name **Operation HOPE-North County**

Organization Street Address **859 E. Vista Way**

Organization City	<b>Vista</b>
Organization State	<b>CA</b>
Organization Zip Code	<b>92084</b>
Organization Website	<b><a href="https://www.operationhopeshelter.org/">https://www.operationhopeshelter.org/</a></b>
Organization's EIN	<b>57-1214920</b> <b>200</b> <b>Operation Hope Vista Inc</b> <b>27061c0f-6852-4b89-a2df-835277114e37</b> <b>859 E Vista Way</b> <b>Vista</b> <b>CA</b> <b>92084</b> <b>This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.</b> <b>true</b> <b>false</b> <b>3/13/2023 12:00:00 AM</b> <b>4/3/2023 12:00:00 AM</b> <b>501(c)(3) Public Charity</b> <b>A public charity (50% deductibility limitation).</b> <b>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A) (vi)</b> <b>3/13/2023 12:00:00 AM</b> <b>2006</b> <b>03</b>

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**Contact Information**

Contact First Name	<b>Jimmy</b>
Contact Last Name	<b>Figueroa</b>
Contact Title	<b>Executive Director</b>
Contact Phone	<b>+17602959448</b>
Contact Email	<b><a href="mailto:jfigueroa@operationhopeshelter.org">jfigueroa@operationhopeshelter.org</a></b>

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**Project Details**

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Briefly describe your request for funds.

**Operation HOPE-North County (OHNC) is requesting \$10,000 to fund a portion of the overall costs of the Steps to Independence program during the FY 2022-23 year. On average, it costs \$67 to house an individual for one night. This grant will support the cost of 149 of shelter nights, basic needs, and case management services for families and women with the goal of transitioning them from homelessness to independent living. A grant from The San Marcos Community Foundation will allow OHNC to continue providing those facing homelessness with the resources and skills they need to transition to stable housing and self-sufficiency.**

---

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served.

**OHNC has a significant presence and impact on families and women experiencing homelessness in the San Marcos Community. The organization anticipates serving 85 San Marcos residents experiencing homelessness. Program outcomes include: 75% will increase knowledge in the 4 core modules (parenting skills, financial literacy, job readiness and trauma recovery (i.e. Seeking Safety) 65% will achieve their case management housing navigation goal and employment/income goal 100% of school age children will be enrolled in school within the first 7 days of entering the program. 85% of working clients will save a minimum of 30% of their household income 53% of clients will graduate and transition to independence with stable housing 75% of graduates will have access to aftercare services**

---

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents.

**OHNC collaborates with organizations to maximize resources and support positive client outcomes. Collaborating partners serving San Marcos are the San Marcos Unified School District and One Safe Place**

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Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**OHNC has received funding from the San Marcos Community Foundation in the past to support supplies, bus passes and client services.**

Please provide a detailed narrative of your organization's mission and impact to the community. Include details such as strategic objectives, milestone achievements, and testimonials.

**Operation HOPE-North County's mission is to offer a safe, caring, and supportive environment to families with children and single women experiencing homelessness as they rebuild their lives and reclaim independence. The organization fulfills this mission through the Steps to Independence program which provides year round emergency shelter, case management, and supportive services to families and single women experiencing homelessness so that they can find a path of self-reliance and stable housing. Outlined below is an overview of programming, impacts on the community, strategic objectives, milestone achievements and testimonials. Programming: Operation HOPE-North County's Steps to Independence program stabilizes families experiencing homelessness and helps them transition to stable, permanent housing. The program embraces the evidence based practices of Trauma Informed Care and Intensive Case Management which provides a framework for success. The Steps to Independence program includes 90-120 days of emergency shelter combined with intensive case management and self-sufficiency planning. The program includes four steps and is designed to have participants progress from stabilization to independence. Services provided by the program include: Emergency shelter and basic needs support Nurturing and supportive environment One-on-one intensive case management Self-sufficiency education Accountability to program goals Referrals and access to community services Support for children and referrals to care Sober living and recovery support Impact on the Community: Organization client outcomes include the following: 75% will increase knowledge in the 4 core modules (parenting skills, financial literacy, job readiness and trauma recovery (i.e. Seeking Safety) 65% will achieve their case management housing navigation goal and employment/income goal 100% of school age children will be enrolled in school within the first 7 days of entering the program. 85% of working clients will save a minimum of 30% of their household income 53% of clients will graduate and transition to independence with stable housing 75% of graduates will have access to aftercare services Through the outcomes achieved, the program's long term**

impacts benefit both the San Marcos residents and community. Graduates achieving self-sufficiency will demonstrate improved well-being and a reduction in mental and physical health concerns, while the broader community will benefit from a reduction in taxpayer dollars invested into families cycling in and out of costly public services. **Strategic Objectives:** OHNC seeks to continuously improve its programs and services to uplift those experiencing homelessness. The future vision of OHNC is to expand its campus facilities and serve more people in need. While the organization owns its current facility, rent is also being paid for space in an adjoining building. OHNC's strategic objective is to purchase the property and use the facilities to support an expansion of services. This includes adding a welcoming resource center, transitional housing support, classroom space for adults and children and expanding workforce development opportunities. In addition, the vision in five years is to build a hotel program that will allow for immediate temporary housing for those who don't meet current program criteria or to support temporary housing for those on the waitlist. **Milestone Achievements:** Since inception, Operation HOPE-North County has helped more than 1,690 San Diegans transition from homelessness to secure stable housing. The organization has a key goal to help families with children and single women transition to stable housing and provide ongoing support through the Pantry of HOPE. Additionally, Operation HOPE-North County has expanded Pantry of HOPE services to community members and has grown exponentially to meet the needs of the community. **Key milestones in the organization's history include:** Operation HOPE - North County was founded in 2003 as a winter shelter designed to support the needs of unsheltered families and single women in North County San Diego. Initially, shelter was only offered during the coldest winter months but in response to the growing community need, the shelter began to offer year round services in 2016. Services have since been expanded beyond shelter to include intensive case management and services to graduates to help them avoid re-entry into homelessness. **Testimonials:** Your partnership will help us to support San Marcos families like Corrina's seeking safe shelter, healthy meals, and basic needs to help them navigate their personal pathway to stable housing. OHNC would like to build a long lasting partnership with the San Marcos Community Foundation Endowment and together make a great impact in the community. **Read Corrina's story below:** Corrina and her children fled their home due to a domestic violence situation and began to live in a small RV that was in unfit living conditions. At the same time, Corrina was pursuing her degree but because of the adversity she was facing it was difficult for her to focus on her studies. When Corrina arrived at the shelter, she immediately felt safe and quickly began working with her case manager. Through the process, she was connected with community members that provided assistance throughout her self-reliance journey. In 2022, Corrina proudly walked as a graduate with a bachelor's in psychology and is now in stable housing.

Please upload any community letters or media in support of this project. n/a

Please upload the annual operating budget for your organization.

[Operation\\_HOPE-North\\_County\\_FY22\\_23\\_Operating\\_Budget.pdf](#)

Please upload your most recent year-end audited financial statements, including any management letters associated with the audit.

[2021\\_Operation\\_HOPE-North\\_County\\_AUDIT.pdf](#)

Please attach the first two pages of your Federal 990.

[2021\\_Operation\\_HOPE-North\\_County\\_Form\\_990\\_2\\_pages.pdf](#)

Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[Executive\\_Director\\_Authorization.pdf](#)

### Funding

Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

Project Budget Total **817539.5**

Is this a Challenge or Matching Grant? **No**

Could this be a Challenge or Matching Grant? **No**

Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

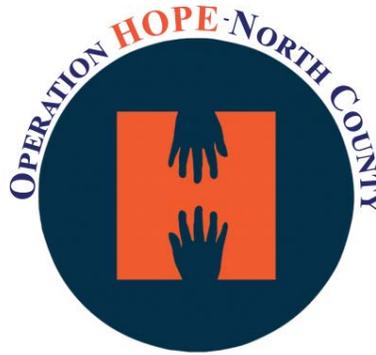
Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**Operation HOPE-North County has been in operation for nearly two decades. If full funding is not received, the organization will steward other sources of funding.**

Provide an itemized list of expenses for this project. Please ensure the total

<b>Item</b>	<b>Cost</b>
<i>Total Development Program</i>	\$207,393.00
Total SHELTER PROGRAM	34996.5
Total Step 1 - Stabilize Program	381980
Total Step 2 - Education Program	\$117,970.00
Total Step 3 - Action Program	\$65,000
Total Step 4 - Independence Program	\$10,200.00
<b>Total budget for this PROJECT:</b>	817539.5





**Operation HOPE-North County Annual Operating Budget  
FY July 1, 2022 to June 30, 2023**

**Revenue**

Total Business Organizations	\$190,000.00
Total Campaigns & General Events	\$350,000.00
Churches	\$40,000.00
Civic Organizations	\$5,000.00
Total Government	\$332,000.00
Total Individual Donors	\$250,000.00
Other Income	

**Total Revenue** **\$1,167,000.00**

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**Expenditures**

EMPLOYEE EXPENSES	\$6,000.00
Professional Fees	\$36,800.00
Total FEES	\$43,800.00
Fundraising Expenses	\$15,000.00
Property Expense	\$ 24,000.00
Taxes - Misc	\$12,000.00
Total Utilities	\$8,000.00
INSURANCE EXPENSE	\$48,000.00
Total IT/COMPUTER RELATED EXPENSES	\$6,300.00
Total Building Maintenance	\$4,800.00
Total Facility Services	\$12,000.00

Total MAINTENANCE	\$36,900.00
Total MARKETING AND ADVERTISING	\$4,800.00
Total MEMBERSHIPS	\$3,000.00
Total PAYROLL TAX EXPENSES	\$130,242.90

PROGRAM EXPENSES

Total Development Program Salaries	\$173,393.00
DonorSnap CRM	\$900.00
Total Office Expenses	\$4,800.00
Total Stewardship	\$26,000.00
Total Volunteer Program	\$1,800.00
Total Development Program	\$207,393.00

Steps to Independence Program	
Total SHELTER PROGRAM	\$34,996.50
Total Step 1 - Stabilize Program	\$381,980.00
Total Step 2 - Education Program	\$117,970.00
Total Step 3 - Action Program	\$65,000.00
Total Step 4 - Independence Program	\$10,200.00
Total Steps to Independence Program	\$610,146.50

<b>Total PROGRAM EXPENSES</b>	<b>\$ 817,539.50</b>
<b>Total Expenditures</b>	<b>\$1,155,582.40</b>
<b>Projected Net Operating Revenue</b>	<b>\$11,417.60</b>

	Source Name	Amount	C / CD / P
Additional Funding Source 1	Alliance for Regional Solution	136000	C
Additional Funding Source 2	San Marcos Community Grants	35000	C
Additional Funding Source 3	City of Vista CDBG	27000	C
Additional Funding Source 4	City of Vista Non Profit Grant	25000	C
Additional Funding Source 5	Emergency Food and Shelter P	23000	C
Additional Funding Source 6	Issa Family Foundation	20000	C
Additional Funding Source 7	Carlsen Muir Family Foundation	20000	C
Additional Funding Source 8	Coastal Community Foundation	10000	C
Additional Funding Source 9	City of Escondido Nonprofit Reli	10000	C
Additional Funding Source 10	United Methodist Church of Vist	10000	C

## Return of Organization Exempt From Income Tax

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

# 2020

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**Open to Public Inspection**

**A** For the **2020** calendar year, or tax year beginning **7/01**, **2020**, and ending **6/30**, **2021**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> OPERATION HOPE NORTH COUNTY, INCORPORATED 859 EAST VISTA WAY VISTA, CA 92084	<b>D</b> Employer identification number 57-1214920	<b>E</b> Telephone number 760-536-3880
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<b>F</b> Name and address of principal officer: Same As C Above	<b>G</b> Gross receipts \$ <b>1,114,753.</b> <b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions
--	---

<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	<b>J</b> Website: ▶ N/A
--	-------------------------

<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶	<b>L</b> Year of formation: 2003	<b>M</b> State of legal domicile: CA
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**Part I Summary**

<b>1</b>	Briefly describe the organization's mission or most significant activities: <u>To provide a safe environment for both homeless families with children and single women to support rebuilding lives and regaining hope.</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>		15
<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b) .....	<b>4</b>		0
<b>5</b>	Total number of individuals employed in calendar year 2020 (Part V, line 2a) .....	<b>5</b>		20
<b>6</b>	Total number of volunteers (estimate if necessary) .....	<b>6</b>		140
<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12 .....	<b>7a</b>		0.
<b>7b</b>	Net unrelated business taxable income from Form 990-T, Part I, line 11 .....	<b>7b</b>		0.
<b>8</b>	Contributions and grants (Part VIII, line 1h) .....	<b>8</b>	Prior Year	Current Year
<b>9</b>	Program service revenue (Part VIII, line 2g) .....	<b>9</b>	1,152,722.	1,114,729.
<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d) .....	<b>10</b>	25.	24.
<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) .....	<b>11</b>		
<b>12</b>	Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12) .....	<b>12</b>	1,152,747.	1,114,753.
<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3) .....	<b>13</b>		
<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4) .....	<b>14</b>		
<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) .....	<b>15</b>		617,077.
<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e) .....	<b>16a</b>		
<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ 169,746.	<b>b</b>		
<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) .....	<b>17</b>	911,117.	326,693.
<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) .....	<b>18</b>	911,117.	943,770.
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12 .....	<b>19</b>	241,630.	170,983.
<b>20</b>	Total assets (Part X, line 16) .....	<b>20</b>	Beginning of Current Year	End of Year
<b>21</b>	Total liabilities (Part X, line 26) .....	<b>21</b>	1,914,710.	2,010,815.
<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20 .....	<b>22</b>	517,476.	442,598.
<b>22</b>		<b>22</b>	1,397,234.	1,568,217.

**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.

<b>Sign Here</b>	Signature of officer _____	Date _____
	Type or print name and title _____	

<b>Paid Preparer Use Only</b>	Print/Type preparer's name Charles Beck, CPA	Preparer's signature Charles Beck, CPA	Date 11/16/21	Check <input type="checkbox"/> if self-employed	PTIN P00525396
	Firm's name ▶ BECK AND COMPANY CPA'S INC.			Firm's EIN ▶ 20-2711526	
	Firm's address ▶ 701 Palomar Airport Road, Suite 300 Carlsbad, CA 92011			Phone no. 760-295-2251	

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

See Schedule O

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 \$ 624,443. including grants of \$ 157,389.) (Revenue \$ 556,771.)

During the 2020-2021 shelter season Operation Hope fed, housed and case managed over 198 unique individuals.

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4d Other program services (Describe on Schedule O.)

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

4e Total program service expenses ▶ 624,443.

**OPERATION HOPE - NORTH COUNTY, INCORPORATED  
AUDITED FINANCIAL STATEMENTS  
AND SUPPLEMENTARY INFORMATION  
YEAR ENDED JUNE 30, 2021**

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# **BECK and COMPANY, CPAs**

## **INDEPENDENT AUDITOR'S REPORT OPERATION HOPE - NORTH COUNTY, INCORPORATED AUDITED FINANCIAL STATEMENTS JUNE 30, 2021**

To the Board of Directors  
OPERATION HOPE - NORTH COUNTY, INCORPORATED

We have audited the accompanying financial statements of OPERATION HOPE - NORTH COUNTY, INCORPORATED which comprise the balance sheets as of JUNE 30, 2021, and the related statement of revenues, expenses and changes in fund balances and cash flows for the year then ended, and the related notes to the financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of OPERATION HOPE - NORTH COUNTY, INCORPORATED as of JUNE 30, 2021, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

### ***Report on Summarized Comparative Information***

We have previously audited the corporation's June 30, 2020, financial statements, and we expressed an unmodified opinion on those financial statements in our report dated May 11, 2021. In our opinion, the summarized comparative information presented herein as of and for that year is consistent in all material respects, with the audited financial statements from which it has been derived.



Charles F. Beck, CPA

***Beck and Company, CPA's, Inc.***

November 17, 2021

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**STATEMENT OF FINANCIAL POSITION**  
**JUNE 30, 2021**  
(With Comparative Totals for 06/30/20)

	<u>2021</u>			<u>2020</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>	<u>Comparative Total</u>
<b><u>ASSETS:</u></b>				
Cash	\$ 682,179	\$ 11,430	\$ 693,610	\$ 569,038
Other Assets	1,146	-	1,146	1,146
Fixed Assets	1,206,268	-	1,206,268	1,193,640
Accumulated Depreciation	(354,110)	-	(354,110)	(313,015)
Land	463,900	-	463,900	463,900
<b>TOTAL ASSETS</b>	<b><u>\$ 1,999,385</u></b>	<b><u>\$ 11,430</u></b>	<b><u>\$ 2,010,815</u></b>	<b><u>\$ 1,914,709</u></b>
<b><u>LIABILITIES:</u></b>				
Accounts Payable	\$ 16,907	\$ -	\$ 16,907	\$ 3,353
Loans Payable (Footnote 7)	300,000	-	300,000	410,363
Payroll and related liabilities	125,691	-	125,691	103,760
<b>TOTAL LIABILITIES</b>	<b><u>\$ 442,598</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 442,598</u></b>	<b><u>\$ 517,476</u></b>
<b><u>NET ASSETS</u></b>				
Without Donor Restrictions	1,556,787	-	1,556,787	1,365,002
With Donor Restrictions	-	11,430	11,430	32,232
<b>TOTAL NET ASSETS</b>	<b><u>\$ 1,556,787</u></b>	<b><u>\$ 11,430</u></b>	<b><u>\$ 1,568,217</u></b>	<b><u>\$ 1,397,234</u></b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$ 1,999,385</u></b>	<b><u>\$ 11,430</u></b>	<b><u>\$ 2,010,815</u></b>	<b><u>\$ 1,914,710</u></b>

See accompanying notes to financial statements

(2)

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**STATEMENT OF ACTIVITIES**  
**YEAR ENDED JUNE 30, 2021**  
**(With Comparative Totals for 06/30/20)**

	<u>2021</u>			<u>2020</u>
	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>	<u>Comparative Total</u>
<b><u>SUPPORT AND REVENUES</u></b>				
<b>Revenues and Support:</b>				
Business and Foundations	\$ 282,484	\$ -	\$ 282,484	\$ 334,533
Campaigns and Solicitations	77,137	-	77,137	180,566
Community Contributions	319,220	11,430	330,650	385,840
Government Funding	332,390	-	332,390	124,333
Voucher Program	90,225	-	90,225	-
In Kind Support	43	-	43	126,916
Investment Income	24	-	24	25
Miscellaneous Income	1,800	-	1,800	534
<b>TOTAL SUPPORT AND REVENUES</b>	<b>1,103,323</b>	<b>11,430</b>	<b>1,114,753</b>	<b>1,152,747</b>
Net Assets released from restrictions	32,232	(32,232)	-	-
<b>TOTAL SUPPORT AND REVENUES, NET</b>	<b>1,135,555</b>	<b>(20,802)</b>	<b>1,114,753</b>	<b>1,152,747</b>
<b><u>EXPENSES</u></b>				
Program Expenses	624,443	-	624,443	552,026
Management Expenses	149,582	-	149,582	162,648
Fundraising Expenses	169,746	-	169,746	196,443
<b>Total Expenses</b>	<b>943,771</b>	<b>-</b>	<b>943,771</b>	<b>911,117</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>191,784</b>	<b>(20,802)</b>	<b>170,982</b>	<b>241,630</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>1,365,002</b>	<b>32,232</b>	<b>1,397,234</b>	<b>1,155,604</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 1,556,787</b>	<b>\$ 11,430</b>	<b>\$ 1,568,216</b>	<b>\$ 1,397,234</b>

See accompanying notes to financial statements

(3)

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED JUNE 30, 2021**  
**(With Comparative Totals for 06/30/20)**

	<b>2021</b>	<b>2020</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase (Decrease) in Net Assets	\$ 170,982	\$ 241,630
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities by operating activities:		
Depreciation	43,167	44,161
(Increase) decrease in:		
Receivables	-	4,143
Other Assets	-	4,974
Increase (decrease) in:		
Accounts Payable	13,554	(19,610)
Other Liabilities	21,931	84,247
<b>NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES</b>	<b>249,635</b>	<b>359,545</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisition of assets	(12,628)	(16,172)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Loan activity	(110,363)	97,363
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>124,572</b>	<b>440,737</b>
<b>CASH AT BEGINNING OF YEAR</b>	<b>569,038</b>	<b>128,301</b>
<b>CASH AT END OF YEAR</b>	<b>\$ 693,610</b>	<b>\$ 569,038</b>
<b>Reconciliation to Statement of Financial Position:</b>		
Cash	\$ 682,179	\$ 536,806
Restricted cash	11,430	32,232
Cash and restricted cash at end of year	<b>\$ 693,610</b>	<b>\$ 569,038</b>

See accompanying notes to financial statements

(4)

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**YEAR ENDED JUNE 30, 2020**

	2020			Total
	Program	Management	Fundraising	
<b><u>EXPENSES CATEGORY:</u></b>				
Depreciation	\$ -	\$ 43,167	\$ -	\$ 43,167
Employee Expenses	7,078		487	7,565
Fees	231	45,510	3	45,744
Fundraising Event Expense	-	-	1,500	1,500
Insurance Expense		20,504	-	20,504
IT/Computer Related Expenses	496	5,254	56	5,807
Maintenance	7,055	665	-	7,719
Marketing & Advertising	-	916	3,199	4,115
Memberships	-	-	1,205	1,205
Payroll Employee Benefits	28,229		2,441	30,669
Payroll Salaries	400,213	-	139,685	539,898
Payroll Taxes Expense	34,050		12,459	46,510
Program Related Expenses	45,393	4,477	8,677	58,547
Property Expense	-	15,094	-	15,094
Utilities	10,713	13,757	-	24,470
Contributed Support Expenses	90,225	-	-	90,225
Other Expenditures	761	239	33	1,033
<b>Total Expenses</b>	<b>\$ 624,443</b>	<b>\$ 149,582</b>	<b>\$ 169,746</b>	<b>\$ 943,771</b>

See accompanying notes to financial statements

(5)

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021**

**NOTE 1 – ORGANIZATION**

OPERATION HOPE - NORTH COUNTY, INCORPORATED, (“Operation Hope”), was incorporated on September 15, 2004, as a nonprofit public benefit corporation in the State of California. The corporation’s purpose under the California Nonprofit Public Benefit Corporation Law is for charitable activities. The corporation’s primary mission and principal activity is providing temporary winter shelter for homeless families in the Vista California area utilizing a rented facility in Vista California. In addition, the corporation provides case management and other services coordinated by the area’s faith community. Funding for the corporation’s activities and programs comes from a combination of governmental agencies grants, private donations and fund-raising events, and support from local churches.

**NOTE 2 – DATE OF MANAGEMENT’S REVIEW**

In preparing the financial statements, the corporation has evaluated events and transactions for potential recognition or disclosure through date of the audit report, which is the date that the financial statements were available to be issued.

**NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Financial Statements and Fund Accounting

The accompanying financial statements are prepared on the accrual basis of accounting in accordance with Generally Accepted Accounting Principles (GAAP). To ensure observance of any limitations and restrictions placed on the use of resources available to Operation Hope, the corporation’s books of accounts are maintained in accordance with the principles of fund accounting. These are the procedures by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purpose. Separate accounts are maintained for each fund in accordance with Statement of Financial Accounting Standards (SFAS) No. 117, “Financial Statements of Not-for-Profit Organizations.” The corporation also presents a statement of cash flows. For the year ending JUNE 30, 2021, there is \$11,430 donor restricted funds.

Support, Contributions, and Grant Revenue

All Support, Contributions, and Grant(s) revenues are considered to be available for unrestricted use unless specifically restricted by the donor. For Contributions, the corporation complies with SFAS No. 116 “Accounting for Contributions Received and Contributions Made.” Under SFAS No.116 contributions are defined as an unconditional transfer of cash or other asset(s) to an entity, or a settlement or cancellation of its liabilities in a voluntary non-reciprocal transfer. Other assets include use of facilities (or utilities), services and unconditional promises to give these items in the future. Generally, contributions received are recognized as revenues in the period received at fair market value. In situations where contributions are restricted or conditional upon the corporation incurring certain qualifying expenses such contributions become unrestricted or unconditional upon the expense being incurred. Accordingly, these revenues and costs are recognized when incurred.

Special Events and Fundraising

For special fund-raising events, revenues and expenses are recorded when incurred at gross.

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021**

**NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**  
**(Continued)**

The corporation reports grants, contracts, and gifts as temporarily restricted if they are received with stipulations that limit the timing and/or use of the assets. When a restriction expires either due to time and or the stipulation is met, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. However as permitted under SFAS No. 116 the corporation follows the practice of recording as unrestricted income all contributions and grants where restrictions lapse in the same fiscal year in which they are received. As of the year ended June 30, 2021, there is \$11,430 of donor restricted funds.

Donated Services and Supplies

The corporation follows the practice of recording donated services only in instances where non-financial assets are thereby created or enhanced or where services are provided which require specialized skills, are provided by such skilled individuals and would typically need to be purchased. In addition, the corporation's programs and fund-raising activities have benefited from the significant amounts of time donated by other volunteers which has been expressed in the financial statements at an equivalent fair market value.

The corporation has estimated the value of food and other various community services and other supplies donated to the corporation which are used to fulfill the operating requirements of the shelter.

Pledges

The corporation obtains pledges from time to time for its various programs and projects. These pledges are non-binding and therefore are recorded as donations at the time the funds are actually received.

Cash and cash equivalents

In reporting cash, the corporation considers all highly liquid assets and any investments with maturities of 90 days or less to be cash equivalents.

Property and Equipment

In the balances of Property and Equipment are some assets recorded at a nominal value as of January 1, 2006, as prior to that date detail records were not maintained. Substantially all of the property and equipment was donated to the corporation. Subsequent to 2006 purchases of property and equipment have been recorded at cost. Depreciation is not provided for those assets recorded at nominal value. Depreciation is applied to subsequently capitalized assets using the straight-line method over the respective assets' useful lives.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles may require management to make estimates and assumptions that affect the reported amounts of assets and liabilities as of the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates and assumptions, if made.

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021**

**NOTE 3 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**  
**(Continued)**

Economic Concentrations

The corporation's operations are conducted solely in Vista, California. During the year ended JUNE 30, 2021, the corporation received some significant contributions from a limited number of sources which are an Economic Concentration. The corporation depends on contributions and donations from both public and private funding sources. Based on the strength of the organization's Statement of Financial Position, the corporation does not see any risk to its facility in this Economic Concentration.

Summarized Prior Year Financial Information

The financial statements include certain prior year summarized comparative information in total but not by fund. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. It is being shown for informational purposes only. Accordingly, such information should be read in conjunction with the Association's financial statements for the prior year ended June 30, 2020, from which the summarized information was derived.

**NOTE 4 – COMMITMENTS AND CONTINGENCIES**

The corporation receives substantial funding from government agencies which may be restricted under the terms of the related funding agreements. When restricted, expenditures are charged against these restricted funds and are subject to audit by the funding agencies. It is possible future audits will result in expenditure disallowances; however, based on their knowledge of the funding agencies and the fact that no material cost disallowances have occurred in the past, management believes that any such disallowances will not be material. At the year ended JUNE 30, 2021, the corporation had loans which have certain ongoing covenant restrictions and are described in Note 7 and Note 9 below.

**NOTE 5: NET ASSETS WITH DONOR RESTRICTIONS**

As of the year ended June 30, 2021, the total net assets with donor restrictions is \$11,430. The amount consists of donor restricted support or contributions consisting of cash for which the related restrictions had not lapsed or yet been met as of June 30, 2021.

**NOTE 6 – INCOME TAXES**

The corporation qualifies for exemption from income taxes under Federal and State Revenue codes. Therefore, no tax provision is necessary and has not been provided for in the financial statements. The corporation is subject to taxation on unrelated business income, if any. There was no unrelated business income for the year ended JUNE 30, 2021.

**OPERATION HOPE - NORTH COUNTY, INCORPORATED**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2021**

**NOTE 7 – LOANS**

The corporation is responsible for the following loans:

1. City of Oceanside for \$100,000: This loan is for a term of ten years and bears interest at the rate of three percent (3%) per annum on any unpaid balance. The loan is contingent upon the corporation using the funds for the purposes of a public benefit (homeless shelter). As long as the corporation continues operating the shelter as a public benefit, payments are suspended. If at the end of the loan term the shelter is still operating as a public benefit, then the loan and any accrued interest are considered paid in full and as such will convert to income at that time. If during the loan term the corporation fails to meet the public benefit requirement (including the submission of any required proper verification documentation) the Lender may, at its option, increase the interest rate retroactive to the interest accrual date, to a market rate of ten percent (10%). The loan is secured by a Uniform Commercial Code Financing Statement filing on certain assets of the corporation.
  
2. City of Vista for \$200,000: This loan was used to pay off a previous loan from the San Diego Foundation. The terms of the loan executed on January 26, 2021, with the City of Vista is for a period of eleven years running through the year 2032. This non-interest bearing loan shall be forgivable on the Expiration Date if the Real Property, beginning on the Loan Origination Date, has been continuously maintained and operated as an emergency shelter consistent with the conditions as set forth within this Agreement, or operated as another facility eligible for CDBG funds with prior written approval from HUD and the City of Vista. The Promissory Note is secured by a Deed of Trust and Security Agreement.

**NOTE 8 – SUPPLEMENTARY INFORMATION**

During the 2020-2021 shelter season Operation Hope fed, housed and case managed over 198 unique individuals.

**NOTE 9 – PPP LOAN**

Due to the Covid 19 pandemic Operation Hope (“OH”) acquired a contingency loan from the Small Business Administration’s Payroll Protection Program (“PPP”) through its bank. Those funds are required to only be used to pay for certain costs of the entity, most notably payroll. As of the year ended June 30, 2021, the proceeds are shown on the financials as part of Payroll and related liabilities. The loan is forgivable if the expenses incurred with the use of the funds are used as prescribed in the PPP. OH believes it will meet the PPP expenditure requirements and will seek forgiveness of the loan.

Title **SoCal Athletics - Providing Affordable Volleyball Program for Underserved Youth** 04/04/2023  
 id. 36228879  
 by **Lauren Crews** in **San Marcos Community Foundation**  
 lcrews@socalvbc.com

**Original Submission** 04/04/2023

**General Project Information**

Please enter your organization's name and project name. **SoCal Athletics - Providing Affordable Volleyball Program for Underserved Youth**

Are you applying for the Mini Grant or the Regular Grant? **Regular Grant (\$1,500 - \$10,000)**

Project Name **Providing Affordable Volleyball for Underserved Youth**

Project Start Date **1/1/2023**

Project End Date **7/31/2023**

Date by Which Funds Will Be Expended: **7/31/2023**

Total Number of People Served by this Project **73.0**

Total Number of People Served by this Project in San Marcos Only **73.0**

Grant Amount Requested **10000.0**

**Organization Details**

Organization Name **SoCal Athletics**

Organization Street Address	<b>1482 La Mirada Dr</b>
Organization City	<b>San Marcos</b>
Organization State	<b>California</b>
Organization Zip Code	<b>92078</b>
Organization Website	<b>socalvbc.com</b>
Organization's EIN	<b>74-3081162</b>
	<b>200</b>
	<b>SoCal Athletics, Inc.</b>
	<b>db81a109-c4c5-4677-8911-c45592fd2d5c</b>
	<b>1482 La Mirada Drive</b>
	<b>San Marcos</b>
	<b>CA</b>
	<b>92078</b>
	<b>This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.</b>
	<b>true</b>
	<b>false</b>
	<b>3/13/2023 12:00:00 AM</b>
	<b>4/3/2023 12:00:00 AM</b>
	<b>501(c)(3) Public Charity</b>
	<b>A public charity (50% deductibility limitation).</b>
	<b>Section 509(a)(2) organization</b>
	<b>3/13/2023 12:00:00 AM</b>
	<b>2006</b>
	<b>04</b>

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**Contact Information**

Contact First Name	<b>Lauren</b>
Contact Last Name	<b>Crews</b>
Contact Title	<b>Fundraising Coordinator</b>
Contact Phone	<b>+18587356967</b>
Contact Email	<b>lcrews@socalvbc.com</b>

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**Project Details**

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Briefly describe your request for funds. **The SoCal Athletics, Inc. 501(c)3 non-profit organization kindly requests \$10,000 to support our youth sports financial aid program that serves families under economic distress in North County, San Diego. San Marcos does not offer a recreational volleyball league. SoCal Athletics is providing this program for the residents of San Marcos. We look forward to partnering with the City of San Marcos you to break down socioeconomic barriers that limit access to sports for underserved youth in our community.**

---

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served. **Our project objective is to recover the financial assistance that we provided families who couldn't afford their full 2022-2023 season costs. This assistance program sponsors competitive volleyball training, competition, and college advising to underserved families in our community. By the end of the season in July 2023, we anticipate an improved quality of life for these student-athletes and an increased likelihood of attending college. Currently in the 2022-2023 season, there are 73 players enrolled in our financial aid program with a total of \$125,759 awarded in financial assistance.**

---

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents. **We have just entered the Grant application space and have applied with Under Armour and Dicks Sporting Goods. We have not secured any grants yet.**

---

Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank. n/a

---

Please provide a detailed narrative of your organization's mission and impact to the community. Include details such as strategic objectives, milestone achievements, and testimonials.

**Our organization is in a volleyball hotbed, with many top college recruits coming from our region. Since we have a reputation for welcoming players of all ages and skill levels, many athletes start their volleyball journey with us. Including Stanford-bound phenom Julia Blyachov, who served her first volleyball at our 2012 beginner summer camp. Julia is one example of the limitless potential kids have when they're given opportunities in sports. Ten years ago, this daughter of two loving immigrant parents was a spunky, undersized eight-year-old; now, she's a 6'3" Under Armour All-American. This is why we eschew skill-based aid in favor of needs-based. We give all kids a chance to play volleyball because long-term potential (on and off the court) works in mysterious ways. While other competitive volleyball programs in our area only give discounts to their most elite athletes, our aid is 100% needs-based. When families say they want to join our program but can't afford it, we simply ask: "what can you afford?" and do our best to make it work. In the 19-year history of our organization, we've never turned a player away because of finances. And we have no plans to stop now, especially since our programs are needed more than ever. In the wake of Covid-19, the demand for volleyball programs in North County, San Diego, has skyrocketed since all city-sponsored recreational leagues have permanently shut down. Correspondingly, enrollment in our programs has increased by more than 102% since 2020 (404 to 818 student-athletes ). While there are affluent neighborhoods in our region, the cost of living in the cities we serve is 42-71% higher than the national average. About a third of families in our financial aid program make less than \$50,000 annually, in an area where the median household income averages above \$105,000. Some families debate not paying their utility bills so their children can participate in sports. Our needs-based financial assistance programs give these families access to a positive outlet.**

Please upload any community letters or media in support of this project.

n/a

Please upload the annual operating budget for your organization.

[SoCalAthletics\\_Inc\\_Operating\\_Budget.pdf](#)

Please upload your most recent year-end audited financial statements, including any management letters associated with the audit.

[Audit.pdf](#)

Please attach the first two pages of your Federal 990.

[2021\\_Tax\\_990\\_First\\_2\\_Pages.pdf](#)

Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[Grant\\_Support.pdf](#)

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

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Project Budget Total **182993.0**

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Is this a Challenge or Matching Grant? **No**

---

Could this be a Challenge or Matching Grant? **Yes**

---

Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

---

Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**Funding for our financial aid "Trade Program" comes from cash reserves from operations. We cannot sustain the amount given to players and families in need without help.**

---



**SoCal Athletics, Inc.**  
501(c)(3) Non-Profit Organization  
Tax ID #74-3081162



April 4, 2023

Dear San Marcos Community Foundation,

I fully support the submission of this grant in order to raise funds for our Trade Program. Our Trade Program supports underserved youth in the San Marcos area and gives these youth athletes the opportunity to achieve their goals on and off the court.

Sincerely,

A handwritten signature in black ink, appearing to read "Aimee Asebroek".

Aimee Asebroek  
Director of Administration  
SoCal Athletics, Inc.

Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>2022-2023 Pledged Financial Assistance for Youth Players</i>	\$125,759.00
Graphic design services for advertisements	1300
Community event supplies & rentals	2000
MailerLite annual Subscription	\$360.00
Assistant Coaching Director salary	\$20,000.00
SportsRecruits annual subscription	\$11,500.00
College advisor salary	\$20,000.00
Video editing and copywriting for college resources	\$1,300.00
Calendly annual subscription	\$774.00
<b>Total budget for this PROJECT:</b>	182993

als are calculated correctly.

<b>Notes (optional)</b>
<i>73 players currently enrolled</i>
100/hr (13 hours)
fundraising events
100/hr (13 hours)

	Source Name	Amount	C / CD / P
Additional Funding Source 1	Cash Reserves	125759	C
Additional Funding Source 2			
Additional Funding Source 3			
Additional Funding Source 4			
Additional Funding Source 5			
Additional Funding Source 6			
Additional Funding Source 7			
Additional Funding Source 8			
Additional Funding Source 9			
Additional Funding Source 10			

**SoCal Athletics, Inc.**  
**Operating Budget**  
 January - December 2023

	<b>Total</b>
<b>Income</b>	
Apparel Sales	\$370,000
Facility Use	\$47,500
Tuition	\$2,200,000
<b>Total Income</b>	<b>\$2,617,500</b>
<b>Cost of Goods Sold</b>	
Cost of Goods Sold	\$175,000
<b>Total Cost of Goods Sold</b>	<b>\$175,000</b>
<b>Gross Profit</b>	<b>\$2,442,500</b>
<b>Expenses</b>	
Advertising & Promotion	\$3,000
Apparel	\$100,000
Auto Expenses	\$14,000
Bank Service Charges	\$1,500
Concessions	\$10,000
Equipment Purchase/Rental	\$5,000
Facilities Rental	\$285,000
Insurance	\$36,000
Internet Expenses	\$3,500
Janitorial	\$600
Materials & Supplies	\$1,750
Office Supplies	\$11,000
Payroll Expenses	
Contractor	\$775,000
Payroll Processing Fees	\$15,000
Taxes	\$27,000
Wages	\$340,000
<b>Total Payroll Expenses</b>	<b>\$1,157,000</b>
Postage	\$443
Professional Fees	\$75,000
Program Expense	\$875,000
Repairs and Maintenance	\$32,500
Taxes	
Sales tax	\$6,000
<b>Total Taxes</b>	<b>\$6,000</b>
Utilities	\$15,000
<b>Total Expenses</b>	<b>\$2,160,943</b>
<b>Net Operating Income</b>	<b>\$281,557</b>
<b>Net Income</b>	<b>\$281,557</b>

# Return of Organization Exempt From Income Tax

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

**2021**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

- ▶ Do not enter social security numbers on this form as it may be made public.
- ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A For the 2021 calendar year, or tax year beginning** \_\_\_\_\_ **and ending** \_\_\_\_\_

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C Name of organization** **SOCAL ATHLETICS INC**  
 Doing business as \_\_\_\_\_  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**1482 LA MIRADA**  
 City or town, state or province, country, and ZIP or foreign postal code  
**SAN MARCOS, CA 92078**

**D Employer identification number**  
**74-3081162**

**E Telephone number**  
**(760) 477-7547**

**G Gross receipts** \$ **2,129,501.**

**F Name and address of principal officer:** **SCOTT PHILLIPS**  
**1482 LA MIRADA SAN MARCOS, CA 92078**

**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

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

**J Website:** ▶ \_\_\_\_\_

**K Form of organization:**  Corporation  Trust  Association  Other ▶ \_\_\_\_\_

**L Year of formation:** **2007**

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

**Part I Summary**

<b>Activities &amp; Governance</b>	1 Briefly describe the organization's mission or most significant activities: <b>FOSTER, PROMOTE, AND MANAGE COMPETITION VOLLEYBALL YOUTH ATHLETICS</b>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	<b>2</b>
	4	Number of independent voting members of the governing body (Part VI, line 1b)	<b>0</b>
	5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	<b>5</b>
	6	Total number of volunteers (estimate if necessary)	<b>0</b>
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	<b>0.</b>
7b	Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>0.</b>	
<b>Revenue</b>	8	Contributions and grants (Part VIII, line 1h)	Prior Year: <b>608,368.</b> Current Year: <b>56,500.</b>
	9	Program service revenue (Part VIII, line 2g)	<b>883,647.</b> <b>1,817,538.</b>
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>62,559.</b> <b>140,524.</b>
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>1,554,574.</b> <b>2,014,562.</b>
<b>Expenses</b>	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	
	14	Benefits paid to or for members (Part IX, column (A), line 4)	
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<b>144,834.</b> <b>208,123.</b>
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<b>1,358,949.</b> <b>1,847,969.</b>
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>1,503,783.</b> <b>2,056,092.</b>	
19	Revenue less expenses. Subtract line 18 from line 12	<b>50,791.</b> <b>-41,530.</b>	
<b>Net Assets or Fund Balances</b>	20	Total assets (Part X, line 16)	Beginning of Current Year: <b>302,598.</b> End of Year: <b>583,706.</b>
	21	Total liabilities (Part X, line 26)	<b>336,020.</b> <b>621,796.</b>
	22	Net assets or fund balances. Subtract line 21 from line 20	<b>-33,422.</b> <b>-38,090.</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: \_\_\_\_\_  
 ▶ **SCOTT PHILLIPS, PRESIDENT**  
 Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name: \_\_\_\_\_ Preparer's signature: \_\_\_\_\_ Date: \_\_\_\_\_ Check  if self-employed PTIN: \_\_\_\_\_

Firm's name ▶ \_\_\_\_\_ Firm's EIN ▶ \_\_\_\_\_  
 Firm's address ▶ \_\_\_\_\_ Phone no. \_\_\_\_\_

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III.

1 Briefly describe the organization's mission:

**FOSTER, MANAGE, PROMOTE SUPPORT FOR VOLLEYBALL YOUTH ATHLETICS**

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 \$ **1,729,863.** including grants of \$ ) (Revenue \$ **1,767,575.**)

**THE SOLE ATHLETIC PROGRAM IS VOLLEYBALL  
TUITION FEES ARE COLLECTED  
EXPENSES ARE FOR THE VOLLEYBALL TOURNAMENTS AND PRACTICES**

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4d Other program services (Describe on Schedule O.)

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

4e Total program service expenses ▶

SoCal Athletics, Inc has not been audited therefore we do not have any year end audited financial statements.



March 30, 2023

San Marcos Community Foundation  
1 Civic Center Drive  
San Marcos, CA 92069

To Whom It May Concern,

Christine Amely, Grant Coordinator for Solutions for Change, is authorized to submit a grant proposal to the San Marcos Community Foundation for the Spring Quarter 2023.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Megison", is written over a light blue horizontal line.

Chris Megison  
President/CEO

Title	<b>Solutions for Change, Inc.</b>	03/31/2023
	by <b>Christine Amely</b> in <b>San Marcos Community Foundation</b>	id. 36179952
	722 W. California Ave. Vista, California 92083 California United States 7609416545 camely@solutionsforchange.org	

**Original Submission** 03/31/2023

**General Project Information**

Please enter your organization's name and project name. **Solutions for Change, Inc.**

Are you applying for the Mini Grant or the Regular Grant? **Regular Grant (\$1,500 - \$10,000)**

Project Name **Solutions Academy**

Project Start Date **7/1/2023**

Project End Date **6/30/2024**

Date by Which Funds Will Be Expended: **12/31/2023**

Total Number of People Served by this Project **237.0**

Total Number of People Served by this Project in San Marcos Only **60.0**

Grant Amount Requested **5000.0**

**Organization Details**

Organization Name **Solutions for Change, Inc.**

Organization Street Address	<b>722 W. California Avenue</b>
Organization City	<b>Vista</b>
Organization State	<b>CA</b>
Organization Zip Code	<b>92083</b>
Organization Website	<b>www.solutionsforchange.org</b>
Organization's EIN	<b>33-0902617</b> <b>200</b> <b>Solutions for Change, Inc.</b> <b>267b7266-3dce-43be-bc1c-8fdf99822baa</b> <b>722 West California Avenue</b> <b>Vista</b> <b>CA</b> <b>92083</b> <b>This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.</b> <b>true</b> <b>false</b> <b>12/12/2022 12:00:00 AM</b> <b>1/23/2023 12:00:00 AM</b> <b>501(c)(3) Public Charity</b> <b>A public charity (50% deductibility limitation).</b> <b>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A) (vi)</b> <b>12/12/2022 12:00:00 AM</b> <b>2000</b> <b>06</b>

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**Contact Information**

Contact First Name	<b>Christine</b>
Contact Last Name	<b>Amely</b>
Contact Title	<b>Grant Coordinator</b>
Contact Phone	<b>+17609416545</b>
Contact Email	<b>camely@solutionsforchange.org</b>

---

**Project Details**

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Briefly describe your request for funds.

**Every 2-3 months, Solutions welcomes 8-10 new families into Solutions Academy. Solutions Academy is both a program and a place. The core facility is a 32,000 square foot complex on two acres in Vista, where we have 33 apartments, a healing and retreat center that can accommodate 15 families, classrooms, a counseling center, and our administrative facilities. The Solutions Academy program is a 700-day commitment to permanent change. Depending on their circumstances and needs, families spend up to 500 days on campus. While living on-site they are safely sheltered in their own apartment, each family learns or re-learns the skills and strategies they need to succeed, and our highly skilled corps of coaches provides constant mentoring. The funds will support families as they progress through the program and will cover job preparation, workforce development, classes, case work/management, and on-campus housing.**

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served.

**Approximately 25% of the 237+ individuals people we serve come from San Marcos. Further, nearly all of our graduates continue to live and work in North County, specifically the 78 corridor. The additional impact of solving family homelessness is a reduction in the cost of government support services, local economic growth as families become employed and contribute to local economies, and a reduction in crime by and against homeless individuals.**

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents.

**Solutions works closely with Homeless Outreach Team (HOT), San Marcos School District, San Marcos Library, San Marcos Mental Health Systems, Awaken Church, The Rock Church, and San Marcos Sheriff's.**

Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**Solutions for Change received \$2,500 in June 2022 towards the Workforce Development program within Solutions Academy. In 2022, Solutions served 85 families, with 77 mothers, 9 fathers, & 151 children.**

Please provide a

**The mission of Solutions for Change is to solve family homelessness**  
Page 132

detailed narrative of your organization's mission and impact to the community. Include details such as strategic objectives, milestone achievements, and testimonials.

– one family, one community at a time. We offer a unique, 700-day model that blends affordable housing, educational opportunities, and employment training. Each family graduates with permanent housing, full-time employment, thousands in savings, and the knowledge needed for long-term resilience. Each family's journey through the program is unique, however, the basic curriculum mirrors a college-like syllabus with the following timeline: First 30-45 days – Students enter our Healing and Retreat Center, where they begin the journey to self-sufficiency. The Healing and Retreat phase includes: group classes in Health & Wellness, beginning process for reunification (if involved with Child Welfare Services), connecting with peer coach and sponsor, and creating a personalized success plan. During New Beginnings phases, students are housed in on-campus transitional housing. In addition, students begin Employment Related Training (ERT) during this phase. During the course of the program, students will complete over 380 hours of hands-on workforce training. New Beginnings 1 – Prep for Success Classes: Motivation, Self-management, Creating a Support Group, Financial Literacy/Intro to Budgeting, & Intro to Servant Leadership. This phase also includes individual coaching, group, and recovery classes. New Beginnings 2 – 101 Level Classes: Better Boundaries, Financial Literacy, Parenting, Workforce Development, Health & Fitness, Servant Leadership, Relapse Prevention, & Communications. 201 Level Classes: Financial literacy, CODA, Empowerment classes, Emotional Intelligence, Alcohol/Drug Use Prevention, Health & Fitness, Communications, Parenting, Servant Leadership, & Workforce Development. Continued Activities: Individual coaching, employment training, group & recovery classes, finalize career plan and education (GED). Solutions Living 1 & 2 phases – towards the end of Solutions Living 1 & 2, students move from on-campus housing into apartments of their own. Level 301 & 401 classes during this phase include Personal Development, New Socialization, Health & Fitness, Financial Management, Family Leadership, Career Planning, Professional Development, Giving Back-Community Services, Staying out of the Comfort Zone, Mental Health & Spiritual Wellness, & Advanced Serve to Solve Projects. Solutions for Change is committed to helping disadvantaged, underserved populations break the cycle of poverty. Our program emphasizes personal growth, brings families back together, and helps individuals learn how to give back to their community as neighbors, employees, and volunteers. Communities cannot thrive with children, mothers, and fathers who do not have a safe and stable place to call home. In treating causative factors, Solutions also helps to prevent future families from ending up without a home. A perfect example of this is recent 2022 Solutions graduate, Jose. Solutions for Change serves families like Jose's every day. At his graduation Jose spoke about his first job .. ....delivering drugs. He said he wasn't a very good employee as he used most of the product himself. By the age of 16, he had his first felony conviction which led to over a decade of incarceration. After many failed attempts at rehab, losing his children, and hitting rock bottom, Jose was referred to Solutions for Change by his Child Welfare Services caseworker. Today, Jose is employed at Arrowood golf, has paid off his restitution, 4 of his 7 felony convictions have

been reduced to misdemeanors, he completed the Kitchens for Good program in October of 2022, and he is proudly raising his two children by himself. In his own words, “change is scary, but it’s worth it”. In addition, Jose is actively involved in the Solutions Overcomers Network where he inspires others to make transformational change in their own lives.

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Please upload any community letters or media in support of this project.

[letter\\_of\\_recommendation\\_Solutions\\_for\\_Change\\_2023.pdf](#)

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Please upload the annual operating budget for your organization.

[2023\\_SFC\\_Budget.pdf](#)

---

Please upload your most recent year-end audited financial statements, including any management letters associated with the audit.

[Solutions\\_for\\_Change\\_Inc\\_09-119\\_-\\_fs\\_Single\\_Audit\\_2021.pdf](#)

---

Please attach the first two pages of your Federal 990.

[2021\\_990\\_SFC\\_first\\_2\\_pages.pdf](#)

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Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[letter\\_from\\_ceo\\_authorizing\\_grant\\_submission.pdf](#)

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### Funding

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Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

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Project Budget Total **1834710.0**

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Is this a Challenge or Matching Grant? **No**

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Could this be a Challenge or Matching Grant? **Yes**

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Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

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Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**Largest donations/grants rec'd YTD: Awaken Church \$80,000  
GoMacro \$68,836 Pacific Western Bank \$25,000 Rincon \$25,000  
Watkins Wellness \$25,000 Morrison & Foerster Fdn \$10,000  
Cushman Fdn \$10,000**

Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>Personnel - Direct Program Staff: Empowerment Coaches/Aides, Workforce Training Staff</i>	\$1,280,827.00
Personnel - Management General	83788
Personnel - Taxes	185318
Personnel - Benefits	\$134,777.00
Computer Hard/Software and Repair	\$6,000.00
Advertising & Marketing	\$10,000.00
Meetings/Training/Travel	\$30,000.00
Office Expense	\$5,000.00
Program Expense	\$30,000.00
Professional Fees	\$15,000.00
Repairs & Maintenance	\$12,000.00
Insurance	\$42,000.00
<b>Total budget for this PROJECT:</b>	1834710



	Source Name	Amount	C / CD / P
Additional Funding Source 1	Donations Received	254923	C
Additional Funding Source 2	Grants Received	80000	C
Additional Funding Source 3	Donations/Pledged	246145	P
Additional Funding Source 4	Grants Submitted	480000	P
Additional Funding Source 5			
Additional Funding Source 6			
Additional Funding Source 7			
Additional Funding Source 8			
Additional Funding Source 9			
Additional Funding Source 10			

Chelsea Anderson  
1698 Via Hacienda  
San Marcos, CA 92069

March 30, 2023

To Whom It May Concern:

I am writing to provide a recommendation for Solutions for Change in support of their grant application with the San Marcos Community Foundation.

As a San Marcos resident, former Solutions employee, and continued supporter, I am happy to recommend Solutions as a grant recipient.

Working at Solutions for nearly 5 years, I personally saw the impact the Solutions program has on families and children. Families enter the program, often with decades of dysfunction, generational poverty, drug abuse and a myriad of other factors which led to their predicament. They emerge as fully functional, independent, and transformed individuals.

As the former Solutions marketing director, I interviewed parents throughout their journey and saw how the classes, workforce development, and coaching really helps people overcome obstacles and learn new ways of navigating the world. Most often, parents come into the program with little self-esteem and no hope for the future. They finish the program strong, confident, and excited about the future.

Thank you for your consideration.

Sincerely,

*Chelsea Anderson*

2023 Budget	
<b>Income Line Items</b>	<b>Projected 2023</b>
Donations	\$2,931,000
Foundation	\$800,000
Public Funds	\$610,000
Event Fundraising	\$515,000
Rental Income	\$779,730
Earned Income	\$464,000
<b>Total Income</b>	<b>\$6,099,730</b>
<b>Expense Line Items</b>	<b>Projected 2023</b>
Personnel	\$2,311,293
Dues, Memberships & Subs	\$83,993
Computer Hard/Software & Repair	\$67,815
Furniture and Equipment	\$25,000
Event Fundraising Expense	\$220,700
Advertising and Marketing	\$149,701
Meetings/Training/ Travel	\$56,508
Office Expense	\$90,000
Program Expense (Solutions Academy)	\$18,000
Program Support (Overcomers Inc)	\$55,000
Professional Fees	\$371,610
Facilities	\$350,000
Rent Expense	\$344,000
Loan Interest	\$135,000
Bank & Finance Charge	\$25,000
Repairs & Maintenance	\$240,000
Taxes/Licenses/Permits	\$80,000
Insurance	\$165,000
<b>Total Estimated Expense</b>	<b>\$4,788,620</b>
<b>Revenue After Operating Expense</b>	<b>\$1,311,110</b>
Restricted Capital Campaign Funds	\$1,311,110
<b>Cash Balance</b>	<b>\$0</b>

# Return of Organization Exempt From Income Tax

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

2021

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**Open to Public Inspection**

**A For the 2021 calendar year, or tax year beginning** , 2021, and ending , 20

<b>B</b> Check if applicable:	<b>C</b>	<b>D</b> Employer identification number		
<input type="checkbox"/> Address change	SOLUTIONS FOR CHANGE, INC. 722 W CALIFORNIA AVENUE VISTA, CA 92083	33-0902617		
<input type="checkbox"/> Name change		<b>E</b> Telephone number		
<input type="checkbox"/> Initial return		(760) 941-6545		
<input type="checkbox"/> Final return/terminated		<b>G</b> Gross receipts \$	4,752,460.	
<input type="checkbox"/> Amended return		<b>F</b> Name and address of principal officer: CHRIS MEGISON	<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<input type="checkbox"/> Application pending	SAME AS C ABOVE	<b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No	If "No," attach a list. See instructions.	
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(c)</b> Group exemption number ▶		
<b>J</b> Website: ▶ WWW.SOLUTIONSFORCHANGE.ORG		<b>L</b> Year of formation: 1999 <b>M</b> State of legal domicile: CA		
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶				

**Part I Summary**

	<b>1</b> Briefly describe the organization's mission or most significant activities: <u>TO SOLVE FAMILY HOMELESSNESS, ONE FAMILY, ONE COMMUNITY AT A TIME.</u>		
<b>Activities &amp; Governance</b>	<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>	11
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	11
	<b>5</b> Total number of individuals employed in calendar year 2021 (Part V, line 2a)	<b>5</b>	64
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	625
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	0.
	<b>b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	0.
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	2,842,553.	3,676,174.
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	653,492.	833,503.
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	81,922.	12,000.
	<b>12</b> Total revenue — add lines 8 through 11 (must equal Part VIII, column (A), line 12)	-6,570.	-25,040.
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	3,571,397.	4,496,637.
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)		
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	2,322,040.	2,284,532.
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)		
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ 117,553.		
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,037,387.	2,402,830.
	<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	4,359,427.	4,687,362.
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	-788,030.	-190,725.	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>21</b> Total liabilities (Part X, line 26)	13,355,941.	11,073,886.
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	12,976,764.	13,546,328.
		379,177.	-2,472,442.

**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.

<b>Sign Here</b>	Signature of officer	Date			
	CHRIS MEGISON <small>Type or print name and title</small>	PRESIDENT & CEO			
<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input checked="" type="checkbox"/> if self-employed	PTIN
	JILL BRANCH	JILL BRANCH	11/14/22		P00727664
	Firm's name ▶ LEAF & COLE, LLP				
	Firm's address ▶ 2810 CAMINO DEL RIO SOUTH, SUITE 200 SAN DIEGO, CA 92108	Firm's EIN ▶ 95-2076568	Phone no. 619.294.7200		

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

TO SOLVE FAMILY HOMELESSNESS, ONE FAMILY, ONE COMMUNITY AT A TIME.

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 \$ 4,121,469. including grants of \$ ) (Revenue \$ 833,503.)

SEE SCHEDULE O

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4d Other program services (Describe on Schedule O.)

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

4e Total program service expenses ▶ 4,121,469.



# **SOLUTIONS FOR CHANGE**

**CONSOLIDATED FINANCIAL STATEMENTS**

**DECEMBER 31, 2021 AND 2020**



**Leaf & Cole, LLP**  
*Certified Public Accountants*

**SOLUTIONS FOR CHANGE, INC.  
CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2021 AND 2020**

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Leaf & Cole, LLP  
Certified Public Accountants  
A Partnership of Professional Corporations

## Independent Auditor's Report

To the Board of Directors  
Solutions for Change, Inc.

### Report on the Audit of the Consolidated Financial Statements

#### *Opinion*

We have audited the accompanying consolidated financial statements of Solutions for Change, Inc. (a nonprofit organization), which comprise the consolidated statements of financial position as of December 31, 2021 and 2020, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of Solutions for Change, Inc. as of December 31, 2021 and 2020, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis for Opinion*

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of Solutions for Change, Inc., and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Responsibilities of Management for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Solutions for Change, Inc.'s ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

***Auditor's Responsibilities for the Audit of the Consolidated Financial Statements***

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Solutions for Change, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Solutions for Change, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

***Supplementary Information***

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying supplementary information on pages 30 to 35 is presented for purposes of additional analysis, and is not a required part of the consolidated financial statements. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and is also not a required part of the consolidated financial statements. Such information is the responsibility of management, and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated September 29, 2022, on our consideration of Solutions for Change, Inc.'s internal control over financial reporting, and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Solutions for Change, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Solutions for Change, Inc.'s internal control over financial reporting and compliance.

Leaf & Cole LLP

San Diego, California  
September 29, 2022

**SOLUTIONS FOR CHANGE, INC.**  
**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**  
**DECEMBER 31, 2021 AND 2020**

**ASSETS**

	<u>2021</u>	<u>2020</u>
<b><u>Current Assets:</u></b> (Notes 2 and 4)		
Cash and cash equivalents	\$ 94,867	\$ 163,641
Grants and other receivables, net	600,974	356,399
Prepaid expenses and other assets	39,047	31,079
Tenant trust funds	61,917	4,222
Tenant security deposits	71,945	52,276
Deposits	6,661	8,261
Total Current Assets	875,411	615,878
<b><u>Noncurrent Assets:</u></b> (Notes 2, 4, 5, 6, 7, and 8)		
Related party receivables	1,857,250	1,859,918
Restricted reserves	341,419	417,799
Investment in partnerships	62	68
Property and equipment, net	13,187,611	21,296,809
Total Noncurrent Assets	15,386,342	23,574,594
<b>TOTAL ASSETS</b>	\$ 16,261,753	\$ 24,190,472

**LIABILITIES AND NET ASSETS**

<b><u>Current Liabilities:</u></b> (Notes 2 and 8)		
Accounts payable	\$ 350,646	\$ 292,762
Accrued expenses	255,072	180,651
Deferred revenue	4,823	63,600
Interest payable	9,342	38,518
Related party payables	-	2,344
Tenant trust funds	72,360	47,586
Tenant security deposits	64,521	47,503
Current portion of notes payable	243,063	4,784,950
Total Current Liabilities	999,827	5,457,914
<b><u>Noncurrent Liabilities:</u></b> (Notes 2, 6 and 8)		
Share of deficiency in partnerships	2,084	1,959
Notes payable, net	15,371,968	15,548,375
Interest payable	3,041,171	2,734,387
Total Noncurrent Liabilities	18,415,223	18,284,721
Total Liabilities	19,415,050	23,742,635
<b><u>Commitments and Contingencies</u></b> (Notes 10 and 11)		
<b><u>Minority Interest in Subsidiary</u></b>	(16,438)	(13,206)
<b><u>Net Assets:</u></b> (Notes 2 and 9)		
Without donor restrictions	(3,176,859)	406,765
With donor restrictions	40,000	54,278
Total Net Assets	(3,136,859)	461,043
<b>TOTAL LIABILITIES AND NET ASSETS</b>	\$ 16,261,753	\$ 24,190,472

The accompanying notes are an integral part of the consolidated financial statements.

**SOLUTIONS FOR CHANGE, INC.**  
**CONSOLIDATED STATEMENTS OF ACTIVITIES**  
**FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020**

	2021			2020		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
<b><u>Support and Revenue:</u></b>						
Contributions	\$ 3,112,440	\$ -	\$ 3,112,440	\$ 2,778,175	\$ 54,278	\$ 2,832,453
Rental income	933,496	-	933,496	743,039	-	743,039
Special event revenue (net of direct donor benefit costs of \$42,090 and \$-0- in 2021 and 2020, respectively)	498,544	-	498,544	10,100	-	10,100
Grants	218,824	-	218,824	-	-	-
Social enterprise	48,044	-	48,044	36,950	-	36,950
Interest and miscellaneous	16,356	-	16,356	106,166	-	106,166
Supporting services	120,479	-	120,479	117,780	-	117,780
Net assets released from restriction	14,278	(14,278)	-	132,203	(132,203)	-
Total Support and Revenue	<u>4,962,461</u>	<u>(14,278)</u>	<u>4,948,183</u>	<u>3,924,413</u>	<u>(77,925)</u>	<u>3,846,488</u>
<b><u>Operating Expenses:</u></b>						
Program services	3,869,182	-	3,869,182	3,448,822	-	3,448,822
Management and general	472,226	-	472,226	431,080	-	431,080
Fundraising	295,751	-	295,751	134,634	-	134,634
Total Operating Expenses	<u>4,637,159</u>	<u>-</u>	<u>4,637,159</u>	<u>4,014,536</u>	<u>-</u>	<u>4,014,536</u>
Change in Net Assets Before Nonoperating Revenue and (Expenses)	325,302	(14,278)	311,024	(90,123)	(77,925)	(168,048)
<b><u>Nonoperating Revenue and (Expenses):</u></b>						
Depreciation	(519,888)	-	(519,888)	(531,354)	-	(531,354)
Interest - residual receipts debt	(289,670)	-	(289,670)	(288,179)	-	(288,179)
Minority interest excess of expenses over revenue and support of subsidiary	3,232	-	3,232	2,743	-	2,743
Partnership loss	(131)	-	(131)	(137)	-	(137)
Loss on sale of property	(3,102,469)	-	(3,102,469)	-	-	-
Total Nonoperating Revenue and (Expenses)	<u>(3,908,926)</u>	<u>-</u>	<u>(3,908,926)</u>	<u>(816,927)</u>	<u>-</u>	<u>(816,927)</u>
Change in Net Assets	(3,583,624)	(14,278)	(3,597,902)	(907,050)	(77,925)	(984,975)
Net Assets at Beginning of Year	406,765	54,278	461,043	1,313,815	132,203	1,446,018
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ (3,176,859)</u>	<u>\$ 40,000</u>	<u>\$ (3,136,859)</u>	<u>\$ 406,765</u>	<u>\$ 54,278</u>	<u>\$ 461,043</u>

The accompanying notes are an integral part of the consolidated financial statements.

**SOLUTIONS FOR CHANGE, INC.**  
**CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

	Program Services					Supporting Services			
	Solutions For Change, Inc. Programs	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Total Program Services	Management and General	Fundraising	Total
<b>Salaries and Related Expenses:</b>									
Salaries and wages	\$ 1,665,211	\$ 29,628	\$ 74,674	\$ 20,088	\$ 31,621	\$ 1,821,222	\$ 166,604	\$ 99,151	\$ 2,086,977
Payroll taxes	85,502	1,765	7,207	2,151	2,764	99,389	16,504	5,418	121,311
Employee benefits	100,709	2,295	4,045	4,302	3,981	115,332	16,475	6,382	138,189
Total Salaries and Related Expenses	<u>1,851,422</u>	<u>33,688</u>	<u>85,926</u>	<u>26,541</u>	<u>38,366</u>	<u>2,035,943</u>	<u>199,583</u>	<u>110,951</u>	<u>2,346,477</u>
<b>Nonsalary Related Expenses:</b>									
Advertising	255,819	-	368	-	-	256,187	-	-	256,187
Automobile and truck	21,327	-	1,186	24	-	22,537	-	-	22,537
Bad debt expense	-	-	279	-	-	279	-	-	279
Cost of goods sold	-	-	49,646	-	-	49,646	-	-	49,646
Dues and subscriptions	66,148	-	1,613	-	-	67,761	-	-	67,761
Insurance	47,732	15,726	17,401	7,897	6,435	95,191	8,830	5,893	109,914
Interest	187,394	583	32,926	86	1,328	222,317	-	-	222,317
Meetings and seminars	20,466	194	-	-	-	20,660	30,699	-	51,359
Miscellaneous	7,312	-	-	12,911	42	20,265	-	-	20,265
Office expense	95,341	4,277	1,171	-	483	101,272	10,777	-	112,049
Payroll processing	3,306	-	1,230	-	-	4,536	926	709	6,171
Postage and printing	3,224	-	-	87	17	3,328	-	-	3,328
Professional fees	265,976	-	7,459	8,166	5,576	287,177	102,327	-	389,504
Property fees	-	9,715	-	-	-	9,715	16,488	-	26,203
Rent	40,636	-	-	-	-	40,636	-	-	40,636
Repairs and maintenance	215,464	15,198	30,571	36,915	4,216	302,364	31,908	-	334,272
Special event expenses	-	-	-	-	-	-	-	178,198	178,198
Supplies	19,467	-	2,224	794	-	22,485	247	-	22,732
Taxes, licenses and fees	-	-	-	-	-	-	45,843	-	45,843
Telephone	35,881	1,455	1,513	3,086	-	41,935	4,498	-	46,433
Utilities and refuse removal	67,002	84,112	47,954	15,442	50,438	264,948	20,093	-	285,041
Total Nonsalary Related Expenses	<u>1,352,495</u>	<u>131,260</u>	<u>195,541</u>	<u>85,408</u>	<u>68,535</u>	<u>1,833,239</u>	<u>272,636</u>	<u>184,800</u>	<u>2,290,675</u>
<b>Total Operating Expenses</b>	<u>3,203,917</u>	<u>164,948</u>	<u>281,467</u>	<u>111,949</u>	<u>106,901</u>	<u>3,869,182</u>	<u>472,219</u>	<u>295,751</u>	<u>4,637,152</u>
<b>Nonoperating Expenses:</b>									
Depreciation	216,745	157,495	83,108	19,512	43,028	519,888	-	-	519,888
Interest - residual receipts debt	102,253	106,545	-	-	80,872	289,670	-	-	289,670
Total Nonoperating Expenses	<u>318,998</u>	<u>264,040</u>	<u>83,108</u>	<u>19,512</u>	<u>123,900</u>	<u>809,558</u>	<u>-</u>	<u>-</u>	<u>809,558</u>
<b>TOTAL EXPENSES</b>	<u>\$ 3,522,915</u>	<u>\$ 428,988</u>	<u>\$ 364,575</u>	<u>\$ 131,461</u>	<u>\$ 230,801</u>	<u>\$ 4,678,740</u>	<u>\$ 472,219</u>	<u>\$ 295,751</u>	<u>\$ 5,446,710</u>

The accompanying notes are an integral part of the consolidated financial statements.

**SOLUTIONS FOR CHANGE, INC.**  
**CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**

	Program Services					Supporting Services			
	Solutions For Change, Inc. Programs	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Total Program Services	Management and General	Fundraising	Total
<b>Salaries and Related Expenses:</b>									
Salaries and wages	\$ 1,622,592	\$ 43,851	\$ 75,616	\$ -	\$ 10,215	\$ 1,752,274	\$ 180,020	\$ 111,746	\$ 2,044,040
Payroll taxes	138,304	5,120	8,841	-	773	153,038	27,972	10,237	191,247
Employee benefits	101,366	13,091	4,688	-	3,099	122,244	19,307	7,502	149,053
Total Salaries and Related Expenses	<u>1,862,262</u>	<u>62,062</u>	<u>89,145</u>	<u>-</u>	<u>14,087</u>	<u>2,027,556</u>	<u>227,299</u>	<u>129,485</u>	<u>2,384,340</u>
<b>Nonsalary Related Expenses:</b>									
Advertising	145,354	-	9,952	-	-	155,306	189	-	155,495
Automobile and truck	22,126	616	-	-	256	22,998	-	-	22,998
Bad debt expense	19,988	6,315	2,280	-	-	28,583	-	-	28,583
Cost of goods sold	-	-	67,599	-	-	67,599	-	-	67,599
Dues and subscriptions	44,281	-	2,848	-	-	47,129	-	-	47,129
Insurance	36,604	15,484	11,978	12,865	6,214	83,145	7,518	4,519	95,182
Interest	137,915	611	14,704	563	592	154,385	-	-	154,385
Meetings and seminars	16,206	193	204	-	-	16,603	24,614	-	41,217
Miscellaneous	78	-	-	264	109	451	-	-	451
Office expense	82,083	-	81	-	357	82,521	9,169	-	91,690
Payroll processing	2,940	-	1,264	-	-	4,204	853	630	5,687
Postage and printing	5,764	-	-	258	79	6,101	-	-	6,101
Professional fees	110,653	-	12,516	2,287	6,395	131,851	52,465	-	184,316
Property fees	-	22,658	-	-	-	22,658	21,634	-	44,292
Rent	56,581	-	-	-	-	56,581	-	-	56,581
Repairs and maintenance	146,090	25,282	16,035	23,005	24,058	234,470	23,243	-	257,713
Supplies	29,975	2,498	6,509	1,827	-	40,809	-	-	40,809
Taxes, licenses and fees	-	-	-	-	-	-	43,087	-	43,087
Telephone	30,601	3,689	1,324	4,838	-	40,452	4,085	-	44,537
Utilities and refuse removal	63,624	73,275	26,831	21,789	39,901	225,420	16,905	-	242,325
Total Nonsalary Related Expenses	<u>950,863</u>	<u>150,621</u>	<u>174,125</u>	<u>67,696</u>	<u>77,961</u>	<u>1,421,266</u>	<u>203,762</u>	<u>5,149</u>	<u>1,630,177</u>
<b>Total Operating Expenses</b>	<u>2,813,125</u>	<u>212,683</u>	<u>263,270</u>	<u>67,696</u>	<u>92,048</u>	<u>3,448,822</u>	<u>431,061</u>	<u>134,634</u>	<u>4,014,517</u>
<b>Nonoperating Expenses:</b>									
Depreciation	224,322	157,867	84,852	21,286	43,027	531,354	-	-	531,354
Interest - residual receipts debt	102,253	106,546	-	-	79,380	288,179	-	-	288,179
Total Nonoperating Expenses	<u>326,575</u>	<u>264,413</u>	<u>84,852</u>	<u>21,286</u>	<u>122,407</u>	<u>819,533</u>	<u>-</u>	<u>-</u>	<u>819,533</u>
<b>TOTAL EXPENSES</b>	<u>\$ 3,139,700</u>	<u>\$ 477,096</u>	<u>\$ 348,122</u>	<u>\$ 88,982</u>	<u>\$ 214,455</u>	<u>\$ 4,268,355</u>	<u>\$ 431,061</u>	<u>\$ 134,634</u>	<u>\$ 4,834,050</u>

The accompanying notes are an integral part of the consolidated financial statements.

**SOLUTIONS FOR CHANGE, INC.**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020**

	<u>2021</u>	<u>2020</u>
<b><u>Cash Flows From Operating Activities:</u></b>		
Change in net assets	\$ (3,597,902)	\$ (984,975)
<b>Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:</b>		
Depreciation	519,888	531,354
Loss on disposal of property and equipment	3,102,469	-
Interest - residual receipts debt	289,670	288,179
Minority interest (excess) deficit of support and revenue over expenses of subsidiary	(3,232)	(2,743)
Partnership loss (income)	131	137
<b>(Increase) Decrease in:</b>		
Grants and other receivables, net	(244,575)	(153,793)
Pledges receivable	-	15,840
Prepaid expenses and other assets	(7,968)	6,097
<b>Increase (Decrease) in:</b>		
Accounts payable	57,884	142,536
Accrued expenses	74,421	25,566
Deferred revenue	(58,777)	49,878
Interest payable	(12,062)	23,899
Tenant trust funds	24,774	(35,356)
Tenant security deposits	17,018	(4,061)
Net Cash Provided by (Used in) Operating Activities	161,739	(97,442)
<b><u>Cash Flows From Investing Activities:</u></b>		
Proceeds from sale of property and equipment	5,660,000	-
Purchase of property and equipment	(1,173,159)	(605,151)
Related party receivables repayment	2,668	136,645
Related party payables advances	(2,344)	(129,454)
Payment for deposits	1,600	(1,167)
Net Cash Provided by (Used in) Investing Activities	4,488,765	(599,127)
<b><u>Cash Flows From Financing Activities:</u></b>		
Proceeds from notes payable	866,848	591,658
Payments on notes payable	(5,585,142)	(88,634)
Net Cash (Used in) Provided by Financing Activities	(4,718,294)	503,024
Net Decrease in Cash and Cash Equivalents	(67,790)	(193,545)
Cash and Cash Equivalents and Restricted Cash at Beginning of Year	637,938	831,483
<b>CASH AND CASH EQUIVALENTS AND RESTRICTED CASH AT END OF YEAR</b>	\$ 570,148	\$ 637,938
<b><u>Supplemental Disclosure of Cash Flow Information:</u></b>		
Cash paid for interest, net of capitalized interest (Note 2)	\$ 234,379	\$ 130,486

The accompanying notes are an integral part of the consolidated financial statements.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 1 - Organization:**

The consolidated financial statements include the accounts of the following entities, which are collectively referred to as the “Organization.”

**Solutions for Change, Inc.**

Solutions for Change, Inc. (“Solutions for Change”) was incorporated in the State of California on November 15, 1999. The mission of Solutions for Change is to solve family homelessness one family, one community at a time. Solutions for Change is supported primarily through donor contributions and grants.

**Solutions Family Center, L.P.**

Solutions Family Center, L.P. (the “Partnership”) was formed as a limited partnership under the laws of the State of California on December 18, 2000. The Partnership was established for the purpose and intent of constructing and operating a rental housing project. The rental housing project was placed into service in November 2004, and is located in Vista, California. The project consists of 33 units. Solutions for Change is the General Partner and owns 99% of the Partnership.

**Solutions Farms, LLC**

Solutions Farms, LLC (“Solutions Farms”) is an integral part of Solutions for Change. It functions as a laboratory for teaching important work values and preparing people for re-entry into the workforce. This is the social enterprise function: accomplishing a worthwhile social purpose, while also being a functioning business. Solutions Farms raises hope, as well as produce. Solutions Farms is unique in many ways. It is an aquaponic farm where nutrient-rich water from fish culture is used to nourish produce, which in turn purifies the water so it can be returned to the fish. Everything is done within the controlled environment of a greenhouse. It is currently one of the largest aquaponic facilities in the West. Its sole member is Solutions for Change.

**Solutions Escondido Boulevard, LLC**

Solutions Escondido Boulevard, LLC (“Escondido”) was formed to serve as the managing general partner of one or more limited partnerships that own, operate, and manage various multifamily affordable housing projects located in California. Its sole member is Solutions for Change.

Escondido has a .0095% interest in Solutions Escondido Boulevard 33, L.P. (“EB33”), which has been recorded on the equity method. In addition, Escondido acquired land and incurred predevelopment costs that were acquired by EB33 in March 2017.

**SFC Weitzel, LLC**

SFC Weitzel, LLC (“Weitzel”) had a 99% interest in SFC Weitzel, L.P. Weitzel was formed to serve as the managing general partner of one or more limited partnerships that own, operate, and manage various multifamily affordable housing projects located in California. Its sole member is Solutions for Change. Effective April 28, 2017, SFC Weitzel, L.P. admitted a new unrelated partner, and Weitzel now has a 0.01% interest in SFC Weitzel, L.P. SFC Weitzel, L.P. completed construction of a 32-unit apartment complex in Oceanside, CA in 2018.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 1 - Organization: (Continued)**

**Solutions Chestnut, LLC**

Solutions Chestnut, LLC (“Chestnut”) was formed to serve as the managing general partner of one or more limited partnerships that own, operate, and manage various multifamily affordable housing projects located in California. On December 26, 2014, Chestnut acquired a 16-unit apartment complex in the City of Carlsbad. Its sole member is Solutions for Change.

**Solutions Vista Terrace, LLC**

Solutions Vista Terrace, LLC (“Vista Terrace”) has a 0.005% interest in SFC Vista Terrace, L.P., which has been recorded on the equity method. Its sole member is Solutions for Change.

**Solutions Parkview, LLC**

Solutions Parkview, LLC (“Parkview”) has a .001% interest in Parkview San Marcos II, L.P., which has been recorded on the equity method. Its sole member is Solutions for Change.

**Solutions EV, LLC**

Solutions EV, LLC (“EV”) has a 0.005% interest in EVW. EV was formed to serve as the managing general partner of one or more limited partnerships that own, operate, and manage various multifamily affordable housing projects located in California. Its sole member is Solutions for Change.

**Solutions East Vista Way, L.P.**

Solutions East Vista Way, L.P. (“EVW”) was formed as a limited partnership under the laws of the State of California on September 21, 2017. The Partnership was established for the purpose and intent of constructing and operating a rental housing project. EVW has a managing general partner: EV, which has a .005% interest; an administration general partner: Kingdom EV, LLC, which has a .005% interest; and a limited partner: Solutions for Change, which has a 99.99% interest.

**Solutions for Change - Our Mission and Our Model**

The mission of Solutions for Change is to solve family homelessness – one family, one community at a time. With this goal, Solutions has pioneered an innovative and sustainable solution for homeless families in our community – an effort that has led more than 900 families and 2,400 children out of homelessness since 1999. The Solutions model is built on three pillars—Solutions University, Solutions Farms, and Solutions in the Community. Solutions University evaluates each family’s needs, then addresses them through an individualized and holistic personal development engagement intended to permanently end dependency and improve well-being. Solutions Farms is a social enterprise that combines employment training for Solutions University residents while growing certified organic produce using cutting-edge aquaponics technology. The produce is supplied to local school districts, where tens of thousands of school children consume the food. Meanwhile, Solutions in the Community is an intentional means to re-connect resident families to their communities of origin. Through opportunities of service and engagement, families develop healthy connections and relationships that provide a sense of belonging. Solutions in the Community is also a partnership to improve distressed areas through the development of affordable rental housing, community revitalization and renewal.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 2 - Significant Accounting Policies:**

**Consolidated Financial Statements**

The consolidated financial statements include the accounts of Solutions for Change, Inc.; Solutions Family Center, L.P.; Solutions Farms, LLC; Solutions Escondido Boulevard, LLC; SFC Weitzel, LLC; Solutions Chestnut, LLC; Solutions Vista Terrace, LLC; Solutions Parkview, LLC; Solutions EV, LLC, and Solutions East Vista Way, L.P., which are collectively referred to as the “Organization.” All material intercompany transactions have been eliminated in consolidation.

**Accounting Method**

The consolidated financial statements of the Organization have been prepared on the accrual basis of accounting which is in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP) and, accordingly, reflect all significant receivables, payables, and other liabilities.

**Financial Statement Presentation**

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor or grantor-imposed restrictions. Accordingly, net assets and changes thereon are classified and reported as follows:

- Net Assets Without Donor Restrictions - Net assets available for use in general operations, and not subject to donor (or certain grantor) restrictions.
- Net Assets With Donor Restrictions - Net assets subject to donor (or certain grantor) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

**Estimates**

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Fair Value Measurements**

Fair value accounting standards define fair value, establish a framework for measuring fair value, outline a fair value hierarchy based on inputs used to measure fair value, and enhance disclosure requirements for fair value measurements. The fair value hierarchy distinguishes between market participant assumptions based on market data obtained from sources independent of the reporting entity (observable inputs that are classified within Level 1 or 2 of the hierarchy), and the reporting entity’s own assumptions about market participant assumptions (unobservable inputs classified within Level 3 of the hierarchy). The Organization had no financial instruments at December 31, 2021 and 2020.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 2 - Significant Accounting Policies: (Continued)**

**Allowance for Doubtful Accounts**

Bad debts are recognized on the allowance method based on historical experience and management's evaluation of outstanding receivables. The allowance for doubtful grants and other receivables totaled \$279 and \$19,988 for the years ended December 31, 2021 and 2020, respectively.

**Inventory**

Inventory consists of operating supplies related to the operations of Solutions Farms. Inventory is valued at the lower cost (first-in, first-out) or net realizable value. Inventory totaling \$4,500 and \$4,000 is included in prepaid expenses and other assets at December 31, 2021 and 2020, respectively.

**Capitalization and Depreciation**

The Organization capitalizes all expenditures in excess of \$2,000 for property and equipment at cost, while donations of property and equipment are recorded at their estimated fair values. Such donations are reported as support without donor restrictions, unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as support with donor restrictions. Absent donor stipulations regarding how those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies net assets with donor restrictions to net assets without donor restrictions at that time. Property and equipment is depreciated using the straight-line method over the estimated useful asset lives, as follows:

Land improvements	20 years
Buildings and improvements	5 - 40 years
Machinery and equipment	5 - 7 years
Furniture and fixtures	7 - 10 years
Vehicles	5 years

Depreciation totaled \$519,888 and \$531,354 for the years ended December 31, 2021 and 2020, respectively.

Interest totaling \$308,818 and \$396,211 has been capitalized for the years ended December 31, 2021 and 2020, respectively. The capitalized interest was included in construction-in-progress until the property was sold in 2021.

Maintenance and repairs are charged to operations as incurred. Major renewals or improvements are capitalized.

**Impairment of Real Estate**

The Organization reviews its property and equipment for impairment whenever events or changes in circumstances indicate that the carrying value of such property may not be recoverable. Recoverability is measured by a comparison of the carrying amount of the real estate to the future net undiscounted cash flows expected to be generated by the rental property, including any estimated proceeds from the eventual disposition of the real estate. If the real estate is considered to be impaired, the impairment to be recognized is measured at the amount by which the carrying amount of real estate exceeds the fair value of such property. There were no impairment losses recognized in 2021 and 2020.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 2 - Significant Accounting Policies: (Continued)**

**Investments in Limited Partnerships**

Solutions for Change is the sole member of limited liability companies that own a general partner interest in limited partnerships. These ownership interests range from .005% to .01%, and are accounted for on the equity method.

**Compensated Absences**

Accumulated unpaid vacation totaling \$94,454 and \$85,633 at December 31, 2021 and 2020, respectively, is accrued as earned and included in accrued expenses.

**Tenant Trust Funds**

Tenant trust funds represent amounts held on behalf of tenants in savings accounts for program participants. Tenant trust funds totaled \$61,917 and \$4,222 at December 31, 2021 and 2020, respectively.

**Tenant Security Deposits**

Tenant security deposits are restricted to the extent of the tenant security deposit liability totaling \$72,360 and \$47,586 at December 31, 2021 and 2020, respectively.

**Net Assets Without Donor Restriction**

The Organization's net assets without donor restriction include depreciation on property and equipment, amortization of capitalized costs, and accrued interest on loans for which the interest may only be paid from residual receipts. The amounts included in the net assets without donor restrictions are as follows at December 31:

	<u>2021</u>	<u>2020</u>
Accumulated depreciation	\$ 5,856,607	\$ 5,393,482
Interest payable – residual receipts	2,916,503	2,635,419
Accumulated amortization of debt issuance costs	<u>7,608</u>	<u>7,608</u>
	<u>\$ 8,780,718</u>	<u>\$ 8,036,509</u>

**Revenue Recognition**

Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions. Contributions to be received in future periods are discounted at an appropriate discount rate. Amortization of discounts is recorded as additional contribution revenue in accordance with donor-imposed restrictions, if any, on the contributions.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 2 - Significant Accounting Policies: (Continued)**

**Revenue Recognition (Continued)**

Solutions for Change provides development services in connection with agreements for the development and construction of affordable low-income housing projects. Solutions for Change earns fees based on the fixed-fee agreements and recognizes revenue upon completion of each performance milestone defined in the agreement, for example: closing of construction financing, initial ground-breaking, percentage of completion of construction or rehabilitation and certificate of occupancy.

Grant revenue is recognized in the period in which the related work is performed, in accordance with the terms of the grant. Grants receivable are recorded when revenue earned under a grant exceeds the cash received.

Rental income is recognized for apartment rents as it accrues. Advance receipts of rental income are deferred or classified as liabilities until earned. Deferred rental income totaled \$509 and \$4,880 at December 31, 2021 and 2020, respectively.

Revenue from special events are recognized as revenue when the related event occurs. Receivables are recorded when the revenue earned exceeds the cash received. Deferred revenue is recorded when the cash received exceeds the revenue earned

Revenues from the sale of products sold through the social enterprise are recognized at the point of sale.

Supporting services are provided in accordance with agreements with affordable low-income housing projects. Solutions for Change recognizes revenue as the services are performed in accordance with the agreements. Deferred supporting services fees totaled \$4,314 and \$9,594 at December 31, 2021 and 2020, respectively.

Sales of property and equipment are recognized on the date the sale occurs. Upon the sale or disposition of property or equipment, the asset account is reduced by the cost, and the accumulated depreciation account is reduced by the depreciation taken prior to the sale. Any resultant gain or loss is then recorded as income or expense, unless the sale is the result of a related party transaction.

**Donated Services and Materials**

The Organization utilizes the services of many volunteers throughout the year. This contribution of services by the volunteers is not recognized in the consolidated financial statements, unless the services received (a) create or enhance nonfinancial assets, or (b) require specialized skills which are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. The donated services for the years ended December 31, 2021 and 2020 did not meet the requirements above; therefore, no amounts were recognized in the consolidated financial statements.

The Organization received in-kind contributions of auction items for its special event, totaling \$20,111 and \$-0- for the years ended December 31, 2021 and 2020, respectively, which have been recorded as special event revenue and special event expenses in the consolidated statements of activities.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 2 - Significant Accounting Policies: (Continued)**

**Functional Allocation of Expenses**

The consolidated statements of functional expenses present expenses by function and natural classification. Expenses directly attributable to a specific functional area are reported as expenses of those functional areas. A portion of expenses that benefit multiple functional areas have been allocated between programs and supporting services, based on a cost allocation plan that allocates costs based on the proportion of full-time employee equivalents, space utilization, and estimates made by the Organization’s management.

**Income Taxes**

Solutions for Change is a public charity, and is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code. Solutions for Change believes that it has appropriate support for any tax positions taken, and, as such, does not have any uncertain tax positions that are material to the consolidated financial statements. Solutions for Change is not a private foundation.

No provision or benefit for income taxes for the Limited Liability Companies and Limited Partnerships have been included in these consolidated financial statements since taxable income (loss) passes through to, and is reportable by, the Member/Partners individually.

Solutions for Change’s Return of Organization Exempt from Income Tax, Partnership and LLC tax returns for the years ended December 31, 2021, 2020, 2019, and 2018 are subject to examination by the Internal Revenue Service and State taxing authorities, generally three to four years after the returns were filed.

**Concentration of Credit Risk**

The Organization maintains its cash in bank deposit accounts which, at times, may exceed federally insured limits. The Organization has not experienced any losses in such accounts. The Organization believes it is not exposed to any significant credit risk on cash and cash equivalents.

**Cash and Cash Equivalents and Restricted Cash**

For purposes of the consolidated statements of cash flows, the Organization considers all highly liquid investments available for current use with an initial maturity of three months or less to be cash equivalents. Certificates of deposits that may be redeemed without a significant penalty are considered cash and cash equivalents regardless of the maturity. The following is a reconciliation of cash and cash equivalents and restricted cash reported within the consolidated statements of financial position that sum to the total in the statements of cash flows at December 31:

	<u>2021</u>	<u>2020</u>
Cash and cash equivalents	\$ 94,867	\$ 163,641
Tenant trust funds	61,917	4,222
Tenant security deposits	71,945	52,276
Restricted reserves	341,419	417,799
Total Cash and Cash Equivalents and Restricted Cash	\$ 570,148	\$ 637,938

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 2 - Significant Accounting Policies: (Continued)**

**Subsequent Events**

In preparing these consolidated financial statements, the Organization has evaluated events and transactions for potential recognition or disclosure through September 29, 2022, the date the consolidated financial statements were available to be issued, and concluded that there were no events or transactions that needed to be disclosed, except as disclosed in Note 12.

**Note 3 - Liquidity and Availability:**

The Organization regularly monitors the availability of resources required to meet its operating needs and other contractual commitments. The Organization considers contributions without donor restrictions and contributions with donor restrictions for use in current programs which are ongoing, major, and central to its annual operations to be available to meet cash needs for general expenditures. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the Organization considers all expenditures related to its ongoing programs as well as the conduct of services undertaken to support those activities to be general expenditures.

The table below presents financial assets available for general expenditure within one year at December 31:

	<u>2021</u>	<u>2020</u>
Financial assets at year-end:		
Cash and cash equivalents	\$ 94,867	\$ 163,641
Grant and other receivables, net	<u>600,974</u>	<u>356,399</u>
Financial assets available for general expenditures within one year	<u>\$ 695,841</u>	<u>\$ 520,040</u>

In addition, the Organization operates with a balanced budget, and anticipates collecting sufficient revenue to cover general expenditures.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 4 - Related Party Receivables:**

Related party receivables consist of the following at December 31:

	<u>2021</u>	<u>2020</u>
<p>The note receivable, which originated on July 1, 2012 and was amended effective April 11, 2013, from SFC Vista Terrace, L.P., in the original amount of \$400,000 bears interest at 3% per annum. Principal and interest are payable from residual receipts, as defined in the agreement, calculated annually. Principal and accrued interest are due July 1, 2067. Secured by a deed of trust. Accrued interest totaled \$101,490 and \$89,490 at December 31, 2021 and 2020, respectively, and is included in the receivable. In addition, \$73,081 was advanced which is noninterest-bearing, payable from residual receipts.</p>	\$ 544,250	\$ 532,250
<p>The note receivable, which originated on October 12, 2017, from Solutions Escondido Boulevard 33. L.P., in the original amount of \$80,000. The note is noninterest-bearing. Principal and interest are payable from residual receipts, as defined in the agreement, calculated annually. Principal is due October 11, 2072. Secured by a deed of trust.</p>	88,000	88,000
<p>Developer fee receivable from Solutions Escondido Boulevard 33, L.P. in the original amount of \$1,289,802. The developer fee will be paid from limited partner capital installments, with any unpaid amounts payable from available cash flow.</p>	1,182,034	1,196,802
<p>Developer fee receivable from SFC Weitzel, L.P. in the original amount of \$755,000 (net of amount due to consultant of \$755,000). The developer fee is paid from Limited Partner capital installments, with any unpaid amounts payable from available cash flow.</p>	<div style="text-align: right;">42,966</div> <div style="text-align: right; border-top: 1px solid black;">\$ 1,857,250</div>	<div style="text-align: right;">42,866</div> <div style="text-align: right; border-top: 1px solid black;">\$ 1,859,918</div>

In addition, current related party receivables totaling \$293,500 and \$312,160 at December 31, 2021 and 2020, respectively, are included in grants and other receivables.

**Note 5 - Restricted Reserves:**

According to the partnership, loan and other regulatory agreements, the Partnership and Organization are required to maintain the following reserves:

**Operating Reserve**

The Partnership is required to fund an operating reserve up to the amount of \$89,200. There is no annual funding requirement for this reserve. The operating reserve balance totaled \$18,656 and \$89,200 at the years ended December 31, 2021 and 2020, respectively.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 5 - Restricted Reserves: (Continued)**

**Replacement Reserves**

The Partnership is required to fund a replacement reserve in the initial amount of \$20,000 in accordance with the regulatory agreement with the City of Vista. In accordance with the operating budget approved by the Department of Housing and Community Development, the Partnership was required to fund a replacement reserve of \$16,386 annually from March 24, 2005, through April 8, 2014. Beginning April 8, 2014, the Partnership is required to fund a replacement reserve of \$19,800 annually. The replacement reserve balance totaled \$158,550 at each of the years ended December 31, 2021 and 2020.

The Organization is required to maintain replacement reserve accounts for each property obtained through Neighborhood Stabilization Program and HOME Investment Partnership Program funding. These amounts vary by property and must be funded annually beginning two months subsequent to the completion of rehabilitation. The replacement reserve balance totaled \$164,213 and \$170,049 at December 31, 2021 and 2020, respectively.

**Note 6 - Investment in Partnerships:**

Solutions for Change is the sole member of four limited liability companies. The limited liability companies own general partner interests in partnerships that they account for on the equity method, which are their entire assets and liabilities. The following are the balances in the limited liability companies' partnership capital accounts of the partnerships at December 31:

	<u>2021</u>	<u>2020</u>
<b><u>Investment in Partnerships</u></b>		
Parkview San Marcos II, L.P. (.001%)	\$ 62	\$ 68
Total Investment in Partnerships	\$ 62	\$ 68
<b><u>Share of Deficiency in Partnerships</u></b>		
Solutions Escondido Boulevard 33, L.P. (.0095%)	\$ (111)	\$ (69)
SFC Vista Terrace, L.P. (.005%)	(174)	(147)
SFC Weitzel, L.P. (.01%)	(1,412)	(1,743)
Total Share of Deficiency in Partnerships	\$ (2,084)	\$ (1,959)

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 6 - Investment in Partnerships: (Continued)**

Solutions for Change provided development and management/admin fees and other services (included in rental income) to the partnerships for which it earned the following amounts for the years ended December 31:

	<u>2021</u>		
	<u>Management/ Admin Fees</u>	<u>Other Services</u>	<u>Developer Fees</u>
Parkview San Marcos II, L.P.	\$ 4,594	\$ -	\$ -
Solutions Escondido Boulevard 33, L.P.	15,918	-	-
SFC Weitzel, L.P.	13,659	-	-
	<u>\$ 34,171</u>	<u>\$ -</u>	<u>\$ -</u>
	<u>2020</u>		
	<u>Management/ Admin Fees</u>	<u>Other Services</u>	<u>Developer Fees</u>
Parkview San Marcos II, L.P.	\$ 4,000	\$ -	\$ -
Solutions Escondido Boulevard 33, L.P.	15,606	-	-
SFC Weitzel, L.P.	26,523	-	-
	<u>\$ 46,129</u>	<u>\$ -</u>	<u>\$ -</u>

**Note 7 - Property and Equipment:**

Property and equipment consist of the following at December 31:

	<u>2021</u>	<u>2020</u>
Land	\$ 4,685,895	\$ 10,208,194
Land improvements	356,395	356,395
Buildings and improvements	13,400,905	13,957,648
Construction-in-progress	36,344	1,603,375
Machinery and equipment	262,870	262,870
Furniture and fixtures	144,615	144,615
Vehicles	157,194	157,194
Subtotal	<u>19,044,218</u>	<u>26,690,291</u>
Less: Accumulated depreciation	<u>(5,856,607)</u>	<u>(5,393,482)</u>
Property and Equipment, Net	<u>\$ 13,187,611</u>	<u>\$ 21,296,809</u>

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 8 - Notes Payable:**

Notes payable consist of the following at December 31:

	<u>2021</u>	<u>2020</u>
<b><u>Solutions for Change, Inc.</u></b>		
The loan payable, which originated September 24, 2009, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$357,762. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of September 24, 2024. Secured by a deed of trust.	\$ 349,954	\$ 349,954
The loan payable, which originated November 16, 2009, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$79,156. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of November 16, 2024. Secured by a deed of trust.	78,914	78,914
The loan payable, which originated September 3, 2009, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$301,084. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of September 3, 2024. Secured by a deed of trust.	290,825	290,825
The loan payable, which originated February 3, 2010, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$461,369. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of February 3, 2025. Secured by a deed of trust.	456,518	456,518
The loan payable, which originated February 26, 2010, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$132,704. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of February 26, 2025. Secured by a deed of trust.	128,643	128,643
The loan payable, which originated January 7, 2010, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$286,010. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of January 7, 2025. Secured by a deed of trust.	277,018	277,018

(Continued)

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 8 - Notes Payable: (Continued)**

**Solutions for Change, Inc. (Continued)**

The loan payable, which originated August 4, 2010, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$332,847. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of August 4, 2025. Secured by a deed of trust.

	<u>2021</u>	<u>2020</u>
	\$ 323,095	\$ 323,095

The loan payable, which originated July 22, 2010, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$392,272. The loan is non-interest bearing. In the event that all terms and obligations of the regulatory agreement have been met, the loan will be forgiven at the maturity date of July 22, 2025. Secured by a deed of trust.

	373,712	373,712
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The loan payable, which originated April 13, 2011, is held by the County of San Diego Department of Housing and Community Development in the original amount of \$3,421,452. The loan bears interest at 3% per annum. Principal and accrued interest are payable from residual receipts (50%) from the Primrose property, with the remaining residual receipts (50%) to be held in a segregated operating reserve account. Principal and accrued interest are due April 1, 2066. Secured by a deed of trust. Accrued interest totaled \$1,047,096 and \$944,842 at December 31, 2021 and 2020, respectively.

	3,408,032	3,408,032
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The loan payable, which originated April 1, 2011, is held by the Clearinghouse Community Development Financial Institution in the original amount of \$1,100,000. Principal and accrued interest are payable in monthly installments of \$6,419 including interest at 5.75% beginning March 1, 2012. Principal and accrued interest are due May 1, 2023. Secured by a deed of trust. Accrued interest totaled \$2,875 and \$1,489 at December 31, 2021 and 2020, respectively.

	829,560	859,477
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The loan payable, which was assumed January 30, 2017, originated March 23, 2010, is held by the City of Oceanside in the original amount of \$154,000. Interest is accrued at 3.0% per annum, payments deferred for 15 years and then amortized over 35 years. In the event that all terms and obligations of the regulatory agreement have been met, the loan and interest will be forgiven at January 30, 2032. Secured by a deed of trust. Accrued interest totaled \$22,328 and \$17,758 at December 31, 2021 and 2020, respectively.

	152,324	152,324
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(Continued)

**SOLUTIONS FOR CHANGE, INC.  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
DECEMBER 31, 2021 AND 2020**

**Note 8 - Notes Payable: (Continued)**

**Solutions for Change, Inc. (Continued)**

The loan payable, which was assumed January 30, 2017, originated May 11, 2010, is held by the City of Oceanside in the original amount of \$70,708. Interest is accrued at 3.0% per annum, payments deferred for 15 years. Thereafter, payment of principal and interest is due and payable in full on June 1, 2050. In the event that all terms and obligations of the regulatory agreement have been met, the loan and interest will be forgiven. Secured by a deed of trust. Accrued interest totaled \$10,093 and \$8,028 at December 31, 2021 and 2020, respectively.

	<u>2021</u>	<u>2020</u>
	\$ 68,855	\$ 68,855

The loan payable, which was assumed January 30, 2017, originated March 23, 2010, is held by the City of Oceanside in the original amount of \$309,000. Interest is accrued at 3.0% per annum, payments deferred for 15 years and then amortized over 35 years. In the event that all terms and obligations of the regulatory agreement have been met, the loan and interest will be forgiven at January 30, 2032. Secured by a deed of trust. Accrued interest totaled \$44,801 and \$35,632 at December 31, 2021 and 2020, respectively.

	305,637	305,637
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The loan payable, which was assumed January 30, 2017, originated May 11, 2010, is held by the City of Oceanside in the original amount of \$50,684. Interest is accrued at 3.0% per annum, payments deferred for 15 years. Thereafter, payment of principal and interest is due and payable in full on June 1, 2050. In the event that all terms and obligations of the regulatory agreement have been met, the loan and interest will be forgiven. Secured by a deed of trust. Accrued interest totaled \$7,235 and \$5,754 at December 31, 2021 and 2020, respectively.

	49,356	49,356
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The loan payable, which was assumed January 30, 2017, originated October 21, 2009, is held by the City of Oceanside in the original amount of \$203,571. Interest is accrued at 3.0% per annum, payments deferred for 15 years and then amortized over 35 years. In the event that all terms and obligations of the regulatory agreement have been met, the loan and interest will be forgiven at January 30, 2032. Secured by a deed of trust. Accrued interest totaled \$28,651 and \$22,787 at December 31, 2021 and 2020, respectively.

	195,459	195,459
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(Continued)

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 8 - Notes Payable: (Continued)**

**Solutions for Change, Inc. (Continued)**

The loan payable, which was assumed January 30, 2017, originated January 14, 2010, is held by the City of Oceanside in the original amount of \$58,650. Interest is accrued at 3.0% per annum, payments deferred for 15 years. Thereafter, payment of principal and interest is due and payable in full on February 1, 2050. In the event that all terms and obligations of the regulatory agreement have been met, the loan and interest will be forgiven. Secured by a deed of trust. Accrued interest totaled \$8,148 and \$6,539 at December 31, 2021 and 2020, respectively.

	<u>2021</u>	<u>2020</u>
	\$ 56,947	\$ 56,947

The note payable which originated April 26, 2018 is held by Solutions Escondido Boulevard 33, L.P. in the original amount of \$91,783. Interest is accrued at 1%, compounded annually. Secured by a deed of trust. Accrued interest totaled \$3,412 and \$2,469 at December 31, 2021 and 2020, respectively.

	91,783	91,783
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The loan payable, which originated April 18, 2019, is held by Pacific Coast Realty in the original amount of \$120,000. The loan bears interest at 7% per annum. Principal and accrued interest are payable in monthly installments of \$1,393 beginning June 1, 2019. The loan and accrued interest are due upon May 1, 2022. Secured by a deed of trust. Accrued interest totaled \$563 and \$619 at December 31, 2021 and 2020, respectively.

	96,518	106,113
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The loan payable, which originated December 31, 2019, is held by DSD Capital, LLC in the original amount of \$250,000. The loan bears interest at 5.5% per annum. Interest payments of \$4,168 are payable monthly beginning January 30, 2020, for 12 months. Effective January 1, 2021, monthly interest payments are \$3,438. Principal due September 10, 2024. Accrued interest totaled \$3,438 and \$4,167 at December 31, 2021 and 2020, respectively. Unsecured.

	250,000	250,000
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The loan payable, which originated November 1, 2021, is held by Monty James in the original amount of \$250,000. The loan bears interest at 10% per annum. Principal and accrued interest are payable in monthly installments of \$2,083 beginning December 1, 2021. The loan and accrued interest are due November 1, 2023. Secured by a deed of trust. Accrued interest totaled \$2,083 and \$-0- at December 31, 2021 and 2020, respectively.

	<u>250,000</u>	<u>-</u>
Total Solutions for Change, Inc.	\$ <u>8,033,150</u>	\$ <u>7,822,662</u>

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 8 - Notes Payable: (Continued)**

**Solutions Family Center, L.P.**

The mortgage note, which was originated on March 8, 2005, is held by the California Department of Housing and Community Development in the original amount of \$2,044,512. The note bears interest at 3% per annum. Payments in the amount of forty-two hundredths of one percent (.42%) per annum on the unpaid principal balance of the loan are payable beginning December 31, 2005, and continuing annually thereafter up to the twenty-ninth anniversary of the interest payment date. Commencing on the thirtieth (30th) anniversary of the interest payment date and continuing annually thereafter, payments shall equal the lesser of (1) the full amount of interest accruing on the unpaid principal balance during the year, or (2) the amount determined by the lender as to be necessary to cover the costs of continued monitoring of the compliance requirements under the loan. In addition, the note may require additional payments from net cash flow under the terms of the regulatory agreement. The note is due March 2060. Secured by a deed of trust. Accrued interest totaled \$893,738 and \$840,989 at December 31, 2021 and 2020, respectively, and the required interest payments totaled \$8,587 for each of the years ended December 31, 2021 and 2020.

	<u>2021</u>	<u>2020</u>
	\$ 2,044,512	\$ 2,044,512

The mortgage note, which was originated on July 30, 2003, is held by the San Diego County Department of Housing and Community Development in the original amount of \$957,000. The note bears interest at 3% per annum. Principal and accrued interest are payable from residual receipts, as defined in the agreement, calculated annually. Principal and accrued interest are due July 2058. Secured by a deed of trust. Accrued interest totaled \$518,341 and \$489,681 at December 31, 2021 and 2020, respectively.

	957,000	957,000
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The mortgage note, which was originated on July 28, 2003, is held by the City of Vista in the original amount of \$550,000. The note bears interest at 3% per annum. Principal and accrued interest are payable from residual receipts, as defined in the agreement, calculated annually. Principal and accrued interest are due July 2058. Secured by a deed of trust. Accrued interest totaled \$297,076 and \$280,577 at December 31, 2021 and 2020, respectively.

	550,000	550,000
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(Continued)

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 8 - Notes Payable: (Continued)**

**Solutions Family Center, L.P. (Continued)**

The mortgage note, which was originated on July 31, 2003, is held by the City of Escondido in the original amount of \$375,100. The note is non-interest-bearing. Principal is due July 2058. Secured by a deed of trust.

	<u>2021</u>	<u>2020</u>
\$	375,100	\$ 375,100

The mortgage note, which was originated on July 24, 2003, is held by the Bank of America for the Affordable Housing Program (AHP) in the original amount of \$176,700. The note is non-interest-bearing, provided that all compliance requirements of the loan are met. Principal is due July 2021. Secured by a deed of trust.

	<u>176,700</u>	<u>176,700</u>
Total Solutions Family Center, L.P.	<u>4,103,312</u>	<u>4,103,312</u>

**Solutions Farms, LLC**

The loan payable, which was originated on August 1, 2018, is held by Alliance Healthcare Foundation in the original amount of \$755,572. The loan is noninterest-bearing until April 1, 2020 after which interest accrues at 4.0% per annum and is payable monthly. Monthly principal payments of \$3,668 are due beginning September 1, 2020. The loan is due August 1, 2050. Secured by a deed of trust. Accrued interest totaled \$-0- and \$2,546 at December 31, 2021 and 2020, respectively.

	748,921	763,798
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The loan payable, which was originated on May 25, 2020, is held by the U.S. Small Business Administration in the original amount of \$82,800. Interest is accrued at 2.75% per annum. Monthly principal and interest payments of \$404 are due beginning May 21, 2021. The loan is due May 21, 2050. Secured by property and equipment. Accrued interest totaled \$384 and \$1,391 at December 31, 2021 and 2020, respectively.

	<u>83,648</u>	<u>82,800</u>
Total Solutions Farms, LLC	<u>832,569</u>	<u>846,598</u>

**Solutions Chestnut, LLC**

The loan payable, which originated December 24, 2014, is held by the City of Carlsbad in the original amount of \$2,646,000. The loan is noninterest-bearing for the first five years, after which interest will accrue at 3.0% per annum. Beginning on January 1, 2020 and annually thereafter, payments equal to 70% of residual receipts. Principal and accrued interest are due on December 24, 2074. Secured by a deed of trust. Accrued interest totaled \$160,252 and \$79,380 at December 31, 2021 and 2020, respectively.

	<u>2,646,000</u>	<u>2,646,000</u>
\$	<u>2,646,000</u>	<u>\$ 2,646,000</u>

Total Solutions Chestnut, LLC

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 8 - Notes Payable: (Continued)**

**Solutions East Vista Way, L.P.**

The acquisition/bridge loan payable, which originated April 12, 2019, was held by the Century Housing Corporation in the original amount of \$4,700,000 (\$- and \$4,497,100 advanced as of December 31, 2021 and 2020, respectively). The loan bears interest at a variable interest rate equal to one month London Interbank Offered Rate plus 4.5%, with a floor of 7%, adjusted monthly. Beginning May 1, 2019, monthly interest payments are due paid from interest reserve. Principal and interest are due October 12, 2021. Secured by a deed of trust. Accrued interest totaled \$- and \$27,107 at December 31, 2021 and 2020, respectively. The loan was paid off in 2021.

	<u>2021</u>	<u>2020</u>
	-	4,497,100
	\$ -	\$ 4,497,100

The loan payable, which originated April 12, 2019, was held by Katherine R. Muderrig in the original amount of \$500,000. The loan bears interest at 5.5% per annum. Principal and accrued interest are payable in monthly installments of \$6,450 beginning June 1, 2019. The loan is due May 1, 2027. Secured by a deed of trust. Accrued interest totaled \$- and \$1,199 at December 31, 2021 and 2020, respectively. The loan was paid off in 2021.

Total Solutions East Vista Way, L.P.

	<u>-</u>	<u>417,653</u>
	<u>-</u>	<u>4,914,753</u>

Total Notes Payable

Less: Current Portion

Notes Payable, Long-Term, Net

	15,615,031	20,333,325
	(243,063)	(4,784,950)
	<u>\$ 15,371,968</u>	<u>\$ 15,548,375</u>

The future principal payments on the notes payable are as follows:

<u>Years Ended December 31</u>	<u>Solutions for Change, Inc.</u>	<u>Solutions Family Center, L.P.</u>	<u>Solutions Farms, LLC</u>	<u>Solutions Chestnut, LLC</u>	<u>Solutions East Vista Way, L.P.</u>	<u>Total</u>
2022	\$ 50,245	\$ 176,700	\$ 16,118	\$ -	\$ -	\$ 243,063
2023	1,125,833	-	17,515	-	-	1,143,348
2024	969,693	-	18,193	-	-	987,886
2025	1,558,987	-	18,900	-	-	1,577,887
2026	-	-	19,633	-	-	19,633
Thereafter	4,328,392	3,926,612	742,210	2,646,000	-	11,643,214
Total	<u>\$ 8,033,150</u>	<u>\$ 4,103,312</u>	<u>\$ 832,569</u>	<u>\$ 2,646,000</u>	<u>\$ -</u>	<u>\$ 15,615,031</u>

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 9 - Net Assets With Donor Restrictions:**

Net assets with donor restrictions are available for the following purposes at December 31:

	<u>2021</u>	<u>2020</u>
<b>Subject to Expenditure for Specified Purpose:</b>		
Solutions for Change - Program services	\$ <u>40,000</u>	\$ <u>54,278</u>
Total Net Assets with Donor Restrictions	\$ <u><u>40,000</u></u>	\$ <u><u>54,278</u></u>

Net assets released from donor restrictions by incurring expenses satisfying the restricted purpose or by the occurrence of the passage of time or other events specified by the donors are as follows for the years ended December 31:

	<u>2021</u>	<u>2020</u>
<b>Purpose Restrictions Accomplished:</b>		
Program services	\$ <u>14,278</u>	\$ <u>132,203</u>
Total Net Assets Released From Restrictions	\$ <u><u>14,278</u></u>	\$ <u><u>132,203</u></u>

**Note 10 - Contingencies:**

**Loan Agreements**

The Partnership entered into loan agreements with several agencies for the purpose of building and maintaining the tenant housing facilities. These agreements specify requirements for the building maintenance. The loans will be forgiven at the end of the loan term if all requirements have been met. In the event that the Partnership does not comply with the agreement, sells the property, or desists using the facility for its original intended purposes, these notes may be called.

**Grant Agreement**

Chestnut received a grant totaling \$454,000 from the City of Carlsbad on December 24, 2014. Funds were used for the acquisition the property located at 945 Chestnut Avenue. The grant requires that seven (7) low-income restricted units for affordable housing purposes for homeless families be maintained for no less than fifty-five (55) years from the date of acquisition. The grant funds shall be reimbursed to the City of Carlsbad in full upon (1) the date the property is first sold or transferred without prior written approval of the City Council, or (2) upon failure of Chestnut to operate affordable housing for low-income households on the property as stated above.

**Coronavirus Pandemic Contingency**

As a result of the COVID-19 outbreak throughout the world, economic uncertainties have arisen that could negatively impact revenues and income. The extent of the impact of COVID-19 on the Organization's operational and financial performance will depend on certain developments, including the duration and spread of the outbreak and its impacts on the Organization's donors, employees and vendors, all of which at present cannot be determined. Accordingly, the extent to which COVID-19 may impact the Organization's financial position and changes in net assets and cash flows is uncertain and the accompanying financial statements include no adjustments relating to the effects of this pandemic.

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 11 - Commitments:**

**403(b) Pension Plan**

The Organization sponsors a 403(b) pension plan covering, substantially, all of its employees. Each employee's total contribution may not exceed the maximum allowable under current regulations. The Organization matches the first 2% of eligible compensation contributed by the employee. The Organization also pays all administrative costs of this plan. All beneficiaries of the 403(b) plan are responsible for their own plan investment decisions. Matching contributions under this plan totaled \$6,354 and \$6,127 for the years ended December 31, 2021 and 2020, respectively.

**Leases**

**Office Space**

In 2004, the Organization began occupying approximately 7,200 square feet of donated office space at the Center's facility located at 702 West California Avenue, Vista, California. Estimated fair market value of the donated facilities in each of the years ended 2021 and 2020 was \$129,600. Due to the elimination of intercompany transactions during the consolidation process, the rent accrual and expense are not reflected in the consolidated financial statements.

**Vehicles**

The Organization entered into a lease for a vehicle under a three-year lease agreement beginning December 31, 2017, with a monthly payment of \$468. Rent expense totaled \$-0- and \$5,574 for the years ended December 31, 2021 and 2020, respectively. The Organization entered into a lease for a vehicle under a forty-two-month lease agreement beginning December 5, 2020, with a monthly payment of \$693. Rent expense totaled \$8,315 and \$6,500 for the years ended December 31, 2021 and 2020, respectively.

**Property Lease**

The Organization entered into a four-year lease to rent property in Vista in December 2021, with a monthly base rent of \$19,000. Rent expense totaled \$19,000 and \$-0- for the years ended December 31, 2021 and 2020, respectively.

In addition, the Organization has an option to purchase the property on June 1, 2023 for \$5,130,000. The option can be extended to December 1, 2023 for a purchase price of \$5,260,000, December 1, 2024 for a purchase price of \$5,525,000, or December 1, 2025 for a purchase price of \$5,804,250.

The following is a schedule of future minimum payments related to the leases:

<u>Years Ended</u> <u>December 31</u>	<u>Vehicle</u>	<u>Property</u>	<u>Total</u>
2022	\$ 8,315	\$ 228,000	\$ 236,315
2023	8,315	228,000	236,315
2024	8,315	228,000	231,465
2025	3,465	209,000	209,000
Total	<u>\$ 20,095</u>	<u>\$ 893,000</u>	<u>\$ 913,095</u>

**SOLUTIONS FOR CHANGE, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**DECEMBER 31, 2021 AND 2020**

**Note 11 - Commitments: (Continued)**

**Contracts**

The Organization has an employment contract with the President, which provides a base salary, plus an annual bonus based on performance and not to exceed 20% of the current salary. The contract is renewable annually.

**Note 12 - Subsequent Events:**

In April 2022, Solutions Farms ceased operations.

**SOLUTIONS FOR CHANGE, INC.**  
**SUPPLEMENTARY CONSOLIDATING SCHEDULE OF FINANCIAL POSITION**  
**DECEMBER 31, 2021**

**ASSETS**

	Solutions For Change, Inc.	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Eliminations	Consolidated
<b>Current Assets:</b>							
Cash and cash equivalents	\$ 33,655	\$ 146	\$ 1,283	\$ 32,664	\$ 27,119	\$ -	\$ 94,867
Grants and other receivables, net	564,872	3,879	752	-	31,471	-	600,974
Intercompany receivables	1,914,797	-	-	-	618,488	(2,533,285)	-
Related party receivable	74,753	-	-	-	-	(74,753)	-
Prepaid expenses and other assets	33,801	-	5,246	-	-	-	39,047
Tenant trust funds	61,917	-	-	-	-	-	61,917
Tenant security deposits	34,959	18,665	-	-	18,321	-	71,945
Deposits	-	3,161	3,500	-	-	-	6,661
Total Current Assets	<u>2,718,754</u>	<u>25,851</u>	<u>10,781</u>	<u>32,664</u>	<u>695,399</u>	<u>(2,608,038)</u>	<u>875,411</u>
<b>Noncurrent Assets:</b>							
Investment in subsidiary	(2,028,877)	-	-	-	-	2,028,877	-
Related party receivables	1,857,250	-	-	-	-	-	1,857,250
Restricted reserves	164,213	177,206	-	-	-	-	341,419
Investment in partnerships	62	-	-	-	-	-	62
Property and equipment, net	<u>5,848,426</u>	<u>3,648,228</u>	<u>843,255</u>	<u>-</u>	<u>2,847,702</u>	<u>-</u>	<u>13,187,611</u>
Total Noncurrent Assets	<u>5,841,074</u>	<u>3,825,434</u>	<u>843,255</u>	<u>-</u>	<u>2,847,702</u>	<u>2,028,877</u>	<u>15,386,342</u>
<b>TOTAL ASSETS</b>	<u>\$ 8,559,828</u>	<u>\$ 3,851,285</u>	<u>\$ 854,036</u>	<u>\$ 32,664</u>	<u>\$ 3,543,101</u>	<u>\$ (579,161)</u>	<u>\$ 16,261,753</u>

**SOLUTIONS FOR CHANGE, INC.**  
**SUPPLEMENTARY CONSOLIDATING SCHEDULE OF FINANCIAL POSITION (CONTINUED)**  
**DECEMBER 31, 2021**

**LIABILITIES AND NET ASSETS**

	Solutions For Change, Inc.	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Eliminations	Consolidated
<b><u>Current Liabilities:</u></b>							
Accounts payable	\$ 249,424	\$ 44,884	\$ 33,051	\$ -	\$ 23,287	\$ -	\$ 350,646
Accrued expenses	245,061	-	10,011	-	-	-	255,072
Deferred revenue	4,314	509	-	-	-	-	4,823
Interest payable	8,958	-	384	-	-	-	9,342
Intercompany payables	677,288	29,532	1,202,630	620,674	3,161	(2,533,285)	-
Related party payables	-	-	-	74,753	-	(74,753)	-
Tenant trust funds	72,360	-	-	-	-	-	72,360
Tenant security deposits	34,959	10,862	-	-	18,700	-	64,521
Current portion of notes payable	50,245	176,700	16,118	-	-	-	243,063
Total Current Liabilities	<u>1,342,609</u>	<u>262,487</u>	<u>1,262,194</u>	<u>695,427</u>	<u>45,148</u>	<u>(2,608,038)</u>	<u>999,827</u>
<b><u>Noncurrent Liabilities:</u></b>							
Share of deficiency in partnerships	2,084	-	-	-	-	-	2,084
Notes payable, net	7,982,905	3,926,612	816,451	-	2,646,000	-	15,371,968
Interest payable	1,171,764	1,709,155	-	-	160,252	-	3,041,171
Total Noncurrent Liabilities	<u>9,156,753</u>	<u>5,635,767</u>	<u>816,451</u>	<u>-</u>	<u>2,806,252</u>	<u>-</u>	<u>18,415,223</u>
Total Liabilities	<u>10,499,362</u>	<u>5,898,254</u>	<u>2,078,645</u>	<u>695,427</u>	<u>2,851,400</u>	<u>(2,608,038)</u>	<u>19,415,050</u>
<b><u>Minority Interest in Subsidiary</u></b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(16,438)</u>	<u>(16,438)</u>
<b><u>Net Assets (Deficit):</u></b>							
Without donor restrictions	(1,979,534)	(2,046,969)	(1,224,609)	(662,763)	691,701	2,045,315	(3,176,859)
With donor restrictions	40,000	-	-	-	-	-	40,000
Total Net Assets (Deficit)	<u>(1,939,534)</u>	<u>(2,046,969)</u>	<u>(1,224,609)</u>	<u>(662,763)</u>	<u>691,701</u>	<u>2,045,315</u>	<u>(3,136,859)</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 8,559,828</u>	<u>\$ 3,851,285</u>	<u>\$ 854,036</u>	<u>\$ 32,664</u>	<u>\$ 3,543,101</u>	<u>\$ (579,161)</u>	<u>\$ 16,261,753</u>

**SOLUTIONS FOR CHANGE, INC.**  
**SUPPLEMENTARY CONSOLIDATING SCHEDULE OF FINANCIAL POSITION**  
**DECEMBER 31, 2020**

**ASSETS**

	Solutions For Change, Inc.	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Eliminations	Consolidated
<b>Current Assets:</b>							
Cash and cash equivalents	\$ 2,599	\$ 41	\$ (511)	\$ 156,010	\$ 5,502	\$ -	\$ 163,641
Grants and other receivables, net	344,145	3,322	930	-	8,002	-	356,399
Intercompany receivables	3,994,707	1,000	9,000	-	560,488	(4,565,195)	-
Prepaid expenses and other assets	21,590	-	9,241	-	248	-	31,079
Tenant trust funds	4,222	-	-	-	-	-	4,222
Tenant security deposits	24,508	2,398	-	7,050	18,320	-	52,276
Deposits	500	3,161	4,100	-	500	-	8,261
Total Current Assets	<u>4,392,271</u>	<u>9,922</u>	<u>22,760</u>	<u>163,060</u>	<u>593,060</u>	<u>(4,565,195)</u>	<u>615,878</u>
<b>Noncurrent Assets:</b>							
Investment in subsidiary	(1,708,886)	-	-	-	-	1,708,886	-
Related party receivables	1,859,918	-	-	-	-	-	1,859,918
Restricted reserves	170,049	247,750	-	-	-	-	417,799
Investment in partnerships	68	-	-	-	-	-	68
Property and equipment, net	6,036,542	3,805,723	926,363	7,637,451	2,890,730	-	21,296,809
Total Noncurrent Assets	<u>6,357,691</u>	<u>4,053,473</u>	<u>926,363</u>	<u>7,637,451</u>	<u>2,890,730</u>	<u>1,708,886</u>	<u>23,574,594</u>
<b>TOTAL ASSETS</b>	<u>\$ 10,749,962</u>	<u>\$ 4,063,395</u>	<u>\$ 949,123</u>	<u>\$ 7,800,511</u>	<u>\$ 3,483,790</u>	<u>\$ (2,856,309)</u>	<u>\$ 24,190,472</u>

**SOLUTIONS FOR CHANGE, INC.**  
**SUPPLEMENTARY CONSOLIDATING SCHEDULE OF FINANCIAL POSITION (CONTINUED)**  
**DECEMBER 31, 2020**

**LIABILITIES AND NET ASSETS**

	Solutions For Change, Inc.	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Eliminations	Consolidated
<b><u>Current Liabilities:</u></b>							
Accounts payable	\$ 169,941	\$ 70,272	\$ 17,360	\$ 27,277	\$ 7,912	\$ -	\$ 292,762
Accrued expenses	177,753	-	2,898	-	-	-	180,651
Deferred revenue	62,197	474	-	-	929	-	63,600
Interest payable	6,275	-	3,937	28,306	-	-	38,518
Intercompany payables	629,288	-	1,198,646	2,737,261	-	(4,565,195)	-
Related party payables	-	-	-	2,344	-	-	2,344
Tenant trust funds	47,586	-	-	-	-	-	47,586
Tenant security deposits	20,247	1,886	-	7,050	18,320	-	47,503
Current portion of notes payable	41,622	176,700	13,710	4,552,918	-	-	4,784,950
Total Current Liabilities	<u>1,154,909</u>	<u>249,332</u>	<u>1,236,551</u>	<u>7,355,156</u>	<u>27,161</u>	<u>(4,565,195)</u>	<u>5,457,914</u>
<b><u>Noncurrent Liabilities:</u></b>							
Share of deficiency in partnerships	1,959	-	-	-	-	-	1,959
Notes payable, net	7,781,040	3,926,612	832,888	361,835	2,646,000	-	15,548,375
Interest payable	1,043,810	1,611,197	-	-	79,380	-	2,734,387
Total Noncurrent Liabilities	<u>8,826,809</u>	<u>5,537,809</u>	<u>832,888</u>	<u>361,835</u>	<u>2,725,380</u>	<u>-</u>	<u>18,284,721</u>
Total Liabilities	<u>9,981,718</u>	<u>5,787,141</u>	<u>2,069,439</u>	<u>7,716,991</u>	<u>2,752,541</u>	<u>(4,565,195)</u>	<u>23,742,635</u>
<b><u>Minority Interest in Subsidiary</u></b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(13,206)</u>	<u>(13,206)</u>
<b><u>Net Assets (Deficit):</u></b>							
Without donor restrictions	713,966	(1,723,746)	(1,120,316)	83,520	731,249	1,722,092	406,765
With donor restrictions	54,278	-	-	-	-	-	54,278
Total Net Assets (Deficit)	<u>768,244</u>	<u>(1,723,746)</u>	<u>(1,120,316)</u>	<u>83,520</u>	<u>731,249</u>	<u>1,722,092</u>	<u>461,043</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 10,749,962</u>	<u>\$ 4,063,395</u>	<u>\$ 949,123</u>	<u>\$ 7,800,511</u>	<u>\$ 3,483,790</u>	<u>\$ (2,856,309)</u>	<u>\$ 24,190,472</u>

**SOLUTIONS FOR CHANGE, INC.**  
**SUPPLEMENTARY CONSOLIDATING SCHEDULE OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

	Solutions For Change, Inc.	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Eliminations	Consolidated
<b>Net Assets Without Donor Restrictions</b>							
<b><u>Support and Revenue:</u></b>							
Contributions	\$ 3,067,168	\$ -	\$ 45,272	\$ -	\$ -	\$ -	\$ 3,112,440
Rental income	648,771	251,941	-	163,975	213,513	(344,704)	933,496
Special event revenue (net of direct donor benefit costs of \$48,090)	498,544	-	-	-	-	-	498,544
Grants	218,824	-	-	-	-	-	218,824
Supporting services	120,479	-	257,801	-	-	(257,801)	120,479
Social enterprise	-	-	48,044	-	-	-	48,044
Interest and miscellaneous	13,126	3,230	-	-	-	-	16,356
Net assets released from restriction	14,278	-	-	-	-	-	14,278
Total Support and Revenue	<u>4,581,190</u>	<u>255,171</u>	<u>351,117</u>	<u>163,975</u>	<u>213,513</u>	<u>(602,505)</u>	<u>4,962,461</u>
<b><u>Operating Expenses:</u></b>							
Program services	3,644,142	301,808	294,967	117,709	113,061	(602,505)	3,869,182
Management and general	356,985	12,546	75,255	11,340	16,100	-	472,226
Fundraising	293,671	-	2,080	-	-	-	295,751
Total Operating Expenses	<u>4,294,798</u>	<u>314,354</u>	<u>372,302</u>	<u>129,049</u>	<u>129,161</u>	<u>(602,505)</u>	<u>4,637,159</u>
Change in Net Assets Without Donor Restrictions Before Nonoperating Revenue and (Expenses)	<u>286,392</u>	<u>(59,183)</u>	<u>(21,185)</u>	<u>34,926</u>	<u>84,352</u>	<u>-</u>	<u>325,302</u>
<b><u>Nonoperating Revenue and (Expenses):</u></b>							
Depreciation	(216,745)	(157,495)	(83,108)	(19,512)	(43,028)	-	(519,888)
Excess (deficit) of support and revenue over expenses of subsidiary	(319,991)	-	-	-	-	323,223	3,232
Interest - residual receipts debt	(102,253)	(106,545)	-	-	(80,872)	-	(289,670)
Partnership loss	(131)	-	-	-	-	-	(131)
Gain (loss) on cancellation of debt	(2,340,772)	-	-	2,340,772	-	-	-
Loss on sale of property	-	-	-	(3,102,469)	-	-	(3,102,469)
Total Nonoperating Revenue and (Expenses)	<u>(2,979,892)</u>	<u>(264,040)</u>	<u>(83,108)</u>	<u>(781,209)</u>	<u>(123,900)</u>	<u>323,223</u>	<u>(806,457)</u>
Change in Net Assets Without Donor Restrictions	<u>(2,693,500)</u>	<u>(323,223)</u>	<u>(104,293)</u>	<u>(746,283)</u>	<u>(39,548)</u>	<u>323,223</u>	<u>(481,155)</u>
<b><u>Net Assets With Donor Restrictions</u></b>							
Net assets released from restrictions	(14,278)	-	-	-	-	-	(14,278)
Change in Net Assets With Donor Restrictions	<u>(14,278)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(14,278)</u>
Total Change in Net Assets	<u>(2,707,778)</u>	<u>(323,223)</u>	<u>(104,293)</u>	<u>(746,283)</u>	<u>(39,548)</u>	<u>323,223</u>	<u>(3,597,902)</u>
Net Assets (Deficit) at Beginning of Year	<u>768,244</u>	<u>(1,723,746)</u>	<u>(1,120,316)</u>	<u>83,520</u>	<u>731,249</u>	<u>1,722,092</u>	<u>461,043</u>
<b>NET ASSETS (DEFICIT) AT END OF YEAR</b>	<u><u>\$ (1,939,534)</u></u>	<u><u>\$ (2,046,969)</u></u>	<u><u>\$ (1,224,609)</u></u>	<u><u>\$ (662,763)</u></u>	<u><u>\$ 691,701</u></u>	<u><u>\$ 2,045,315</u></u>	<u><u>\$ (3,136,859)</u></u>

**SOLUTIONS FOR CHANGE, INC.**  
**SUPPLEMENTARY CONSOLIDATING SCHEDULE OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2020**

	Solutions For Change, Inc.	Solutions Family Center, L.P.	Solutions Farms, LLC	Solutions East Vista Way, LP	Solutions Chestnut, LLC	Eliminations	Consolidated
<b>Net Assets Without Donor Restrictions</b>							
<b>Support and Revenue:</b>							
Contributions	\$ 2,729,297	\$ -	\$ 48,878	\$ -	\$ -	\$ -	\$ 2,778,175
Grants	-	19,800	-	-	-	(19,800)	-
Interest and miscellaneous	106,001	165	-	-	-	-	106,166
Rental income	472,456	323,881	-	216,444	210,856	(480,598)	743,039
Social enterprise	-	-	36,950	-	-	-	36,950
Special event revenue	10,100	-	-	-	-	-	10,100
Supporting services	117,780	-	-	-	-	-	117,780
Net assets released from restriction	132,203	-	-	-	-	-	132,203
Total Support and Revenue	<u>3,567,837</u>	<u>343,846</u>	<u>85,828</u>	<u>216,444</u>	<u>210,856</u>	<u>(500,398)</u>	<u>3,924,413</u>
<b>Operating Expenses:</b>							
Program services	3,122,855	342,283	281,270	110,764	92,048	(500,398)	3,448,822
Management and general	312,397	11,475	74,501	9,620	23,087	-	431,080
Fundraising	134,634	-	-	-	-	-	134,634
Total Operating Expenses	<u>3,569,886</u>	<u>353,758</u>	<u>355,771</u>	<u>120,384</u>	<u>115,135</u>	<u>(500,398)</u>	<u>4,014,536</u>
Change in Net Assets Without Donor Restrictions Before Nonoperating Revenue and (Expenses)	<u>(2,049)</u>	<u>(9,912)</u>	<u>(269,943)</u>	<u>96,060</u>	<u>95,721</u>	<u>-</u>	<u>(90,123)</u>
<b>Nonoperating Revenue and (Expenses):</b>							
Depreciation	(224,322)	(157,867)	(84,852)	(21,286)	(43,027)	-	(531,354)
Excess (deficit) of support and revenue over expenses of subsidiary	(271,582)	-	-	-	-	274,325	2,743
Interest - residual receipts debt	(102,253)	(106,546)	-	-	(79,380)	-	(288,179)
Partnership loss	(137)	-	-	-	-	-	(137)
Total Nonoperating Revenue and (Expenses)	<u>(598,294)</u>	<u>(264,413)</u>	<u>(84,852)</u>	<u>(21,286)</u>	<u>(122,407)</u>	<u>274,325</u>	<u>(816,927)</u>
Change in Net Assets Without Donor Restrictions	<u>(600,343)</u>	<u>(274,325)</u>	<u>(354,795)</u>	<u>74,774</u>	<u>(26,686)</u>	<u>274,325</u>	<u>(907,050)</u>
<b>Net Assets With Donor Restrictions</b>							
Contributions	54,278	-	-	-	-	-	54,278
Net assets released from restrictions	(132,203)	-	-	-	-	-	(132,203)
Change in Net Assets With Donor Restrictions	<u>(77,925)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(77,925)</u>
Total Change in Net Assets	<u>(678,268)</u>	<u>(274,325)</u>	<u>(354,795)</u>	<u>74,774</u>	<u>(26,686)</u>	<u>274,325</u>	<u>(984,975)</u>
Net Assets (Deficit) at Beginning of Year	<u>1,446,512</u>	<u>(1,449,421)</u>	<u>(765,521)</u>	<u>8,746</u>	<u>757,935</u>	<u>1,447,767</u>	<u>1,446,018</u>
<b>NET ASSETS (DEFICIT) AT END OF YEAR</b>	<u>\$ 768,244</u>	<u>\$ (1,723,746)</u>	<u>\$ (1,120,316)</u>	<u>\$ 83,520</u>	<u>\$ 731,249</u>	<u>\$ 1,722,092</u>	<u>\$ 461,043</u>

**SOLUTIONS FOR CHANGE, INC.**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

<u>Federal Grantor/Pass-Through Grantor/Program Title</u>	<u>Assistance Listing Number</u>	<u>Agency or Pass-Through Number</u>	<u>Passed Through to Subrecipient</u>	<u>Federal Expenditures</u>
<b>U.S. Department of Housing and Urban Development:</b>				
<b>Pass-Through Programs:</b>				
CDBG - Entitlement Grants Cluster				
Community Development Block Grants/Entitlement Grants:	14.218			
County of San Diego Department of Housing and Community Development (Loan)		N/A	\$ -	\$ 472,556
Total Community Development Block Grants/Entitlement Grants			<u>-</u>	<u>472,556</u>
Total CDBG - Entitlement Grants Cluster			<u>-</u>	<u>472,556</u>
HOME Investment Partnerships Program:				
County of San Diego Department of Housing and Community Development (Loan)	14.239		-	2,935,477
City of Oceanside (Loan)		N/A	-	195,459
Total HOME Investment Partnerships Program			<u>-</u>	<u>3,130,936</u>
Neighborhood Stabilization Program:				
County of San Diego Department of Housing and Community Development (Loan)	14.256		-	2,278,679
City of Oceanside (Loan)		N/A	-	633,119
Total Neighborhood Stabilization Program			<u>-</u>	<u>2,911,798</u>
Total Pass-Through Programs			<u>-</u>	<u>6,515,290</u>
Total U.S. Department of Housing and Urban Development			<u>-</u>	<u>6,515,290</u>
<b>Total Expenditures of Federal Awards</b>			<u>\$ -</u>	<u>\$ 6,515,290</u>

**SOLUTIONS FOR CHANGE, INC.**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (CONTINUED)**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

**Note 1 - Basis of Presentation:**

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of Solutions for Change, Inc. under programs of the federal government for the year ended December 31, 2021. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Solutions for Change, Inc., it is not intended to and does not present the financial position, changes in net assets, or cash flows of Solutions for Change, Inc.

**Note 2 - Summary of Significant Accounting Policies:**

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following, as applicable, either the cost principles contained in OMB Circular A-122, *Cost Principles for Non-Profit Organizations* or the cost principles contained in Uniform Guidance wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Solutions for Change, Inc. has elected not to use the 10-percent de minimis indirect cost rate as allowed under Uniform Guidance.

**Note 3 - Loan Programs:**

Assistance Listing Number	Program Name	Loans Outstanding at December 31, 2020	Loans Awarded for the Year Ended December 31, 2021	Loan Principal Repaid for the Year Ended December 31, 2021	Loans Outstanding at December 31, 2021
14.218	<b>Community Development Block Grants/Entitlement Grants:</b>				
	County of San Diego Department of Housing and Community Development	\$ 472,556	\$ -	\$ -	\$ 472,556
	Total Community Development Block Grants/Entitlement Grants	<u>472,556</u>	<u>-</u>	<u>-</u>	<u>472,556</u>
14.239	<b>HOME Investment Partnerships Program:</b>				
	County of San Diego Department of Housing and Community Development	2,935,477	-	-	2,935,477
	City of Oceanside	195,459	-	-	195,459
	Total HOME Investment Partnerships Program	<u>3,130,936</u>	<u>-</u>	<u>-</u>	<u>3,130,936</u>
14.256	<b>Neighborhood Stabilization Program:</b>				
	County of San Diego Department of Housing and Community Development	2,278,679	-	-	2,278,679
	City of Oceanside	633,119	-	-	633,119
	Total Neighborhood Stabilization Program	<u>2,911,798</u>	<u>-</u>	<u>-</u>	<u>2,911,798</u>
	<b>Total Loans</b>	<u>\$ 6,515,290</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,515,290</u>



Leaf & Cole, LLP  
Certified Public Accountants  
A Partnership of Professional Corporations

**Independent Auditor's Report on Internal Control Over  
Financial Reporting and on Compliance and Other Matters  
Based on an Audit of Financial Statements Performed in  
Accordance With *Government Auditing Standards***

To the Board of Directors  
Solutions for Change, Inc.

**Report on Compliance for the Major Federal Program**

***Opinion on the Major Federal Program***

We have audited Solutions for Change, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on Solutions for Change, Inc.'s major federal program for the year ended December 31, 2021. Solutions for Change, Inc.'s major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Solutions for Change, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on the major federal program for the year ended December 31, 2021.

***Basis for Opinion on the Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Solutions for Change, Inc., and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for the major federal program. Our audit does not provide a legal determination of Solutions for Change, Inc.'s compliance with the compliance requirements referred to above.

***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above, and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Solutions for Change, Inc.'s federal programs.

***Auditor's Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Solutions for Change, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance, but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Solutions for Change, Inc.'s compliance with the requirements of the major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Solutions for Change, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Solutions for Change, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances, and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Solutions for Change, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above, and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance, and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Leaf & Cole LLP

San Diego, California  
September 29, 2022



Leaf & Cole, LLP  
Certified Public Accountants  
A Partnership of Professional Corporations

## **Independent Auditor’s Report on Compliance for Each Major Program and on Internal Control Over Compliance Required by the Uniform Guidance**

To the Board of Directors  
Solutions for Change, Inc.

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Solutions for Change, Inc. (a nonprofit organization), which comprise the consolidated statement of financial position as of December 31, 2021, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended and the related notes to the consolidated financial statements, and have issued our report thereon dated September 29, 2022.

### **Report on Internal Control over Financial Reporting**

In planning and performing our audit of the consolidated financial statements, we considered Solutions for Change, Inc.’s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of Solutions for Change, Inc.’s internal control. Accordingly, we do not express an opinion on the effectiveness of Solutions for Change, Inc.’s internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section, and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

### **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Solutions for Change, Inc.'s consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the consolidated financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Leaf & Cole LLP

San Diego, California  
September 29, 2022

**SOLUTIONS FOR CHANGE, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED DECEMBER 31, 2021**

**Section I - Summary of Auditor's Results:**

**Financial Statements**

Type of auditor's report issued on whether the consolidated financial statements audited were prepared in accordance with U.S. GAAP: Unmodified

Internal control over financial reporting:

Material weaknesses identified?	_____	Yes	_____ <u>X</u> _____	No
Significant deficiencies identified?	_____	Yes	_____ <u>X</u> _____	No

Noncompliance material to consolidated financial statements noted? \_\_\_\_\_ Yes \_\_\_\_\_ X \_\_\_\_\_ No

**Federal Awards**

Type of auditor's report issued on compliance for the major programs Unmodified

Internal control over major program:

Material weaknesses identified?	_____	Yes	_____ <u>X</u> _____	No
Significant deficiencies identified?	_____	Yes	_____ <u>X</u> _____	No

Any audit findings disclosed that are required to be reported in accordance with 2CFR Section 200.516(a)? \_\_\_\_\_ Yes \_\_\_\_\_ X \_\_\_\_\_ No

Identification of the major program:

<u>Assistance Listing Number</u>	<u>Name of Federal Program or Cluster</u>
14.218	Community Development Block Grants / Entitlement Grants Cluster
14.256	Neighborhood Stabilization Program

Dollar threshold used to distinguish between Type A and Type B programs: \$750,000

Auditee qualified as low-risk auditee? \_\_\_\_\_ X \_\_\_\_\_ Yes \_\_\_\_\_ No

**Section II - Financial Statement Findings:**

None

**Section III - Federal Award Findings and Questioned Costs:**

None

Title **Junior League of San Diego Diaper Bank & Period Pantry** 04/30/2023  
 id. 36557614  
 by **Elizabeth Giddens** in **San Marcos Community Foundation**  
 jlsdgrants@gmail.com

**Original Submission** 04/30/2023

**General Project Information**

Please enter your organization's name and project name. **Junior League of San Diego Diaper Bank & Period Pantry**

Are you applying for the Mini Grant or the Regular Grant? **Mini Grant (up to \$1,500)**

Project Name **Diaper Bank & Period Pantry**

Project Start Date **7/1/2020**

Project End Date **6/30/2024**

Date by Which Funds Will Be Expended: **6/30/2024**

Total Number of People Served by this Project **5000.0**

Total Number of People Served by this Project in San Marcos Only **300.0**

Grant Amount Requested **1500.0**

**Organization Details**

Organization Name **Junior League of San Diego**

Organization Street Address **210 Maple Street**

Organization City	<b>San Diego</b>
Organization State	<b>CA</b>
Organization Zip Code	<b>92103</b>
Organization Website	<b><a href="https://www.jlsd.org/">https://www.jlsd.org/</a></b>
Organization's EIN	<b>95-2090569</b> <b>200</b> <b>Junior League of San Diego</b> <b>59cfc876-6a38-4118-afef-adda04f934be</b> <b>210 Maple St</b> <b>San Diego</b> <b>CA</b> <b>92103</b> <b>This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.</b> <b>true</b> <b>false</b> <b>12/12/2022 12:00:00 AM</b> <b>3/6/2023 12:00:00 AM</b> <b>501(c)(3) Public Charity</b> <b>A public charity (50% deductibility limitation).</b> <b>Section 509(a)(2) organization</b> <b>2/14/2023 12:00:00 AM</b> <b>1944</b> <b>02</b>

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**Contact Information**

Contact First Name	<b>Beth</b>
Contact Last Name	<b>Giddens</b>
Contact Title	<b>Chair, Community Action Committee</b>
Contact Phone	<b>+17192375437</b>
Contact Email	<b>jlsdgrants@gmail.com</b>

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**Project Details**

Briefly describe your request for funds.	<b>The Junior League of San Diego (JLSD) is submitting a grant proposal to request funds to purchase diapers and period products to support JLSD's philanthropic work. Procuring additional health products will help us expand our capacity for community outreach and serve our San Diegans most in need.</b>
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Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served.

**While JLSD serves all of San Diego county, we would be happy to use these grants funds within the San Marcos community only. The numbers of women and children served will depend on the amount of product that we are able to bring in. In 2020-2021, JLSD procured 20,000 diapers and 3,000 period products. In 2021-2022, JLSD blew past those goals by procuring and donating 35,000 diapers and 33,000 period products. In 2022-2023, JLSD seeks to beat our goals from last year by increasing donations by 50% to 50,000 diapers and 50,000 period products. After procuring the items, we will donate them to our community partners who will get the products to those in need.**

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents.

**JLSD currently partners with Ronald McDonald House Charities of San Diego, Casa de Amparo, San Diego Youth Services, Jewish Family Services of San Diego, Monarch School, and the YMCA.**

Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**No**

Please upload the annual operating budget for your organization.

[2022-2023\\_JLSD\\_Budget\\_APPROVED\\_with\\_notes.pdf](#)

Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[Binder1.pdf](#)

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## Funding

Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

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Project Budget Total **30000.0**

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Is this a Challenge or Matching Grant? **Yes**

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Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

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Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**Yes, while we have lofty goals, we will accept any amount of donation that you are willing to give.**

Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>50,000 Period Products and 50,000 Diapers</i>	\$30,000.00
<b>Total budget for this PROJECT:</b>	



	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual (as of 2/17/22)	2021-2022 Budget	Proposed 2022-2023
<b>Income</b>					
<b>1100 Member Services &amp; Development</b>					
<b>1101 Dues Revenue</b>					
1101.1 Active (\$210)	75,560.00	58,310.00	65,152.50	66,150.00	63,000.00
1101.2 Sustaining (\$115)	19,623.00	19,363.25	18,264.50	18,860.00	17,250.00
1101.3 Sustaining (65 - 79 yrs) (\$80)	10,800.00	13,315.00	11,585.00	13,360.00	11,200.00
1101.4 Provisional Dues (\$210)	22,050.00	28,608.75	21,210.00	12,600.00	14,700.00
1101.5 Provisional Training Fee (\$120)	12,600.00	7,320.00	8,160.00	7,200.00	5,950.00
1101.6 Reinstatement Fee (\$25)	175.00	175.00	175.00		0
1101.7 Late Fees	750.00	950.00	50.00		0
XXXX Placement Buyouts					1500
<b>Total 1101 Dues Revenue</b>	<b>\$ 140,808.00</b>	<b>\$ 127,092.00</b>	<b>\$ 124,547.00</b>	<b>\$ 118,170.00</b>	<b>\$ 113,600.00</b>
<b>1150 Event Revenue</b>					
1150.1 Charter Day	1,045.00	0.00	225.00	1,000.00	6,000.00
1150.2 General Meetings		4,750.00	425.00		0.00
1150.3 Provisional Fundraiser	1,675.00	10,010.00	275.00	7,000.00	10,000.00
1150.31 Provisional Fundraiser Admission	11,389.00	741.00	1,450.00		
1150.35 Provisional Fundraiser Sponsor		1,500.00			
<b>Total 1150.3 Provisional Fundraiser</b>	<b>\$ 13,064.00</b>	<b>\$ 12,251.00</b>	<b>\$ 1,725.00</b>	<b>\$ 7,000.00</b>	<b>\$ 10,000.00</b>
1150.4 Sustainer Events	0.00		0.00	1,000.00	0.00
1150.6 Day At The Races	0.00	0.00	5,600.00	4,800.00	6,400.00
<b>Total 1150 Event Revenue</b>	<b>\$ 14,109.00</b>	<b>\$ 17,001.00</b>	<b>\$ 7,975.00</b>	<b>\$ 13,800.00</b>	<b>\$ 22,400.00</b>
1150.5 Training Events		2,720.00	0.00		0.00
<b>Total 1100 Member Services &amp; Development</b>	<b>\$ 154,917.00</b>	<b>\$ 146,813.00</b>	<b>\$ 132,522.00</b>	<b>\$ 131,970.00</b>	<b>\$ 136,000.00</b>
<b>1200 Marketing Income</b>					
1392 Merchandise Income	3,403.00	5,352.33	485.00	1,000.00	1,000.00
1601 Little Black Dress Initiative	14,390.00	6,430.00	0.00	6,000.00	0.00
<b>Total 1200 Marketing Income</b>	<b>\$ 17,793.00</b>	<b>\$ 11,782.33</b>	<b>\$ 485.00</b>	<b>\$ 7,000.00</b>	<b>\$ 1,000.00</b>
<b>1300 Fund Development Revenue</b>					
1301 Event Revenue					
1302 A La Carte					

1309 Shopping / Other Misc. Events	7,761.13	2,110.39	0.00	4,000.00	11,000.00
Total 1312 Gala/Main Event/SIGNATURE EVENT	55,757.10	0.00	25,395.00	3,000.00	37,500.00
Total 1313 Oktoberfest		0.00	3,240.00	3,000.00	4,500.00
1320 5K Event/family friendly (replace with All Age Photo Day)	6,266.05	5,686.25	1,150.00	8,000.00	3,000.00
<b>Total 1302 A La Carte</b>	<b>\$ 69,784.28</b>	<b>\$ 7,796.64</b>	<b>\$ 29,785.00</b>	<b>\$ 18,000.00</b>	<b>\$ 56,000.00</b>
1340 Signature Access Pass(multiple events)	13,550.68	8,910.00	11,760.00	8,000.00	7,500.00
1350 San Diego Food & Wine Festival	4,860.80	960.00	2,398.60		0.00
1370 Sponsorships	0.00	1,500.00	0.00	3,500.00	10,000.00
<b>Total 1301 Event Revenue</b>	<b>\$ 88,195.76</b>	<b>\$ 19,166.64</b>	<b>\$ 43,943.60</b>	<b>\$ 29,500.00</b>	<b>\$ 73,500.00</b>
1390 Cookbooks and Other Merchandise		<b>\$ 0.00</b>	<b>\$ 1,641.93</b>		
1395 Virtual Events			4,340.00	6,000.00	0.00
(NEW) SIGNATURE AUCTION/FUNDRASIER				12,000.00	0.00
<b>Total 1300 Fund Development Revenue</b>	<b>\$ 88,195.76</b>	<b>\$ 19,166.64</b>	<b>\$ 49,925.53</b>	<b>\$ 47,500.00</b>	<b>\$ 73,500.00</b>
1400 Finance and Operations Council					
1401 Annual Fund	13,750.15	20,232.15	13,401.67	7,000.00	20,000.00
1404 Donations and Memorials	337.82	402.77	0.00	500.00	0.00
1406 Grants					
1406.1 Restricted	0.00	1,000.00	15,000.00	16,000.00	0.00
1406.2 Unrestricted	1,500.00	11,000.00	0.00	3,000.00	10,000.00

XXXX Prior Years Restricted Grant money carried over					8,000.00
<b>Total 1406 Grants</b>	<b>\$ 1,500.00</b>	<b>\$ 12,000.00</b>	<b>\$ 15,000.00</b>	<b>\$ 19,000.00</b>	<b>\$ 18,000.00</b>
1407 210 Maple Restoration	84,500.27	41,832.43	14,283.29		20,000.00
1451 Headquarters Rental Revenue		225.00	0.00	2,000.00	4,000.00
1452 Miscellaneous Income	172.54	4,124.12	0.23	100.00	0.00
1453 Portfolio Income					
1453.1 Dividend Income	24,597.00	1,157.13	20.23	5,000.00	15,000.00
1453.2 Interest Income	10,481.96	3,494.15	120.08	2,500.00	1,000.00
1453.5 Unrealized Gain/Loss	84,488.09	16,996.70		10,000.00	0.00
<b>Total 1453 Portfolio Income</b>	<b>\$ 119,567.05</b>	<b>\$ 21,647.98</b>	<b>\$ 140.31</b>	<b>\$ 17,500.00</b>	<b>\$ 16,000.00</b>
<b>Total 1400 Finance and Operations Council</b>	<b>\$ 219,827.83</b>	<b>\$ 100,464.45</b>	<b>\$ 42,825.50</b>	<b>\$ 46,100.00</b>	<b>\$ 78,000.00</b>
1500 Training Council Income	114.00				
1501 Board Academy		655.00	0.00	0.00	0.00
1503 Professional Development Series		2,158.10	0.00	2,000.00	500.00
1520 Other (Training Talks)	130.00			1,000.00	0.00
<b>Total 1500 Training Council Income</b>	<b>\$ 114.00</b>	<b>\$ 2,813.10</b>	<b>\$ 0.00</b>	<b>\$ 3,000.00</b>	<b>\$ 500.00</b>
<b>(ADD) SOUTHWEST EXCHANGE</b>				<b>\$ 10,000.00</b>	<b>\$ 0.00</b>
1999 Uncategorized Income	0.00	0.00	11,358.70		
<b>Total Income</b>	<b>\$ 480,847.59</b>	<b>\$ 281,039.52</b>	<b>\$ 237,116.73</b>	<b>\$ 245,570.00</b>	<b>\$ 289,000.00</b>
<b>Gross Profit</b>	<b>\$ 480,847.59</b>	<b>\$ 281,039.52</b>	<b>\$ 237,116.73</b>	<b>\$ 245,570.00</b>	<b>\$ 289,000.00</b>
<b>Expenses</b>					
2100 Administrative Expenses					
2101 Bank Fees	11,364.02	10,357.25	8,172.98	13,500.00	12,060.00
2103 Insurance	8,333.00	3,010.00	9,990.00	13,000.00	9,990.00
2104 Licences & Permits	30.00	20.00	0.00	100.00	0.00
2105 Merrill Lynch Trustee Fees	16,208.71	621.42	0.00	7,500.00	9,100.00
2106 Miscellaneous	1.03		0.28	500.00	0.00

2107 Office Equipment Rental	9,170.91	8,946.10	4,592.17	10,000.00	0.00
2108 Office Supplies	2,804.96	723.09	899.86	3,500.00	3,650.00
2109 Payroll Expenses	448.00	70.00		0.00	27,000.00
2109.4 Payroll Taxes	991.06	127.33		0.00	2,647.00
2109.5 Workers Comp Insurance		631.25			405.60
Payroll processing fees					900.00
<b>Total 2109 Payroll Expenses</b>	<b>\$ 1,439.06</b>	<b>\$ 828.58</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 30,952.60</b>
2110 Postage	496.25	0.00	1,011.58	2,000.00	1,160.00
2111 Repairs & Maintenance	1,974.16	4,980.00	4,583.36	10,000.00	9,707.00
2112 Taxes	366.49	327.15	22.86	500.00	332.00
2114 Utilities	7,631.21	9,424.85	6,826.22	10,000.00	10,800.00
<b>Total 2100 Administrative Expenses</b>	<b>\$ 59,819.80</b>	<b>\$ 39,238.44</b>	<b>\$ 36,099.31</b>	<b>\$ 70,600.00</b>	<b>\$ 87,751.60</b>
2200 Community Council	148.20	288.13	70.03		0.00
2202 Community Partners			255.37		4,000.00
2202.1 Advocacy	5,143.31				5,000.00
2203 Impact	695.79				3,000.00
2207 SPAC	4,130.29	4,252.06	4,560.00	4,560.00	7,000.00
220? Diaper Bank & Lady Locker					4,000.00
220? Community Table			820.30	10,000.00	10,000.00
2209.8 DEI Expenses (MOVE TO OWN COUNCIL KEEP GL CODE THE SAME)		466.19	1,000.00	500.00	0.00
<b>Total 2200 Community Council</b>	<b>\$ 9,969.39</b>	<b>\$ 4,718.25</b>	<b>\$ 6,635.67</b>	<b>\$ 15,060.00</b>	<b>\$ 33,000.00</b>
2300 Finance & Operations Council					
2307 Professional Fees		0.00			
2307.1 Accounting	6,599.25	14,433.10	1,448.00	12,000.00	7,000.00

2307.2 Audit		5,615.00	4,210.00	8,500.00	8,000.00
2307.3 Legal			0.00	1,000.00	1,000.00
2307.4 Tax Preparation Fees			0.00	3,000.00	3,500.00
<b>Total 2307 Professional Fees</b>	<b>\$ 6,599.25</b>	<b>\$ 20,048.10</b>	<b>\$ 5,658.00</b>	<b>\$ 24,500.00</b>	<b>\$ 19,500.00</b>
2308 Digital Cheetah	3,275.00	4,280.00	2,025.00	3,005.00	5,500.00
Donor Management Software					840.00
2310 Operational Council Expenses	416.33	1,139.75	1,131.75	2,500.00	7,400.00
2311 Finance Council Expenses	431.52		0.00	500.00	500.00
<b>Total 2300 Finance &amp; Operations Council</b>	<b>\$ 10,722.10</b>	<b>\$ 25,467.85</b>	<b>\$ 8,814.75</b>	<b>\$ 30,505.00</b>	<b>\$ 32,900.00</b>
2309 210 Maple Restoration		67,902.76	9,194.82		
2309.3 Loan Financing			25,000.00	28,574.00	25,000.00
<b>Total 2309 210 Maple Restoration</b>	<b>\$ 587,569.12</b>	<b>\$ 67,902.76</b>	<b>\$ 34,194.82</b>	<b>\$ 28,574.00</b>	<b>\$ 25,000.00</b>
2400 Fund Development Council		5,214.46	0.00	0.00	0.00
2401 San Diego Food & Wine Festival	1.45		4,750.00	0.00	0.00
2401.2 Bank Merchant Fees		258.32	542.67		
2402.85 Gala	31,611.89		16,162.50	0.00	19,000.00
2402.9 Oktoberfest			2,155.00		500.00
2410 5K Event/Family Friendly/Photo Day	4,582.16		300.00	0.00	500.00
2502 Cookbooks		716.37	0.00		
2502.1 Credit Card Fees	13.35	203.67			
<b>Total 2502 Cookbooks</b>	<b>\$ 13.35</b>	<b>\$ 920.04</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>
<b>Total 2400 Fund Development Council</b>	<b>\$ 36,208.85</b>	<b>\$ 6,392.82</b>	<b>\$ 23,910.17</b>	<b>\$ 0.00</b>	<b>\$ 20,000.00</b>
2500 Marketing Council	14,323.52				

2505 Printing/Digital Marketing					9,600.00
2506 Marketing Operations	1,182.91	1,200.70	921.32	1,000.00	1,200.00
2506.2 Videos					0.00
<b>Total 2500 Marketing Council</b>	<b>\$ 15,506.43</b>	<b>\$ 1,200.70</b>	<b>\$ 921.32</b>	<b>\$ 1,000.00</b>	<b>\$ 10,800.00</b>
2600 Member Service & Development	300.55	123.89			
2601 Member Training					
2602 AJLI Dues	36,792.25	55,366.80	14,146.00	31,003.00	28,380.00
2605 Membership Directory					
2607 Membership Recruitment					500.00
2609 Provisional Training	6,620.88	6,451.35	1,583.55	9,000.00	5,950.00
<b>Total 2601 Member Training</b>	<b>\$ 43,413.13</b>	<b>\$ 61,818.15</b>	<b>\$ 15,729.55</b>	<b>\$ 40,003.00</b>	<b>\$ 34,830.00</b>
2650 MSDC Events					
2651 Charter Day			1,200.00	1,000.00	6,500.00
2652 General Meetings	12,412.97	750.00	159.01	4,000.00	6,000.00
2654 Member Connections	55.00		676.08	0.00	1,000.00
2655 Sustainer Events	0.00		0.00	1,000.00	0.00
2656 Provisional Fundraiser Exp.	21.52		0.00	0.00	1,000.00
265??? Provisional Community Service Expense					3,000.00
2657 Day at the Races	21.52		4,800.00	4,800.00	4,800.00
<b>Total 2650 MSDC Events</b>	<b>\$ 12,489.49</b>	<b>\$ 750.00</b>	<b>\$ 6,835.09</b>	<b>\$ 10,800.00</b>	<b>\$ 22,300.00</b>
2699 Nominating Expense					\$ 100.00
<b>Total 2600 Member Service &amp; Development</b>	<b>\$ 56,203.17</b>	<b>\$ 62,692.04</b>	<b>\$ 22,564.64</b>	<b>\$ 50,803.00</b>	<b>\$ 57,230.00</b>
2700 Officer Expenses	300.00				

2702 Board Assistant/Historian	651.61	600.00	0.00	850.00	600.00
2703 Board & EMT Training	174.51		0.00	0.00	1,000.00
2704 Past Presidents Luncheon/Tea					700.00
2705 Poll Dues	0.00	275.00	275.00	275.00	275.00
2706 Presidential Conferences					1,000.00
2707 Board/EVP Conferences	2,296.28	1,365.00	1,400.00	4,500.00	4,000.00
2708 President Expenses	2,970.67	485.84	0.00	500.00	500.00
2709 Presidential Recognition	333.43	398.55	0.00	500.00	500.00
2709.5 EVP Expenses		1,146.95	0.00	200.00	200.00
<b>Total 2700 Officer Expenses</b>	<b>\$ 6,726.50</b>	<b>\$ 4,271.34</b>	<b>\$ 1,675.00</b>	<b>\$ 6,825.00</b>	<b>\$ 8,775.00</b>
<b>2800 Training Council</b>					
2802 Professional Development Series					\$ 4,000.00
2899 ODI/Regional Conferences	\$ 2,280.24	\$ 0.00	\$ 0.00	\$ 1,100.00	\$ 2,500.00
2820 Other					\$ 0.00
(ADD) Southwest Exchange				\$ 10,000.00	\$ 0.00
<b>Total 2800 Training Council</b>	<b>\$ 4,256.71</b>			<b>\$ 11,100.00</b>	<b>\$ 6,500.00</b>
2900 Collective Operating Fund			20,000.00	30,000.00	4,000.00
<b>Total Expenses</b>	<b>\$ 786,982.07</b>	<b>\$ 211,884.20</b>	<b>\$ 154,815.68</b>	<b>\$ 244,467.00</b>	<b>\$ 285,956.60</b>
<b>Net Operating Income</b>	<b>-\$ 306,134.48</b>	<b>\$ 69,155.32</b>	<b>\$ 82,301.05</b>	<b>\$ 1,103.00</b>	<b>\$ 3,043.40</b>
<b>Net Income</b>	<b>-\$ 306,134.48</b>	<b>\$ 69,155.32</b>	<b>\$ 82,301.05</b>	<b>\$ 1,103.00</b>	<b>\$ 3,043.40</b>

	Source Name	Amount	C / CD / P
Additional Funding Source 1	Other grant	5000	
Additional Funding Source 2	Other grant	5000	
Additional Funding Source 3	Member donations		
Additional Funding Source 4			
Additional Funding Source 5			
Additional Funding Source 6			
Additional Funding Source 7			
Additional Funding Source 8			
Additional Funding Source 9			
Additional Funding Source 10			

Please find letters of support from our community partners.



CALIFORNIA SENATE

RESOLUTION

By the Honorable Toni G. Atkins, President pro Tempore of the California State Senate;  
Relative to Commending the

*Junior League of San Diego*

**WHEREAS**, A network of empowered female civic leaders working with community partners to address and solve pressing issues in the San Diego community, the Junior League of San Diego is celebrating its ninety-fourth anniversary during the year 2023, and it is appropriate at this time to highlight its many achievements and underscore the positive impact it has made in the local community; and

**WHEREAS**, One of the nearly 300 leagues constituting The Association of Junior Leagues International, Inc., which was founded in 1921 and includes more than 125,000 women in the United States, the United Kingdom, Canada, and Mexico, the Junior League of San Diego has remained steadfast in its efforts to support the international organization's commitment to promoting volunteerism, developing the potential of women, and improving local communities through the effective action and leadership of trained volunteers; and

**WHEREAS**, Tracing its roots back to 1927, when Lillian Bradley and Emily Clayton founded the Junior Committee for San Diego Charities with the express purpose of securing admission into The Association of Junior Leagues, the Junior League of San Diego undertook as its first goal the establishment of a day nursery to care for the children of working parents, and accepted into The Association of Junior Leagues in 1929, with sponsorship from the Junior League of Santa Barbara and Junior League of San Francisco, it became the fifth league to be established in the State of California; and

**WHEREAS**, Over the past 94 years, the Junior League of San Diego has focused its efforts on addressing food insecurity, reducing childhood obesity, improving the quality of life for transition-aged foster youth, and preventing human trafficking, and as a result of its members' incredible record of volunteerism, legislative advocacy, and philanthropy, the League has helped establish numerous nonprofit organizations and community programs, including Just in Time for Foster Youth, LEAD San Diego, Solutions Summit, the A.B. and Jessie Polinsky Children's Center, Kids on the Block of San Diego, and Voices for Children; and

**WHEREAS**, The Junior League of San Diego has evolved into a leading organization in the community, a dynamic force of empowered women who have worked diligently to confront society's most pressing issues and tackle the San Diego community's toughest problems, thereby creating an incredible legacy of reform, activism, and leadership that reflects the highest ideals of community service; now, therefore, be it

**RESOLVED BY PRESIDENT PRO TEMPORE OF THE CALIFORNIA STATE SENATE TONI G. ATKINS**, That the Junior League of San Diego be congratulated on the celebration of its ninety-fourth anniversary, commended for the vital role it has played in improving the quality of life in the local community, and extended best wishes for continued success in the future.

Members Resolution No. 10  
Dated this 10th day of January, 2023.

Honorable Toni G. Atkins  
President pro Tempore of the California State Senate



monarch school  
education. opportunity. transformation.

Monarch School would like to deeply thank our friends from Junior League of San Diego. Our families are so grateful to be returning recipients of diapers and menstrual items from the Diaper Bank & Lady Locker. Their donation helps meet an immediate basic need that removes the barrier of access to these essential items and is one less thing our families have to worry about. We are beyond thankful for their partnership and their support has impacted over 100 families who were in need of diapers. Thank you for the continued support and for uplifting our families here at Monarch!

**Zaira L. Martinez, BSW**

she/her/hers ([Why Pronouns?](#))

*Volunteer and Community Engagement Coordinator*

619-652-4100, ext. 1320

(619) 392-4825 (cell)



1058 Novara Street San  
Diego, CA 92107

April 13, 2023

Beth Giddens  
Chair for 2022-23  
Community Action Committee (Period Pantry & Diaper Bank Committee)  
Junior League of San Diego  
Via email: [Beth.JL.1901@gmail.com](mailto:Beth.JL.1901@gmail.com)

Dear Beth,

Thank you so much for the incredibly kind and generous period baggies donation from Junior League of San Diego for our March 4, 2023 North County Distribution Event at Mira Costa College Oceanside. The 400 foster, homeless and economically disadvantaged teen girls and young women in need ages 13-22 that we served that day were so grateful for support from caring nonprofits like yours to provide them with essentials like feminine hygiene products.

We wouldn't be able to meet their basic needs year after year without in-kind support from our community and we wanted to let you know how useful and appreciated the period baggies were. We hope through additional grant monies that you receive for supplies that you will be able to continue helping My Girlfriend's Closet service even more young women throughout San Diego County who rely on us year to year to help brighten their days at our Pop-Up shopping events.

Thank you for your partnership and for your personal time coordinating the bag assembly with your members and for delivering all to us. On behalf of our Board of Directors, I hope that My Girlfriend's Closet can turn to Junior League San Diego again this coming Fall for our next Distribution event and in the future to keep doing all we can to help young women in need.

Best Regards,

Kate Peterson  
President  
My Girlfriend's Closet



**Ronald McDonald  
House Charities<sup>®</sup>  
San Diego**

**PRESIDENT & CEO**  
CHARLES E. DAY

June 23, 2022

**BOARD OF TRUSTEES**  
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RONNY MITCHELL

ADRIENNE HOEHN SHERMAN

JILL STRICKLAND

K.C. THOMPSON

Mrs. Sara Burton  
Junior League of San Diego  
210 Maple St  
San Diego, CA 92103

Dear Mrs. Burton:

Thank you for the gift!

For families with a child in a hospital, nothing matters more than being together and helping their child heal. With the gift of diapers and sanitary products from Junior League of San Diego to Ronald McDonald House Charities<sup>®</sup> of San Diego, your organization is playing a vital role in keeping these families together and strong for the children who need them so urgently.

For 42 years now, San Diego's Ronald McDonald House has provided care, comfort, meals and lodging to families with a child in a medical crisis. If a family has a child in a local hospital, we're here to provide a "home away from home" and assist these families with their everyday needs during a very difficult time in their lives.

Thank you for caring and giving.

Sincerely,

Oscar A. Gomez  
Chief Operations Officer

OAG/kt

*Thank You so much For  
the support!*

**Ronald McDonald House Charities of San Diego Gift Receipt**

*Ronald McDonald House Charities of San Diego, Inc. is a 501(c)(3) charitable organization. Tax ID: 95-3251490. This letter serves as your receipt and confirms that no goods or services were received in exchange for your gift.*

Ronald McDonald House Charities of San Diego • 2929 Children's Way • San Diego, CA 92123 • 858.467.4750  
www.rmhc.org rmhc rmhcsandiego rmhcsandiego rmhc-sandiego

Tue, May 02, 2023 5:37 PM

**From:** Elizabeth Giddens

**To:** Jewish Community Foundation of San Diego ,  
Jewish Community Foundation of San Diego

**Subject:** Re: Two applications submitted to San  
Marcos Community Foundation

Let's do the mini grant. Thank you so much for  
considering us!

Best.

 Reply

Tue, May 02, 2023 3:02 PM

**From:** finance@jcfsandiego.org (Jessica Ludwig)

**To:** Elizabeth Giddens

**Subject:** Two applications submitted to San Marcos  
Community Foundation

Dear Beth,

I hope you are doing well! Thank you for submitting  
your grant request to the San Marcos Community  
Foundation. I see that you submitted applications  
for both the Mini Grant (requesting \$1,500) and the  
Regular Grant (requesting \$10,000). The San  
Marcos Community Foundation will only accept  
requests for either the Mini or Regular grant in the  
same quarter; can you please let me know, by  
tomorrow 5/3/23, which you'd like submitted for  
their review?

Many thanks,

Jessica Ludwig



## RE: GRANT TO SUPPORT OUR ORGANIZATION

The name of the company seeking this grant is **Voice for Heroes 501c3**. We are a singular consultancy firm of great distinction that specializes in enhancing the perceptibility and effectiveness of community organizations. Our comprehensive array of services encompasses social media coverage, media instruction, and publicity, as well as both electronic and customary media affiliations.

After embarking on detailed research, we discovered that your organization awards grant to new and existing companies. Our company will maximize the fund gotten from this grant to accomplish all our goals and objectives. The goals and objectives are aptly stated below

- Voice for Heroes 501c3 endeavors to elevate the prominence and outreach of its clients by means of efficacious marketing, public relations, and media initiatives.
- The prime objective of Voice for Heroes 501c3 is to dispense top-notch consultancy facilities and resources that will enable its clients to attain their desired goals and objectives.
- Voice for Heroes 501c3 strives to create inventive and original methodologies that will promote and enhance the objectives and services of its client organizations.
- Voice for Heroes 501c3 endeavors to build robust associations with media organizations, public relations agencies, and other pivotal stakeholders, to maximize the influence of its client organizations.

As the institution expands, it will recruit more personnel to create employment openings and amplify the efficacy of its services.

Through this grant, we will be able to achieve all if not more than our objectives and goal. In the years to come, we will be expanding our target population. This will make it easier for dozens of inner cities to benefit from this project.

In our grant proposal, we have explicitly explained the different ways and things we will put in place to make this project a success. Nevertheless, if you have any questions that you wish to ask us, please feel free to contact us through our contact details.

### Voice For Heroes 501c3

Phone: 858-444-7805

Email: amy@voiceforheroes.org

DocuSigned by:  
  
B2DD8CC05CDE4E9...

5/2/2023

Title **Voice For Heroes 501c3** 05/02/2023  
by **VOICE HEROES** in **San Marcos Community Foundation** id. 36587635  
amy@voiceforheroes.org

**Original Submission** 05/02/2023

### General Project Information

Please enter your organization's name and project name. **Voice For Heroes 501c3**

Are you applying for the Mini Grant or the Regular Grant? **Mini Grant (up to \$1,500)**

Project Name **One Safe Place Marketing Support**

Project Start Date **5/15/2023**

Project End Date **7/26/2023**

Date by Which Funds Will Be Expended: **6/15/2023**

Total Number of People Served by this Project **500.0**

Total Number of People Served by this Project in San Marcos Only **500.0**

Grant Amount Requested **1500.0**

### Organization Details

Organization Name **Voice For Heroes 501c3**

Organization Street Address **197 Woodland Pkwy Suite 104-124**

Organization City **San Marcos,**

Organization State	<b>CA</b>
Organization Zip Code	<b>92069</b>
Organization Website	<b>www.voiceforheroes.org</b>
Organization's EIN	<b>82-4435132 200 Voice for Heroes fcd25cd6-9e09-4693-8f3a-fa1fd8f7f7d2 197 Woodland Pkwy Ste 104 # 124 San Marcos CA 92069 This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list. true false 4/10/2023 12:00:00 AM 5/1/2023 12:00:00 AM 501(c)(3) Public Charity A public charity (50% deductibility limitation). Section 509(a)(2) organization 4/10/2023 12:00:00 AM 2018 05</b>

#### **Contact Information**

Contact First Name	<b>Amy</b>
Contact Last Name	<b>Scruggs Galvan</b>
Contact Title	<b>President/founder</b>
Contact Phone	<b>+18584447805</b>
Contact Email	<b>amy@voiceforheroes.org</b>

#### **Project Details**

Briefly describe your request for funds. **Voice for Heroes will be assisting in the San Marcos event for "One Safe Place" in July 2023. We will be provided marketing and PR assistance for the event.**

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served. **One Safe Place for human trafficking and Abuse victims is a lifesaving resource for north San Diego. Marketing and Public Relations for this open event to the public will provide visibility to increase support and resources for One Safe Place.**

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents.

**Voice For Heroes, collaborates with One Safe Place to assist in visibility, marketing and Public Relations support. Amy Scruggs Galvan founder of Voice For Heroes will be on the marketing committee.**

Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank.

**no**

Please upload the annual operating budget for your organization.

[Voice\\_grant.pdf](#)

Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[Voice\\_cover\\_letter\\_Community\\_Grant.docx.pdf](#)

### Funding

Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

Project Budget Total **1500.0**

Is this a Challenge or Matching Grant? **No**

Could this be a Challenge or Matching Grant? **No**

Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

---

Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

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**Voice for Heroes Board Members Amy Scruggs Galvan and Paula Shaw will be advising One Safe Place on Marketing strategy and assisting with digital marketing for the public event**



# REQUEST FOR GRANT

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22<sup>nd</sup> April, 2023.

Voice For  
Heroes 501c3

Street Address: 197  
Woodland Pkwy Suite 104-  
124 San Marcos, Ca 92069

Phone: 858-444-7805

Website Address:  
[www.voiceforheroes.org](http://www.voiceforheroes.org)

Email:  
[amy@voiceforheroes.org](mailto:amy@voiceforheroes.org)

Name of Founder: Amy  
Scruggs Galvan

EIN: 82-4435132

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## ABSTRACT

Our company, **Voice for Heroes 501c3**, is a consultancy enterprise that specializes in providing support to community organizations in enhancing their presence and visibility in the public sphere. We offer comprehensive services, including consulting and resource allocation for organizations looking to augment their visibility through traditional and social media and public relations platforms. With the aid of the grant, our company, **Voice for Heroes 501c3** aims to expand our suite of services, equipping more community organizations with the tools and resources to realize their goals of enhanced visibility and impact.

The funds from the grant will be allocated towards advancing the agenda of **Voice for Heroes 501c3** in uplifting community organizations. We intend to develop innovative tools and resources to empower our clients to enhance their presence and impact in society. This includes the formulation of social media toolkits, media training programs, and public relations resources, in addition to hosting workshops and webinars that cover subjects such as social media strategy, media relations, and storytelling for social change.

Our grant proposal will cover the following subtopics: statement of need, organization summary, mission, vision, target population, staff information, organization/project narrative, occurrence of events, expected outcomes, project sustainability and dissemination, budget, evaluation, impact reports, and conclusion. We are enthusiastic about the prospect of expanding our services and making a tangible difference in society through our efforts.

## STATEMENT OF NEED

The issue of low visibility and impact on community organizations can have serious repercussions for society at large. When these organizations are ineffectual in conveying their message to the public and establishing a formidable presence within their community, it can curtail their ability to make a substantial contribution to society. This, in turn, can result in social causes being disregarded, ultimately contributing to a paucity of progress in addressing critical social issues.

Moreover, individuals advocating for social change, operating within these community organizations, may grow disheartened and demotivated when they encounter difficulty gaining traction or establishing a significant following. This could impair their capacity to effect any meaningful difference in their communities.

To overcome these pervasive challenges, **Voice for Heroes 501c3** provides an efficacious solution. Our consultancy firm provides an extensive range of resources and guidance to community organizations seeking to augment their visibility and impact. Our services include social media toolkits, media training programs, and public relations resources, which can assist organizations in

establishing a commanding presence in the public space and enhancing their impact. This can eventually culminate in positive social change and drive progress across various communities globally.

Our founder, Amy Scruggs Galvan, sets **Voice for Heroes 501c3** apart from other firms in the industry. Amy's extensive experience of over 20 years in media, production and public relations and her unwavering commitment to making a positive impact on society brings a unique perspective and a wealth of knowledge to our team. Additionally, our focus on providing personalized consulting and resources tailored to each client's individual needs underscores our dedication to ensuring their success.

## **ORGANIZATION SUMMARY**

**Voice for Heroes 501c3** is a singular consultancy firm of great distinction that specializes in enhancing the perceptibility and effectiveness of community organizations. Our comprehensive array of services encompasses social media coverage, media instruction, and publicity, as well as both electronic and customary media affiliations. The preeminent objective of our company is to enable these organizations to realize their perceptibility and effectiveness objectives and thereby proffer a beneficial contribution to society.

The idea for establishing **Voice of Heroes 501c3** dawned upon our founder, Amy Scruggs Galvan, following her experience in public relations. During this tenure, she witnessed the struggles of numerous community organizations to develop a strong presence in their community. With the help of consultancy and resources, our company **Voice for Heroes 501c3** endeavors to surmount these obstacles and amplify the organizations messages.

Our company was founded on the 27<sup>th</sup> of April, 2018 and is located at No. 197 Woodland Pkwy Suite with a zip code of 92069. One can visit our site; [www.voiceforheroes.org](http://www.voiceforheroes.org) to book a consultation session with us or can send us a mail at [amy@voiceforheroes.org](mailto:amy@voiceforheroes.org). Our official phone number and EIN are given as follows; 858-444-7805 and 82-4435132 respectively. With over 20 years of experience in public relations and a passion for helping organizations find their voice, our founder, Amy Scruggs Galvan leads the team at **Voice for Heroes 501c3** in providing personalized consulting and resources to help organizations achieve their goals for visibility and impact.

## MISSION

At **Voice for Heroes 501c3**, our mission is

“To strengthen our communities by empowering and supporting heroic organizations and individuals with the resources to succeed.”

Our fundamental belief is that every organization has the potential to make a constructive difference in society, and we are steadfast in our commitment to helping them attain their objectives for perceptibility and impact. Through our comprehensive consulting services and valuable resources, we bestow these organizations with the power to establish a commanding presence in the public space, connect with their target audience by way of both traditional and digital media outlets, and ultimately, effect a meaningful impact on the communities they serve. We are resolute in our pledge to support organizations of all types and sizes, and our fervor lies in fostering a world where every voice is not only heard but also revered.

## VISION

At **Voice for Heroes 501c3**, our vision is

“To create a world where every community organization is furnished with the necessary resources, tools, and unwavering support to engender positive change within their respective communities.”

We are steadfast in our commitment to cultivating a culture that is both inclusive and diverse, as well as empowering organizations of all backgrounds to effectuate meaningful social progress. Through our ceaseless endeavors, we harness the potential of technology and digital media to facilitate consequential interactions between individuals and organizations, foster collaboration, and forge enduring relationships between organizations and their stakeholders. Our vision is not a mere abstraction, but rather a resounding call to action for us all to collaborate in creating a better tomorrow. By empowering organizations to amplify their voice and expand their reach, we wholeheartedly believe that we can help create a future that is characterized by increased justice, equity, and compassion for all.

## TARGET POPULATION

Our company, **Voice for Heroes 501c3** endeavors to offer aid to non-profit entities and community outreach organizations who require assistance to enhance their prominence and influence. These groups may be concentrating on a series of matters, such as equitable opportunities, ecological sustainability, public health, schooling, and other related areas. We are for a start targeting those in San Diego, CA, Orange County, CA, Los Angeles, CA and Riverside County, CA.

The intended recipients within these organizations might consist of executive directors, program administrators, communication and marketing personnel, and other members of the team who are tasked with promoting the group's goal, schemes, and amenities. These individuals may possess varying levels of know-how and proficiency in advertising, public relations, and media and may be searching for counsel, instruction, or backing to enhance their abilities and fulfill their aspirations.

## STAFF INFORMATION

The **Voice for Heroes 501c3** team is comprised of a steadfast and proficient workforce that is resolute in its objective of aiding non-profit organizations and community outreach groups in fulfilling their marketing and public relations objectives. Our team is composed of individuals from diverse backgrounds, who bring with them an array of skills and expertise to the organization. Noteworthy among them are Amy Scruggs Galvan, founder and President, who has amassed over 20 years of experience in public relations; Paula Shaw who is in charge of Public Relations, Angelica Henry, our Secretary, Dr. Eliza Bigham and Laura Mackinnon as our Treasurer and administrative executive respectively.

Our company, **Voice for Heroes 501c3** seeks to broaden and enhance our scope of services to patrons through the engagement of additional personnel. This augmentation will facilitate the institution's ability to furnish improved assistance to non-profit and outreach groups, as well as provide career opportunities, which will supplement the local economy. Our company is resolute in cultivating an assorted and all-encompassing team that mirrors the communities it caters to. Furthermore, **Voice for Heroes 501c3** will provide continued education and opportunities for professional development to all its personnel, thereby facilitating their progression and accomplishments in their respective fields.

## ORGANIZATION/PROJECT NARRATION

This topic is divided into

- Organization Goals and Objectives
- Project Description
- Project Duration

### Organization Goals and Objectives

Below are the goals and objectives for **Voice for Heroes 501c3**;

- Voice for Heroes 501c3 endeavors to elevate the prominence and outreach of its clients by means of efficacious marketing, public relations, and media initiatives.
- The prime objective of Voice for Heroes 501c3 is to dispense top-notch consultancy facilities and resources that will enable its clients to attain their desired goals and objectives.
- Voice for Heroes 501c3 strives to create inventive and original methodologies that will promote and enhance the objectives and services of its client organizations.
- Voice for Heroes 501c3 endeavors to build robust associations with media organizations, public relations agencies, and other pivotal stakeholders, with the aim of maximizing the influence of its client organizations.
- As the institution expands, it will recruit more personnel to create employment openings and amplify the efficacy of its services.

### Project Description

**Voice of Heroes 501c3** offers consultation services to non-profit and community outreach organizations, aimed at augmenting their exposure and influence. Our company's project centers on providing a holistic range of amenities, with the purpose of aiding organizations to attain their objectives. The scope of our project includes devising and executing marketing and public relations strategies, imparting media instruction, and producing resonating content that appeals to the intended audience. The project developed by our company, **Voice for Heroes 501c3** is fashioned to be adaptable and expandable, with a focus on dispensing personalized assistance to address the particular requirements of each organization.

The team of experienced professionals at our company, **Voice of Heroes 501c3** will collaborate closely with each client to develop a tailored plan that aligns with their aims and goals. Moreover, **Voice of Heroes 501c3** will provide constant backing and guidance to assist organizations in achieving their objectives and maximizing their influence. As **Voice of Heroes 501c3** continues to evolve, we aspire to expand our scope and impact by collaborating with additional non-profit and community

outreach organizations. By offering top-notch services and support. Our company, **Voice for Heroes 501c3** anticipates aiding these organizations in achieving their objectives and making constructive contributions to their communities.

### **Project Duration**

Our project has a primary goal of offering consistent and continual aid and assistance to community organizations in need, with an unwavering commitment to their progress and prosperity. We recognize that visibility and public relations are essential components for the sustainability and growth of these organizations, and we are determined to provide them with the support they need to succeed in these areas. To ensure the project's sustainability, we will prioritize the long-term durability of the project and its ability to serve the community over time.

Our methodology is anchored on a resolute dedication to upholding an eco-friendly future for upcoming generations. We give utmost importance to meticulously assessing the consequences of each decision we make to ascertain its harmonization with our objective of engendering a sustainable and constructive influence on society. Our project is intricately fashioned to furnish long-term benefits to the community, signifying our unwavering allegiance to sustainability and the conservation of valuable resources.

### **OCCURRENCE OF EVENTS**

Below is how we envision for the events of this project to occur.

- Organization of workshops and training sessions specially crafted for nonprofit organizations to enhance their marketing and public relations prowess.
- Develop and implement targeted media campaigns for nonprofits to increase their visibility and reach
- Providing personalized consulting and coaching services to executives and staff members of nonprofit organizations.
- Create and distribute multimedia content, including videos and infographics, to promote the work of nonprofit organizations.
- Build partnerships with other organizations and media outlets to increase exposure and opportunities for nonprofits.

## **EXPECTED OUTCOMES**

These are the outcomes expected from this project.

- Increased visibility and awareness for participating nonprofits and community outreach organizations.
- Improved public relations and media presence for participating organizations, leading to increased partnerships and funding opportunities.
- Enhanced skills and knowledge of participating organization's staff in marketing, public relations, and media.
- Growth in the impact and reach of participating organizations, leading to positive social change.
- Strengthened relationships and collaborations among participating organizations, leading to more effective and efficient use of resources.

## **PROJECT SUSTAINABILITY AND DISSEMINATION**

Our organization aims to ensure the sustainability of our project by executing an array of schemes. One such scheme is to create associations with other organizations that share similar objectives, consequently expanding our network of support and potentially procuring supplementary funding. Furthermore, we aspire to develop a business model that integrates revenue-producing activities, like tendering training and consultation programs to organizations for a stipulated fee. This will aid in diversifying our sources of income and reducing our dependence on subsidies.

Concerning the distribution, our organization will utilize a multifaceted methodology to disseminate information about the project. We aspire to leverage social media platforms to disseminate updates and success stories, alongside maintaining a website that furnishes detailed information about our programs and influence. Additionally, we will interact with local and national media outlets to secure coverage and further amplify our message. Lastly, we will collaborate with partner organizations to orchestrate events and workshops that provide openings to share best practices and expand our outreach.

**BUDGET**

Below is our budget breakdown for our project

<b>S/N</b>	<b>ITEM</b>	<b>AMOUNT</b>
1	Office rent and utilities	\$14,000
2	Personnel	\$10,000
3	Marketing and advertising	\$7,000
4	Equipment and supplies	\$8,000
5	Professional development and training	\$6,000
6	Contingency fund	\$5,000
	<b>TOTAL</b>	<b>\$50,000</b>

From our budget breakdown, it shows that we will be maximizing the funds received to acquire all the human and material resources needed to make the process a success.

## EVALUATION

Our company, **Voice of Heroes 501c3** will enlist an assessment team to carry out a comprehensive evaluation of the project's influence and conformity with our aims and objectives. This will facilitate us in ensuring that the services we offer cater to the demands of the community organizations we collaborate with. In addition, we will extend transparency to our patrons, permitting them to monitor the advancement of our projects and provide their inputs on how we can enhance our programs. This will empower us to incessantly evaluate and improve our work, ensuring that we are providing optimal support to our clients.

## IMPACT REPORT

The evaluation team will conduct a subsequent round of assessments several years after the project's initiation to ascertain whether the project has had a significant impact on society. This evaluation will cover the following areas:

- A thorough examination of our financial disbursements to ascertain their efficacy.
- Evaluating our project's influence on the community by measuring its contribution towards improving the eminence and influence of the non-profit organizations we have aided.
- Undertaking an exhaustive evaluation of our other achievements, which encompass human resource development, partnerships, and our overall triumph in fulfilling our stated objective.

A series of evaluations will be conducted annually, with the initial evaluation beginning after the grant funds have been expended, to determine if the organization has fulfilled its commitments.

## CONCLUSION

Our company is fully committed to aiding community organizations in amplifying their reach and enhancing their visibility across multiple platforms, such as social media, conventional media outlets, and public relations. We acknowledge the significance of establishing a robust standing in the community, and we vow to provide all the necessary resources and support to attain that objective. With our solutions and consultancy services, we aspire to help these organizations accomplish their ambitions and foster a positive transformation in their respective communities. We firmly believe that our collective efforts can generate a more cohesive and benevolent society.

Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>Amy Scruggs Galvan Consulting for Marketing Services</i>	\$500.00
Paula Shaw Board Member Consulting for Marketing Services	500
Digital Advertising for Event	500
<b>Total budget for this PROJECT:</b>	



	Source Name	Amount	C / CD / P
	Additional Funding Source 1		0
	Additional Funding Source 2		0
	Additional Funding Source 3		0
	Additional Funding Source 4		0
	Additional Funding Source 5		0
	Additional Funding Source 6		0
	Additional Funding Source 7		0
	Additional Funding Source 8		0
	Additional Funding Source 9		0
	Additional Funding Source 10		

Title **San Marcos High School Music Boosters - Providing Choir Programs for students at SMHS** 05/04/2023  
 id. 36599956  
 by **Jacqueline Arditti** in **San Marcos Community Foundation**  
 vpfundraising@sanmarcosbands.org

**Original Submission** 05/04/2023

**General Project Information**

Please enter your organization's name and project name. **San Marcos High School Music Boosters - Providing Choir Programs for students at SMHS**

Are you applying for the Mini Grant or the Regular Grant? **Mini Grant (up to \$1,500)**

Project Name **Technology Support for Choir Program**

Project Start Date **5/15/2023**

Project End Date **6/7/2023**

Date by Which Funds Will Be Expended: **5/15/2023**

Total Number of People Served by this Project **40.0**

Total Number of People Served by this Project in San Marcos Only **40.0**

Grant Amount Requested **1500.0**

**Organization Details**

Organization Name **San Marcos High School Music Program**

Organization Street Address	<b>1615 W. San Marcos Blvd.</b>
Organization City	<b>San Marcos</b>
Organization State	<b>CA</b>
Organization Zip Code	<b>92078</b>
Organization Website	<b>www.sanmarcosbands.org</b>
Organization's EIN	<b>33-0874556</b> <b>200</b> <b>San Marcos High School Music Boosters</b> <b>7182fc8c-8598-4434-a281-c1156a6a1756</b> <b>855 Pearl Dr S</b> <b>San Marcos</b> <b>CA</b> <b>92078</b> <b>This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals(SDN) list.</b> <b>true</b> <b>false</b> <b>4/10/2023 12:00:00 AM</b> <b>5/1/2023 12:00:00 AM</b> <b>501(c)(3) Public Charity</b> <b>A public charity (50% deductibility limitation).</b> <b>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)</b> <b>(vi)</b> <b>4/10/2023 12:00:00 AM</b> <b>2001</b> <b>05</b>

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**Contact Information**

Contact First Name	<b>Jacqueline</b>
Contact Last Name	<b>Arditti</b>
Contact Title	<b>VP Fundraising</b>
Contact Phone	<b>+16198188025</b>
Contact Email	<b>vpfundraising@sanmarcosbands.org</b>

---

**Project Details**

---

Briefly describe your request for funds. **San Marcos High School Music Program respectfully requests funds to purchase choir microphones for the performers in our choir. Our choir program does not currently have choir microphones/technology. Choir microphones are a necessity for when the choir performs alongside the bands and jazz ensembles. The use of these microphones will enable the choir to be heard throughout their performances thus allowing the programs to collaborate in joint performances.**

---

Briefly describe the significance of your request to the San Marcos community, including anticipated numbers served. **This request is significant as it will allow our choir program to share the stage with the students in the band program as well as collaborations with other ensembles throughout the school district. While the choir program currently has 40 students, access to these special microphones/technology, will broaden the opportunities for the students to collaborate with other music programs and ultimately benefit countless members of the San Marcos community.**

---

Do you collaborate with other organizations to achieve your mission? If so, briefly describe those partnerships highlighting any that are located in or serve San Marcos residents. **Yes, the San Marcos High School Music Program actively collaborates with music programs throughout the SMUSD year-around and makes every effort to include families from the entire community.**

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Has your organization received funding from the San Marcos Community Foundation in the past? If yes, please briefly describe the most recent project which received funding and the outcomes you achieved. If you have not received funding in the past, you can leave this section blank. **Yes, our organization recently received funding from the foundation to aid and support our individual instrument coaches. These coaches are funded by our booster board through grants and fundraising.**

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Please upload the annual operating budget for your organization.

[SMHS-MusicBoosters\\_Budget\\_FY2022\\_FY2023-08\\_06\\_22.xls\\_-\\_20-21\\_Budget\\_v1.csv.pdf](#)

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Please upload a letter, signed by your organization's president or authorized officer on this application, supporting the submission of this grant.

[Grant\\_Letter\\_for\\_Choir\\_Microphones.pdf](#)

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## Funding

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Budget Worksheet

[San Marcos Community Foundation - Budget Worksheet.xlsx](#)

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Project Budget Total **1500.0**

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Is this a Challenge or Matching Grant? **No**

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Could this be a Challenge or Matching Grant? **No**

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Additional Funding

[SMCF Budget Worksheet 2.xlsx](#)

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Please provide a brief narrative for your budget and funding sources for this project. If you don't receive your full grant request, will you still be able to run the project?

**If our full grant request is not funded at this time, our booster organization will work to fundraise the amount needed in conjunction with the program families and the surrounding community.**

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# SAN MARCOS BANDS

SAN MARCOS, CALIFORNIA

May 3, 2023

Dear San Marcos Grant Committee:

San Marcos High School respectfully presents this application for your review. We look forward to partnering with you to provide the San Marcos High School Music Program, in partnership with the Choir Program, a technology support grant to purchase choir microphones.

Currently I am one of the co-Presidents of the organization and fully support this grant application as well as the use of the funds to provide our Choir Program with much needed microphones.

In gratitude,

Christina Johnson

Co-President

San Marcos Bands Music Boosters

663 S. Rancho Santa Fe Rd., Ste. 658

San Marcos, CA 92078

president@sanmarcosbands.org

www.sanmarcosbands.org

Provide an itemized list of expenses for this project. Please ensure the total

Item	Cost
<i>Choir Microphones \$462.00/mic x 3</i>	\$1,386.00
<b>Total budget for this PROJECT:</b>	



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Budget 2022-23

Revenue

1000 - Donations

1001 - Family - Band - Marching	\$60,000.00
10011 - Family - Band - Non Marching	\$550.00
10012 - Family - Band	
1002 - Family - Color Guard	\$3,500.00
1003 - Patrons - General Community Members	\$3,000.00
1004 - Corporate - Business Sponsorships	\$10,000.00
1005 - Corporate - Employee Donation or Match	\$5,500.00
1006 - Legacy Fund	
1006 - Alumni - incl Alumni families	\$1,000.00
1020 - Donations Advertising/Promotional (Expenses)	\$750.00

**Total 1000 - Donations** **\$84,300.00**

2000 - Spirit Merchandise

2001 - Gen'l - Spirit (KR Collection) - (Revenue)	\$7,000.00
20011 - Gen'l Spirit Wear (KR Collection) (Expenses)	
<b>Total 2001 - Gen'l - Spirit (KR Collection) - (Revenue)</b>	<b>\$7,000.00</b>

2002 - Spirit - KR Embroidered Jacket (Revenue)	
20021 - Spirit - KR Embroidered Jacket (Expenses)	
<b>2002 - Spirit - KR Embroidered Jacket (Revenue)</b>	<b>\$0.00</b>

2003 - Show Shirts - Show-Specific (Themed)	\$2,000.00
20031 - Show Shirts (Expenses)	
<b>Total 2003 - Show Shirts - Show-Specific (Themed)</b>	<b>\$2,000.00</b>

2004 - Commemorative (Field Show DVD, Mugs, ornaments)	
20040 - Commemorative Field Show Bundle	
20041 - Commemorative Field Show Video	
20042 - Commemorative Field Show Video (Expenses)	
Total 20041 - Commemorative Field Show Video	<u>\$0.00</u>
Total 20040 - Commemorative Field Show Video	<u>\$0.00</u>
20043 - Commemorative Field Show Ornament	\$500.00
20044 - Commemorative Field Show Ornament (Expenses)	
Total 20043 - Commemorative Field Show Ornament	<u>\$500.00</u>
20045 - Commemorative (Mug, Photo Posters, Scrims, Misc)	
20046 - Commemorative Expenses (Posters, Crims, Misc)	
Total 20045 - Commemorative (Mug, Photo Posters, Scrims, Misc)	<u>\$0.00</u>
20047 - Commemorative Jewelry (Earrings, Necklace)	
Total 2004 - Commemorative (Field Show DVD, Mugs, ornaments)	<u>\$500.00</u>
2005 - Photo Lanyard	\$800.00
<b>Total 2000 - Spirit Merchandise</b>	<b>\$10,300.00</b>

3000 - FALL Fundraising Events/Activities

3001 - Mattress Sale	\$5,000.00
30011 - Mattress Sale (Expenses)	
Total 3001 - Mattress Sale	<u>\$5,000.00</u>
3003 - Physicals	\$0.00

3004 - SMA Dinners (Revenue)	\$5,000.00
30041 - SMA Dinners (Expenses)	
Total 3004 - SMA Dinners (Revenue)	<u>\$5,000.00</u>
3005 - SMA Parent Nite BBQ (Revenue)	\$3,000.00
30051 - SMA Parent Nite BBQ (Expenses)	
Total 3005 - SMA Parent Nite BBQ (Revenue)	<u>\$3,000.00</u>
3008 - Football Mania	
30081 - Football Mania (Expenses)	
3008 - Football Mania	<u>\$0.00</u>
3009 - Rehearse-A-Thon	
30090 - Rehearse-A-Thon-Direct to Boosters	
30091 - Rehearse-A-Thon (Revenue)	
300911 - Rehearse-A-Thon - Booster to ASB	
300912 - Rehearse-A-Thon (Stripe Fees)	
300913 - Rehearse-A-Thon (Expenses)	
30091 - Rehearse-A-Thon (Revenue)	<u>\$0.00</u>
30092 - Rehearse-A-Thon Dinner (Revenue)	
300921- Rehearse-A-Thon Dinners (Expenses)	
Total 30092 - Rehearse-A-Thon Dinner (Revenue)	<u>\$0.00</u>
Total 3009 - Rehearse-A-Thon	<u>\$0.00</u>
3010 - Jazz at the Lake / Havana (Revenue)	
30101 - Jazz at the Lake / Havana ( Entry Tickets)	\$5,500.00
30102 - Wine Wall / Drinks	

30103 - Jazz in Havana - Raffle & Game tokens	\$0.00
30104 - Bar Drinks	\$1,500.00
30105 - Jazz at the Lake / Havana (Expenses)	<u>-\$5,000.00</u>
Total 3010 - Jazz at the Lake / Havana (Revenue)	<u>\$2,000.00</u>
3011 - Jazz in Havana Auction & Donations	\$8,000.00
30111 - Jazz in Havana - Live Auction	
30113 - Jazz in Havana - Silent Auction	\$0.00
30114 - Jazz in Havana - Donations	<u>\$0.00</u>
Total 3011 - Jazz in Havana Auction & Donations	<u>\$8,000.00</u>
3013 - Holiday Parade	\$0.00
3014 - Winter Concert	\$500.00
30140 - Winter Concert Tickets	
30141 - Winter Concert - Bake Sale	\$300.00
30142 - Winter Concert - Concessions	
301421 - Winter Concert - Concessions (Expenses)	
30143 - Winter Concert - Auction, Wishing Tree	\$300.00
30144 - Winter Concert - Fall Show Items	
30145 - Winter Concert Music	
Total 3014 - Winter Concert	<u>\$1,100.00</u>
3016 - Knights discount card	
3017 - Fall concert	
3018 - Community show	\$4,000.00
30181 - Community Show (Expenses)	
Total 3018 - Community show	<u>\$4,000.00</u>
3019 - District Preview Show	

30190 - KR Preview Night - Concessions	\$2,000.00
301901 - KR Preview Night - Concessions (Expenses)	
30190 - KR Preview Night - Concessions	<u>\$2,000.00</u>
30191 - KR Preview Night - Auction & Donations	\$3,000.00
30193 - Judges Fee for District Preview Night	
3019 - District Preview Show	<u>\$5,000.00</u>
3022 - Bertrand's Instrument Clean / Play-test Summer Fundraiser	
<b>Total 3000 - FALL Fundraising Events/Activities</b>	<b>\$35,100.00</b>
4000 - WINTER/SPRING Fundraising Events	
4001 - Carlsbad Marathon Water Station	\$1,000.00
40011 - Carlsbad Marathon Water Station (Expenses)	
Total 4001 - Carlsbad Marathon Water Station	<u>\$1,000.00</u>
4002 - Motors for Music	
40021 - Motors for Music - Entry Fee	\$3,500.00
40022 - Motors for Music - Vendor Fee	
40023 - Motors for Music - Trophy Sponsorship	\$4,000.00
400231 - M4M - Trophy Sponsorship (Expenses)	
Total 40023 - Motors for Music - Trophy Sponsorship	<u>\$4,000.00</u>
40024 - Motors for Music - Donations	\$500.00
40025 - Motors for Music - T-shirt Revenue	\$250.00
400251 - Motors for Music - T-shirt (Expenses_	<u>-\$2,000.00</u>
Total 40025 - Motors for Music - T-shirt Revenue	<u>-\$1,750.00</u>

40026 - Motors for Music - Raffle	
40027 - Motors for Music - Concessions	\$1,500.00
400271 - Motors for Music - Concessions Expenses	
Total 40027 - Motors for Music - Concessions	<u>\$1,500.00</u>
40028 - Motors for Music - Silent Auction	\$1,500.00
40029 - Motors for Music Expenses	
Total 4002 - Motors for Music	<u>\$9,250.00</u>
4004 - See's Candy Fundraiser	
40041 - See's Candy Fundraiser	
40041- See's Candy Fundraiser (Expense)	
Total 40041 - See's Candy Fundraiser	<u>\$0.00</u>
40042 - D'Liteful Chocolat	\$400.00
40043 - Printpak	
400431 - Printpak Revenue	\$5,000.00
400432 - Printpak (Expenses)	
Total 40043 - Printpak	<u>\$5,000.00</u>
4005 - Spring Concert	
40051 - Spring Concert - Program Ads (Revenue)	
400512 - Spring Concert - Program Ads (Expenses)	
40051 - Spring Concert - Program Ads (Revenue)	
40052 - Spring Concert - Bake Sale	
40053 - Spring Concert - Donations	
40054 - Spring Concert - Silent Auction	
40056 - Spring Concert - Gen/Admission Tickets	
400561 - Spring Concert - Gen/Admission Tickets (ASB)	

40057 - Spring Concert - Spirit & DVD /End of Year	
40058 - Spring Concert - Music Sponsorship	\$1,000.00
Total 4005 - Spring Concert	<u>\$1,000.00</u>

4006 - Percussion Festival	
40061 - Percussion Festival Entry Fee	
40062 - Percussion Festival Judges Fee	
40063 - Percussion Festival - Concessions	
400631 - Percussion Festival - Concessions Expenses	
40064 - Percussion Festival Expenses	
Total 4006 - Percussion Festival	<u>\$0.00</u>

4008 - WG Snap! Raise

4009 - Jazz on the Quad	
40091 - Jazz on the Quad - Expenses	
4009 - Jazz on the Quad	<u>\$0.00</u>

**Total 4000 - WINTER/SPRING Fundraising Events \$16,650.00**

5000 - Winter Guard Invitational Tournament	
5001 - Tickets/Raffle	
50011 - WGIT - VIP Parking	
5002 - Show Bid Expense	
5003 - Judges Hospitality Suite	-\$200.00
5004 - Sponsorship	
5005- Concessions (Food)	\$2,500.00
50051 - Concessions (Food) Expenses	
Total 5005- Concessions (Food)	<u>\$2,500.00</u>
5006 - Outside Vendors	

5007 - Judges Fees	
5008 - Trophies/Awards	
5009 - WCWG flat payment (April)	\$2,000.00
5010 - WGIT - Miscellaneous Expenses	
<b>Total 5000 - Winter Guard Invitational Tournament</b>	<b>\$4,300.00</b>
6000 - Axiom	
6000 - Ticket Sales	
60001 - Axiom - Ticket Sale to ASB	
6001 - Axiom - Direct to Boosters	
Total 6000 - Ticket Sales	\$5,000.00
6002 - Equipment (durable/reusable)	
60021 - Axiom - Props & Special Effects	
6003 - Marketing	
6004 - Axiom T-Shirts (Revenue)	
seniors	
Total 6004 - Axiom T-Shirts (Revenue)	\$0.00
6005 - Concessions/Donations/Spirit	
60051 - Concessions (Expenses)	
Total 6005 - Concessions/Donations/Spirit	\$0.00
6006 - Choreography	
6007 - Axiom Cafe	
60071 - Axiom Cafe (Expenses)	
Total 6007 - Axiom Cafe	\$0.00
6008 - Axiom Expenses	
<b>Total 6000 - Axiom</b>	<b>\$5,000.00</b>

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<b>7000 - Choir</b>	
8000 - Other Income	
8001 - Passive Fundraising	
80010 - Escrip	
80011 - Amazon Smile	\$2,000.00
80014 - Kroger Stores	
*add dine-out?	\$2,500.00
Total 8001 - Passive Fundraising	<hr/> \$4,500.00
80015 - Color Guard - Recycling	\$200.00
8002 - Grants Received	\$10,000.00
80021 - Grants - Transferred	
Total 8002 - Grants Received	<hr/> \$10,000.00
80022 - ASB Program Support	
80023 - Transfer from ASB Account	
8004 - Bryce Dhunjishaw Memorial Scholarship	
8005 - Pyware	
<b>8000 - Other Income</b>	<hr/> <b>\$14,700.00</b>
<b>Total Revenue</b>	<hr/> <b>\$170,350.00</b>

Expenditures

0100 - Coaching

0101 - Admin/Visual - A.Lindsey	\$	9,059.00
0102 - CG/WG #1 - J.Goldberg		\$12,000.00
0103 - CG/WG #2 - L. Villalobos (\$20/hr - 42 hr/month)		\$9,696.00
0104 - CG/WG #3 - Kristen Blackburn (\$20/hr - 35 hrs/month)		\$9,168.00
0105 - CG/WG #4		
0106 - Percussion #1 - M. Holguin		\$3,745.00
0107 - Percussion #2 - J. Nevin		\$5,950.00
0108 - Trumpet - Evan Walsh		\$5,085.00
0109 - High Brass / Jazz Director - Terrance Cooper		\$9,305.00
0110 - Clarinet (Woodwind) - Peter Dayeh		\$5,480.00
0111 - Tuba/Chamber Esemble Coach - Scott Sutherland		\$5,085.00
0112 - Saxophone/Bassoon Coach - Josias Miguel		\$5,480.00
0113 - Low Brass / Trombone - Darren Fujii		\$5,495.00
0114 - Flute Coach - Melanie Miller		\$5,480.00
0115 - Visual #1 - Michael Walsh		
0116 - Visual #2 - J. Paleo		\$3,185.00
0117 - Visual #3 - Darren Fujii		\$3,595.00
0118 - Visual #4 - Angel Nazario		\$3,605.00
0119 - Visual #5 - Adrian Magana		\$3,925.00
0122 - Other Coaching - fingerprinting \$75 ea x 10		\$400.00
0124 - Winds #5		
0125 - Axiom Visual		\$1,000.00

<b>Total 0100 - Coaching</b>		<b>\$106,738.00</b>
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0300 - Fall Field Show

0301 - Entry Fees - Current Season		\$1,500.00
03011 - Entry Fees - Deposit for Next Season		\$500.00
Total 0301 - Entry Fees - Current Season		<u>\$2,000.00</u>

0302 - WBA Membership Fee

0303 - Development	\$2,500.00
0304 - Choreography (consultant)	\$1,000.00
0305 - Music Licensing	
0306 - Equipment (durable/re-useable)	\$3,000.00
0307 - Equipment Maintenance	\$2,000.00
3071 - Drumline Wrpas, Slips, Drum Heads	
Total 0307 - Equipment Maintenance	<u>\$2,000.00</u>
0308 - Props & Special Effects	\$7,200.00
0309 - Music (Percussion)	\$1,000.00
0310 - CG Costumes	\$8,000.00
0311 - CG Flag Material/Poles/Silks	\$4,000.00
0312 - Band Special Effect Costumes	\$500.00
0313 - Personal Equipment - Band Shoes, Gloves, Etc	
03131 - Personal Equipment - Band Shoes, Gloves, Etc (Expenses)	
Total 0313 - Personal Equipment - Band Shoes, Gloves, Etc	<u>\$0.00</u>
0314 - Personal Equipment - CG Shoes, Gloves, Etc (Revenue)	
03141 - Personal Equipment - CG Shoes, Gloves, Warm Ups, Etc (Expenses)	
Total 0314 - Personal Equipment - CG Shoes, Gloves, Etc (Revenue)	<u>\$0.00</u>
0316 - KR Shirt - Black Uniform for Band & CG	\$2,000.00
0317 - Volunteer Shirts (Roadies/Uniforms regulars only)	
0318 - Technical Consulting (Jude Boughton)	
0319 - Judges SMUSD Preview	\$300.00
0321 - Incentive, Prizes & Awards	
0322 - Leadership Seminar (Scott Lang)	\$1,500.00
0323 - Ultimate Drill Book App for Marching Staff (year subscripti	\$130.00
<b>Total 0300 - Fall Field Show</b>	<b>\$35,130.00</b>

0400 - KR Championships Trip

0401 - KR Championships Entry Fee - Current Season

04011 - KR Championship Entry Fee - Deposit for Next Season

Total 0401 - KR Championships Entry Fee - Current Season

0402 - Transportation (Charter Bus)

4021 - Parking

Total 0402 - Transportation (Charter Bus)

0405 - Lodging

04051 - Lodging - Chaperones

Total 0405 - Lodging

0406 - Meals & Snacks (group-pay)

04061 - KR Championship Trip Meals - (Group Pay)

04062 - KR Championship Trip Meals - Snack Revenue

040621 - KR Championship Trip Meals - Snack Expenses

04062 - KR Championship Trip Meals - Snack Revenue \$0.00

Total 0406 - Meals & Snacks (group-pay) \$0.00

0410 - Supplies (Misc)

**Total 0400 - KR Championships Trip \$0.00**

0500 - Winter Guard (Small Ensemble)

0501 - Choreography \$2,000.00

0502 - Competition Entry Fees \$1,800.00

0503 - Costumes (Spring)

0505 - Flag Material/Poles/Silks \$1,000.00

0508 - Championships - Transportation

05081 - Winter Guard Tournament Trip - Revenue

05091 - Championship Hotels (Las Vegas) Expenses \_\_\_\_\_

Total 05081 - Winter Guard Tournament Trip - Revenue	<u>\$0.00</u>
0508 - Championships - Transportation	<u>\$0.00</u>
0514 - Props/paint for WG floor	\$1,000.00
<b>Total 0500 - Winter Guard (Small Ensemble)</b>	<b><u>\$5,800.00</u></b>
0600 - Winter / Spring Music Ensemble	
0601 - Festivals - Entry Fees Jazz/Perc. Ensembles	\$1,000.00
0602 - Festivals - Entry Fees Wind Ensembles	\$3,000.00
0603 - Festivals - Judges for Honor Band	\$300.00
0604 - Judges - Spring Pre-Festival	\$300.00
0605 - Music - Festivals/Spring All Ensembles	\$2,000.00
0606 - Master Classes	\$600.00
06061 - Disney Workshop	
060611 - Disney Workshop - (Expenses)	
Total 06061 - Disney Workshop	<u>\$0.00</u>
Total 0606 - Master Classes	<u>\$600.00</u>
0607 - CBDA - All State Honor Band Auditions (Expense)	\$150.00
06071 - CBDA - All State Honor Band Auditions (Revenue)	
Total 0607 - CBDA - All State Honor Band Auditions (Expense)	<u>\$150.00</u>
0608 - Judges - Conservatory	\$800.00
0609 - Judges - Solo/Ensemble Festival	\$300.00
0610 - Meals	
0611 - Events/Festival Custodian Fee	
<b>Total 0600 - Winter / Spring Music Ensemble</b>	<b><u>\$8,450.00</u></b>

0700 - Awards Night	
0701 - Senior Gifts	\$2,500.00
07012 - Senior Gifts - Donations	
070121 - Senior Dinner Night	\$300.00
Total 07012 - Senior Gifts - Donations	<u>\$300.00</u>
Total 0701 - Senior Gifts - Donations	<u>\$2,800.00</u>
0703 - Fleur Pins & SM Letters	\$500.00
0704 - Volunteer Awards	
<b>Total 0700 - Awards Night</b>	<b>\$3,300.00</b>

0800 - Fundraising Expenses	
0802 - PayPal Fees	
0803 - Stripe fees	\$2,000.00
0804 - Square fees	\$1,500.00
<b>Total 0800 - Fundraising Expenses</b>	<b>\$3,500.00</b>

0900 - Administrative	
0901 - Insurance (E&O)	\$1,600.00
0902 - Charms License Fee	
0903 - Tax Preparation/501 Filings	\$300.00
0904 - State Registration/Franchise Tax Board	\$120.00
0905 - QuickBooks (online)	\$350.00
0906 - Web Hosting/Registration	\$1,100.00
09061 - Website	
Total 0906 - Web Hosting/Registration	<u>\$1,100.00</u>

0907 - Bank Fees/Charges	\$50.00
0908 - Volunteer Fingerprinting	\$500.00
0909 - Copies/Printing	\$750.00
0910 - Supplies	\$750.00
0911 - Postage	\$100.00
0912 - P.O. Box	\$400.00
0913 - Volunteer Appreciation Gathering	\$500.00
09130 - Volunterr Meals	
09131- Volunteer Open House	\$200.00
Total 0913 - Volunteer Appreciation Gathering	\$700.00
0914 - First Aid Kits/ Health & Safety	\$200.00
0915 - Emergency Repairs	\$500.00
<b>Total 0900 - Administrative</b>	<b>\$7,420.00</b>
<b>Total Expenditures</b>	<b>\$170,338.00</b>
<b>Net Operating Revenue</b>	<b>\$12.00</b>
Other Expenditures	
990 - Other Miscellaneous Expenditure	
991 - Musical Instruments	
<b>Net Revenue</b>	<b>\$12.00</b>
*Needed Bank Reserve	
Total Net Revenue	

Budget 2022-23

	Source Name	Amount	C / CD / P
Additional Funding Source 1	Booster Fundraising Efforts		
Additional Funding Source 2			
Additional Funding Source 3			
Additional Funding Source 4			
Additional Funding Source 5			
Additional Funding Source 6			
Additional Funding Source 7			
Additional Funding Source 8			
Additional Funding Source 9			
Additional Funding Source 10			